

MANAGING THE DOJ MISSION

Every business depends on its administrative management foundation to enable its operations. The Department of Justice is no different. Without strong management assistance in areas such as human resources, financial management, budget and performance management, procurement, and information technology, the Department's programs could not function. Continuous improvement of administrative management capabilities is necessary to ensure that the Department develops policies, establishes procedures, obtains resources, and creates the management environment and service infrastructure necessary to enable DOJ components to meet the Department's mission in a changing world. Management initiatives throughout the Department are designed to ensure that its goals and objectives are met, with a renewed emphasis on supporting traditional missions. In an effort to rejuvenate and improve operations, the Department has identified two principles that align with the President's direction and guide the development of management initiatives Department-wide:

- **Promote transparency, performance, and accountability.** DOJ has renewed its commitment to ensuring that its work is carried out with integrity and, as appropriate, is accessible to the public and to other agencies, and that components are held accountable for meeting their performance goals.
- **Encourage collaboration and effective partnerships.** DOJ is bolstering efforts to collaborate with other agencies to increase efficiency and strengthen the work of the Department. Internally,

senior leadership is working to encourage a more collaborative environment among components and ensure resources are in place to support efficient and effective partnerships.

Described below are major management initiatives and examples of how these guiding principles are shaping administrative operations within DOJ. At the same time, these initiatives are supporting the Administration's government-wide management agenda.

OPEN GOVERNMENT

The Department is committed to achieving the President's goal of making this the most transparent Administration in history. The Open Government website created by DOJ at <http://www.justice.gov/open/index.html>, includes links to and information on the DOJ *Open Government Plan*, collaboration among agencies, various DOJ datasets, and FOIA activities. DOJ released its *Open Government Plan* in April 2010 (http://www.justice.gov/open/doj-open-government-plan_1_0.pdf).

Enforce Freedom of Information Act (FOIA). DOJ has a special responsibility in Open Government, as federal law requires it to provide guidance to, and collect compliance information from, other federal agencies on issues related to FOIA. Tied to this responsibility, in March 2011, DOJ launched FOIA.Gov (<http://www.foia.gov>), an interactive website, allowing the public to easily view statistics on FOIA compliance government-wide. The website contains a

Dashboard with data and reports pertaining to federal agencies' FOIA activities.

Promote Transparency. While the Department's mission, especially in the areas of criminal law enforcement and national security investigations, often requires confidentiality, there are many aspects of its work that can be made more transparent. DOJ's leadership has fully committed to changing the culture of DOJ to one of disclosure whenever possible, to reconsidering long-ingrained habits, and to re-evaluating whether information long withheld now can be released. Where the Open Government principles of transparency, participation, and collaboration can enable the Department to better fulfill its mission, the Department will seize those opportunities. Where the Department can better inform the public without compromising its mission, it will.

The Department has, in response to FOIA requests, released in full or with redactions, high-value information such as the Attorney General's calendar, senior leadership travel documents, and senior leadership appointment documents. In addition, the Department is increasing the opportunities for public participation and engagement and is releasing as much as possible the data underlying published reports. Further, DOJ is committed to a proactive policy of releasing more information even in the absence of specific requests, in the continuing effort to make the Department as open and transparent, as accountable and participatory, as possible. For example, the Office of Information Policy's website posts operational documents such as policy statements, staff manuals and instructions, final opinions and orders, allowing the public to access information which relates to DOJ's day-to-day operations.

Make Government More Accessible. DOJ is committed not only to putting useful information into the public domain, but also to ensuring that the information it provides is accessible to all Americans. Except in those circumstances where making certain content available would impose an undue burden on the Department, all individuals with disabilities will have access to, and the use of, information comparable to that provided to individuals without disabilities.

HUMAN RESOURCES

The Department has a workforce of over 116,000 employees to support its mission to protect all Americans. To ensure it continues to employ talented people, DOJ is streamlining and improving its hiring process to create a better experience for applicants, managers, and human resources specialists. It also is working to create appropriate training opportunities, promote work-life balance tools, provide appropriate benefits, and recognize excellent performance for its workforce. The following initiatives will help DOJ continue to attract and retain the best and brightest workforce.

Hiring Reform. Human Resources offices throughout the Department continue to implement key initiatives outlined in President Obama's May 11, 2010, memo, *Improving the Federal Recruitment and Hiring Process*. These reforms address impediments to recruiting and hiring the best and brightest and will allow the Department to better build the workforce needed to achieve the agency's strategic goals. The initiatives aim to recruit top talent and streamline the hiring process, especially for mission-critical jobs. Among the reforms DOJ has implemented to date, are the elimination of any requirement that applicants respond to essay-style questions

when initially applying for a federal job; allowing individuals to apply for federal employment by submitting resumes and cover letters; eliminating the “rule of three” approach under which hiring managers can only select from among the three highest scoring candidates; monitoring efforts to improve the speed and quality of the hiring process and the satisfaction of managers and applicants with the hiring process; and notifying applicants about the status of their application at key stages of the hiring process.

