

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 policy, processes, and support in areas such as human resources, records management, 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 first *Open Government Plan* in April 2010 (http://www.justice.gov/open/doj-open-governement-plan_1_0.pdf). On June 25, 2010, DOJ published its *Open Government Plan 1.1*, and on April 9, 2012 DOJ released its *Open Government Plan 2.0* (<http://www.justice.gov/open/doj-open-government-plan.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 graphically presents the detailed statistics contained in agency Annual FOIA Reports and allows users to sort through the data so that comparisons can be made between agencies and over time. The website also serves as an educational resource for the public by providing useful information about the FOIA. Since its launch, the Department has worked to expand the capabilities of FOIA.gov and, among other things, has added a new search feature that allows the public to locate information on any topic posted on an agency's website. Most recently, FOIA.gov was expanded to include key FOIA data on a quarterly basis.

The Department is also beginning to use cost-saving IT when responding to FOIA requests. By using innovative IT approaches, DOJ will be able to decrease response times by conducting automated record searches that are much quicker than manual searches, convert paper documents into searchable electronic records, and streamline the overall process by de-duplicating records. DOJ's effective use of IT resources will lead to faster and more complete responses to requests for information by the American public.

Promote Transparency. While the Department's mission, especially in the areas of criminal law enforcement and national security investigations, often requires confidentiality, DOJ's leadership has fully committed to changing the culture of DOJ to one of disclosure whenever possible and to re-evaluating whether information long withheld can now be released. Where the Open Government principles of transparency, participation, and

collaboration can enable the Department to better fulfill its mission, the Department will continue to 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, senior leadership appointment documents, and FOIA logs of requests processed for the senior leadership offices. In addition, the Department is increasing the opportunities for public participation and engagement and is releasing the data underlying published reports as much as possible. 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, transparent, 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, and final opinions and orders, allowing the public to easily access information which relates to DOJ's day-to-day operations.

Make Government More Accessible. DOJ is committed not only to provide useful information into the public domain, but also to ensure that the information it provides is identifiable, reliable, and 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

Strategic Alignment. Under the leadership of the Department’s Chief Human Capital Officer, the DOJ Human Resources (HR) community is fully committed to implementing human capital strategies that align with Departmental missions, goals, and organizational objectives. The DOJ Human Capital Executive Committee is responsible for leading the DOJ HR community in its pursuit of overall excellence in human capital initiatives.

The HR community must align its strategies, plans, and tactics with those of other communities throughout the Department and across government. These intersections between the HR community and other lines of business ensure that DOJ’s HR professionals have the necessary tools to be strategic partners in achieving mission success.

By fiscal year 2015, DOJ will prepare a draft Automation Strategy, specifically including evaluation of a new system that will enable HR to hire people faster by automating manual and paper based processes, improving the applicant and new hire experience, ensuring that the people hired have the skills needed to perform the job, and making more accurate projections about certain occupations the agency needs to meet future mission requirements.

Human Capital Accountability. Human Capital Accountability directly contributes to agency performance by monitoring and evaluating the results of DOJ’s HR management policies, programs, and activities; by analyzing compliance with merit system principles; and by identifying and monitoring necessary improvements.

In partnership with the Office of Personnel Management (OPM), DOJ’s HR community will undertake a thorough review of its HR accountability environment. The end result will be a formal system, approved by OPM and supported by DOJ Leadership, which measures and assesses all HR practices for mission alignment, effectiveness, efficiency, and compliance with merit system principles, laws, and regulations.

Hiring Excellence. Applying lessons from the President’s 2010 Hiring Reform Initiative, the Department will provide leadership in hiring reform efforts that will focus on improving the quality of hires in the Federal government. The result will be a “quality hire index” that incorporates manager and new hire satisfaction, employee retention, time-to-hire, and similar measures.

Workforce Planning. The foundations for hiring excellence are established in actionable workforce planning at both the Department and Component levels. HR offices throughout the Department will conduct continuous workforce planning to identify workforce trends and address any gaps between our current workforce composition and future human capital needs. DOJ is also pursuing an initiative to engage in a formal cross-component mentoring program in an effort to develop and retain a cadre of high-performing non-attorney employees.

Diversity and Inclusion. Through active partnership with the DOJ Equal Employment Opportunity community and Component diversity committees, the HR community will continue to identify and share best practices in recruitment, development, and retention of a workforce drawn from the broadest segments of society.

As full partners in implementing the Attorney General's *Diversity Management Plan*, the Department's remains committed to Veteran Employment and Disability Hiring initiatives – two areas in which DOJ is a government leader.

