PRESIDENT'S MANAGEMENT AGENDA— SELF-ASSESSED ANALYSIS

OVERVIEW

To improve performance and results, and, where possible, reduce costs throughout the government, the Administration identified five government-wide priorities known as the President's Management Agenda (PMA) which includes: the strategic management of human capital; improved financial performance; competitive sourcing; expanded use of electronic government; and the performance improvement. While other priorities also were identified, none were applicable for the Corporation, except one. For grantmaking agencies, the Administration called for the reduction of barriers to the participation of faith-based and other community organizations in the Government's grant programs.[1]

The President's Management Council defined specific standards for success in each priority and uses a traffic-light scoring system to measure major CFO Act agencies' progress against each of the standards. Green denotes success, yellow is for mixed results and red for unsatisfactory results. The system consists of two different ratings; the "status" rating measures the agency's management operations; while the "progress" rating assesses whether the agency is making reasonable progress toward meeting the standards.

Although the agency is not required to do so, the Corporation has adopted the PMA as a guide, using its priorities to focus management resources and improve the administrative efficiency of the agency. A detailed *Corporation-conducted* analysis of its progress and plans against each PMA criteria follows.

Table 1. Summary of internally assessed PMA ratings for FY 2007[i]

INITIATIVE	STATUS RATING	PROGRESS RATING
Human Capital	Y	G
Improved Financial Management	G	G
Competitive Sourcing[ii]	G	G
Expanded e-Government	R	Y
Performance Improvement	Y	Y

i. The Corporation has not determined traffic light colors to indicate the status for the improper payment and federal real property asset management metrics. For the improper payment metric, the PMA criteria presumes the existence of significant risk of improper payments, which, as defined in the Improper Payment Information Act (IPIA), have not been found at the Corporation (see section on the Corporation's assessment of internal control). The IPIA also indicates that the included agencies are: Agriculture, Defense, Education, HHS, DHS, HUD, Labor, DOT, Treasury, VA, EPA, NSF, OPM, SBA, and SSA. Regarding the real property metric, the Corporation does not own any real property.

ii. The Corporation is not covered by the Federal Activities Inventory Reform (FAIR) of 1998 Act and does not have a formal competitive sourcing plan, as discussed in the President's Management Agenda. See the Competitive Sourcing discussion in this section.

PMA Initiatives

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1. Further information on the President's Management Agenda (PMA) and the President's Management Council scorecard is available at: *www.whitehouse.gov/omb/buintegration/pmac_index.html*.

HUMAN CAPITAL

STATUS = Y *PROGRESS =* G

In FY 2007, the Corporation continued its emphasis on human capital management. The Corporation increased monetary and non-monetary recognition programs to better reward and recognize high performance. The agency also continued to expand its employee development and diversity programs to improve the quality of its workforce. The Corporation made significant progress toward improving the strategic alignment of its workforce, including completing the consolidation of field support units, and initiating two new units designed to improve customer service and support mission critical information technology (IT) development projects.

Although the agency has made great progress toward the PMA human capital goals, much still needs to be done. In particular, the Corporation must continue to reduce under-representation and close mission-critical skill gaps.

To strengthen its human capital efforts, the Corporation will:

» Begin implementation of a human capital accountability system, including data collection for operational activity metrics and to support improved decision making;

» Support organizational realignment to improve management of mission critical IT development projects;

» Perform competency-based leadership assessment for supervisors, managers, and executives, and deliver targeted, need-based training for new supervisors; and,

» Review and revise performance management systems to strengthen linkage between performance appraisals and individual work plans.

HUMAN CAPITAL PMA ANALYSIS

STATUS = Y *PROGRESS =* G

The Corporation has made great strides in improving its human capital resources. As the following self-assessment indicates, the Corporation has been successful in achieving transitional operational characteristics, and will continue to meet its goals to strengthen human capital management.