Employ Veterans. DOJ’s Veterans Employment Program Office (VEPO), established to increase the hiring of veterans across the Department, will continue to educate managers about existing veteran’s hiring authorities and conduct outreach to veterans’ advocacy groups, veterans’ organizations, and individual veterans. In 2010, the VEPO issued a *Veterans’ Employment Operations Plan*, providing the strategic framework necessary for organizations across the Department to reach, attract, and hire Veterans with the right skills and career aspirations to meet workforce needs.

Manage Diversity. The Department strives to ensure that its workforce is drawn from the broadest segments of society that are prepared to perform the work of Justice, so that we are poised to meet the present and future needs of our Nation. The Department will continue to support and encourage components to recruit, hire, and retain a highly talented and diverse workforce and to incorporate the principles of diversity and inclusion in all aspects of its operations. In April 2010, the Attorney General issued the *DOJ Diversity Management Plan* and in March 2011, established a DOJ Intranet Webpage providing employees with useful information regarding past, current, and

future steps taken to implement the *Diversity Plan* as well as resources to promote diversity across the Department.

The *2008-2012 DOJ Equal Employment Opportunity Strategic Plan* (<http://www.justice.gov/jmd/eeos/strategicplan.pdf>) provides a more detailed framework for promoting diversity and inclusion.

More detailed information on these and other initiatives can be found in the *DOJ Human Capital Strategic Plan*, (<http://www.justice.gov/jmd/ps/missionfirst.pdf>).

FINANCIAL MANAGEMENT

Increase Reliability of Financial Information. DOJ’s Unified Financial Management System (UFMS) will ensure that accurate, reliable, and relevant financial and procurement information is provided in a timely manner, allowing the Department to exercise its mandated fiduciary responsibilities. In the components where it has been implemented, UFMS has improved the quality and timeliness of financial and business information through streamlined systems and standard financial management processes. As UFMS is implemented in additional components, it will support improved budget and performance integration by combining the various program analysis applications with financial data across components. This will enable a more efficient and effective means of performing the planning and budget functions. The investment eventually will allow DOJ and its external agency customers to evaluate program effectiveness on a per dollar basis.

Improve Debt Collection. DOJ will continue to aggressively pursue debts owed to the U.S. Government as a result of civil

and criminal litigation, including debts owed to victims as court-ordered restitution. In this capacity DOJ will continue to partner with federal agencies that refer civil debts for litigation and enforced collection to DOJ's Nationwide Central Intake Facility. In response, DOJ provides operational and litigation support, policy and client support services, training, and reporting to facilitate the collection of debts.

BUDGET AND PERFORMANCE MANAGEMENT

Promote Budget Transparency and Accessibility. One of the Department's most important budget management responsibilities is ensuring that the use of existing resources and estimates of future requirements is consistent with the policies, plans, and mission priorities of the Attorney General and the President. This function is carried out by activities such as, analyzing components' requests for funding and monitoring appropriated funds; requesting supplemental funds or proposing the reprogramming of funds, if necessary; and advising departmental leadership on budget and programmatic matters. To ensure the Department's budget aligns with the departmental goals and objectives as required by the [Government Performance and Results Modernization Act](#) (GPRMA), budget offices are responsible for coordinating the development of the Department's *Annual Performance Plan* and *Annual Performance Report*.

Going forward, DOJ and its components will continue to promote budget transparency, performance, and accessibility by coordinating with leadership, regularly reporting accomplishments, and posting budget products to the DOJ website for the public's use. The DOJ Budget and Performance website at:

<http://www.justice.gov/02organizations/bpp.htm>, includes links to various budget data sets. In addition the Department will continue to collaborate with OMB, other federal agencies, and Congress on DOJ budget and performance matters. For example, the Department has expanded the use of OMB's MAX information system to address various reporting requirements and improve information sharing and accessibility.

ACQUISITIONS

Develop Workforce. The DOJ Senior Procurement Executive (SPE) continues to provide centralized support and leadership to the DOJ procurement program and acquisition workforce by developing policy and ensuring the workforce has access to a robust e-government environment. The SPE promotes transparency by ensuring current and accurate data is published in the Federal Procurement Data System – Next Generation (FPDS-NG) and USASpending.gov. To make certain the Department has the capacity and resources for effective contracting, the SPE is pursuing an intern program, as well as funding for additional positions and training.