BUDGET AND PERFORMANCE MANAGEMENT

Promote Budget Transparency and Accessibility. The Department's most important budget management responsibility is ensuring that the use of existing resources and estimates of future requirements are consistent with the policies, plans, and mission priorities of the Attorney General and the President. Under the leadership of the Performance Improvement Officer /Controller, the Justice Management Division Budget Staff serves as the central budget office for the Department, providing administrative and managerial support and oversight of DOJ components on behalf of the Attorney General. The Budget Staff oversees the budget formulation and execution activities, including strategic planning and performance management, of the Department's components and the Working Capital Fund. Oversight and support 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, available here: <http://www.whitehouse.gov/omb/performance/gprm-act>), the Budget Staff is responsible for coordinating the

development of the Department's *Annual Performance Plan* and *Annual Performance Report* with all the contributing components.

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 the 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.

SAVE COUNCIL

In July 2010, the Attorney General created the Advisory Council for Savings and Efficiencies (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.

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.

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 and USASpending.gov.

Create Savings and Transparency. Through the Justice Acquisition Council, which consists of representatives from every bureau, the SPE will continue to coordinate DOJ progress towards savings in contracting 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 SAVE Council on procurement-related savings initiatives.

RECORDS AND INFORMATION MANAGEMENT (RIM)

Manage Electronic Records. The Department will continue to improve its approach to the management of electronic records through multiple projects in response to the Federal Records Act and the OMB/National Archives and Records Administration [M-12-18, Managing Government Records Directive \(RIM Directive\)](#), issued August 24, 2012. The RIM Directive establishes long term goals and short term objectives to move the Executive Branch forward to address recordkeeping in the 21st century. It is focused on improving performance and promoting openness and

accountability, improving capture and accession of permanently valuable historical records, and assisting agencies in minimizing costs and operating more efficiently.

Implement Organizational Structure for the Department's Electronic Records.

The Department will continue to refine and implement the Department-wide information taxonomy, the Justice Records Control Schedule (JRCS). The JRCS taxonomy provides core high-level organization to the Department's information resources that enable better and more efficient identification and accessibility to Departmental records across multiple components and functions

INFORMATION TECHNOLOGY (IT)

Institutionalize IT Portfolio Management.

The Department is evolving its management of IT resources from a program and project focused model, which targets specific high-dollar and/or high priority IT investments, to a cascading model that includes portfolio management in addition to program/project oversight. This new model enables a departmental view of investments across the enterprise, including component investments. Investments will be categorized and managed within four major portfolios: (i) IT infrastructure and enterprise systems; (ii) enterprise business systems; (iii) mission systems, which are primarily operated at the component-level; and (iv) security systems.

By implementing an enterprise-level portfolio model, the Department expects to realize cost savings and avoidance from rationalizing redundant and commodity investments and from more efficient vendor management.

Streamline IT Operations to Serve Customers Better. As technology evolves and new solutions become available, the Department must constantly look to streamline existing systems and applications to ensure they remain effective and efficient while also providing new capabilities to customers. When conducted as part of the IT portfolio management program, this approach enables the Department and its components to identify and rationalize commodity IT services, deploy solutions that reduce costs and improve efficiencies, and invest savings from these efforts in new solutions and capabilities.

Enhance IT Security.

Given the evolving nature of the cyber threat and adversaries' constant targeting of DOJ and component networks, it is imperative for the Department to improve continuously and strengthen its security posture. To do so, we will institutionalize risk-based security policies and ensure enterprise compliance, expand continuous monitoring capabilities, integrate identity, credential, and access management programs (ICAM) into our security program, and assure a trusted and resilient information and communications infrastructure.

Deliver Innovative Solutions to Meet Customer Needs. The Department will continue to deliver innovative solutions to meet the needs of a wide variety of customer groups, including criminal investigators, prison guards, attorneys, counterterrorism analysts, forensics experts, controlled substance regulators, and program managers. As compact mobile computing devices and wireless broadband revolutionize the ways we access and use information, much of DOJ's innovation agenda in the coming years will be driven by mobility solutions and cloud services.

Expand Information Sharing. Information sharing among the justice community has long been a Departmental priority. Efforts to improve counterterrorism and homeland security information sharing in the wake of the 9/11 terrorist attacks have resulted in the apprehension of terrorist suspects and prevented attacks from occurring within the U.S. Law enforcement information sharing remains the primary focus of DOJ's information sharing program, and our progress has steadily improved as new technologies, capabilities, and standards are made available to DOJ users and the law enforcement community nationwide. While we have made great strides in information sharing, there is always more to be done.

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.