Create Savings and Transparency. In March 2009, the President directed federal agencies to save \$40 billion in contracting annually by the end of 2011. Through the Justice Acquisition Council, which consists of representatives from every bureau the SPE will continue to coordinate DOJ progress towards the President's goal through a combination of minimizing the use of time-and-materials contracts, strategic sourcing (pooling purchases across components), consolidating contracts, and making the acquisition processes more transparent. In addition, the SPE and the Justice Acquisition Council will coordinate

with the Attorney General's Advisory Council for Savings and Efficiency (SAVE Council discussed below) on procurement-related savings initiatives.

INFORMATION TECHNOLOGY (IT)

Improve IT Investment Management.

The Department will continue to improve and refine its efforts to provide a secure, reliable, and highly available IT infrastructure that enables information sharing and fulfills program needs throughout DOJ. This will be achieved by carefully guiding the acquisition, development, deployment, operations, and maintenance of a comprehensive and cost effective IT infrastructure that includes computing platforms, telecommunications networks, desktops, messaging, and web services. In addition, the DOJ SAVE Council has identified coordinated procurement of IT equipment and services among the savings initiatives it will monitor and expect to produce savings through FY 2013.

Streamline IT Operations. Two examples of government-wide initiatives that DOJ is participating in are Data Center Consolidation and Cloud Computing. In response to OMB's launch of the Federal Data Center Consolidation Initiative in 2010, the Department created a consolidation plan effective through 2015, with near-term goals of closing DEA Headquarters' and USMS Headquarters' data centers by the end of 2011. To migrate to cloud computing, DOJ has identified the following services: procuring a 100 terabyte vendor storage solution to allow 18,000 USAO employees across 250 locations to have an easily accessible storage service within the USAO Wide Area Network; moving 7,500 ATF users in 260 office locations to a cloud email hosting solution;

and moving to General Services Administration's private cloud offering for investment planning, lifecycle cost tracking, portfolio management, annual budget exhibit preparation, and reporting to OMB.

Share Information. Continued collaboration and partnerships with other federal agencies, state, local, and tribal law enforcement, and international partners are essential to the mission of the Department. Innovative use of IT is key to sharing law enforcement and counterterrorism information across a broad and diverse community. Examples of initiatives are: continued identification of useful DOJ information and the negotiation of sharing agreements through the Law Enforcement Information Sharing Program; development and use of standard information exchange packages based on the National Information Exchange Model to reduce the cost and time necessary to share; improved transparency to the public by establishing a DOJ presence on social network sites, redesigning the Department's public website, and providing data to cross-agency websites such as Data.gov and Recovery.gov; and participation in interagency information sharing policy groups and initiatives related to law enforcement, intelligence, and information security.

Enhance Information Technology Security. To address the increasingly sophisticated, agile, and persistent cyber threats to Department IT networks and systems, the Department will continue its aggressive efforts to ensure that systems remain safe and secure to the greatest extent possible against cyber attacks. Examples of initiatives are: enhancing Department-wide collaboration and response to security threats by implementing enterprise-wide tools and capabilities that provide real-

time situational awareness of enterprise security posture and threat activity; and employing robust tools for securing data on mobile computing devices to ensure protection of sensitive business information and personally identifiable information.

Establish Enterprise Solutions. To promote collaboration and partnering across components and with other agencies, DOJ has established program management offices to centrally manage major, cross-cutting, high-impact IT projects. Some of these are solutions with federal-wide implications, while all of them span numerous DOJ components. Examples of these enterprise solutions include: continuing to deploy UFMS across the Department; managing existing and future wireless capabilities across the Department; supporting identity management and credentialing; and developing Federal Identity Management, an in-progress effort that will provide coordinated access to federal resources for state, local, and tribal law enforcement.

SUSTAINABILITY

Performance and Accountability. To encourage environmental protection, energy conservation, and Greenhouse Gas (GHG) emission reductions across the agency, DOJ will continue to integrate sustainability principles across the entire Department over the next decade by: improving the energy

efficiency of buildings, vehicles, travel, employee commuting, and other operational factors in order to reduce GHG emissions; managing water use, wastewater, and storm water in an environmentally sound manner; planning, building, procuring, and operating high-performance, sustainable buildings; and preventing pollution and eliminating waste through sustainable acquisition practices, electronic stewardship, and other waste diversion efforts.

SAVE COUNCIL

In July 2010, the Attorney General created the SAVE Council to identify Department-wide savings and efficiency initiatives and to monitor their progress toward cost savings, cost avoidance, and efficiencies. In addition to continuing to monitor the initiatives from the 2009 pilot, the SAVE Council has approved additional areas of focus for savings, inclusive of, but not limited to: reductions in the square footage occupied by DOJ; efficiencies in the hiring, training, and travel processes; cost savings for travel through on-line booking; coordinated procurement efforts for IT equipment and services; and consolidations of vendor contracts. The SAVE Council will continue to provide a framework to identify and implement new initiatives and best practices to save taxpayer dollars, realize efficiencies, and monitor savings progress.