Table 2. Human capital PMA analysis

CRITERIA	STATUS RATING	PROGRESS RATING	PROGRESS IN FY 2007	PLANS
Developed and operated against a comprehensive human capital plan, analyzes results to support decision-making.	Y	G	The agency's leadership and performance culture, and talent systems operate in accordance with the agency's Strategic Human Capital Plan.	In FY 2008, the agency will collect data for operational and outcome-based metrics in preparation for process review by OPM.
Analyzed existing organizational structures from service and cost perspectives; process in place to address future organizational changes.	G	G	Completed consolidation of field support offices; realigned NCCC; established new customer support unit.	Support organizational realignment to improve management of mission critical IT development projects; develop and execute strategy for leadership transition.
Succession strategies, including structured leadership development programs, result in a leadership talent pool.	Y	G	Redesigned Corporation Leadership Institute, a targeted, competency-based development program for senior leaders and emerging leaders.	Perform competency-based leadership assessment for supervisors, managers, and executives; deliver targeted, need-based training for new supervisors.
Performance appraisal plans link, differentiate, and provide consequences, provide distinctions in performance, and hold employees accountable for results.	G	G	100% of performance plans for Corporation employees, supervisors, managers, and executives are aligned with Corporation strategic goals; multi-level Employee and Managerial Appraisal Systems link results with agency mission and goals.	Revise employee appraisal system to strengthen linkage between performance appraisals and individual work plans.

Table 2. Human capital PMA analysis—*continued*

CRITERIA	STATUS RATING	PROGRESS RATING	PROGRESS IN FY 2007	PLANS
Reduced under representation and established a process to sustain diversity.	Y	G	Maintained greater representation among non-managerial staff of traditionally under-represented groups than in overall federal and civilian workforces; implemented Diversity Recruitment Policy to improve minority applicant pools.	Continue to promote improved communications and cooperation among diverse staff; continue efforts to recruit high-quality minority applicant pools, especially for managerial positions.
Conducted a workforce analysis to identify, set targets, and address competency gaps in mission-critical occupations. Developed short-and long-term strategies to close gaps.	Y	G	Mission-critical competencies incorporated into the performance management systems covering all employees; implemented competency-based individual training plans; conducted corporation-wide managerial training; executed plan for direct allocation of training funds to program offices; participated in OPM competency analysis of mission critical occupations (0201 series). Helped create a new Program Management Office to improve management of mission critical IT development projects.	Analyze use of individual training plans; improve integration of competitive sourcing and e-Gov as solutions. Use customer feedback and competency analysis of the 0201 occupational series to realign resources within Office of Human Capital.
Developed an OPM-approved accountability system that identifies activities and outcome measures; uses the system to guide improvements.	Y	G	Used collaborative decision-making process to establish and prioritize human capital initiatives (e.g., leadership development, appraisal system); used customer feedback to improve operational human capital alignment.	Expand use of human capital data (e.g., the Federal Human Capital Survey and "360 degree" performance feedback) to inform human capital programs.

IMPROVED FINANCIAL MANAGEMENT

STATUS = **G** *PROGRESS =* **G**

FY 2007 was a major milestone for the Corporation. The agency achieved its eighth consecutive unqualified audit opinion, and for the first time had no material weaknesses, significant deficiencies, or reportable conditions. During FY 2007, the Corporation fully addressed the auditor's concerns regarding the adequacy of the agency financial statement quality control process and the VISTA cost-share agreement. This is the result of a sustained focus on strengthening internal controls, automating systems, and measuring key management indicators.

These results demonstrate the Corporation's ongoing commitment to sound financial management. To further enhance the agency's financial and program administration operations,

many projects were advanced during FY 2007, including:

» Further focusing grants monitoring, based on risk assessments and frequency-based monitoring requirements, as applicable by program;

» Modifying e-Grants, the grants management system, to automatically send notifications to grantees when reports are coming due and required reports are overdue;

» Implementing a paperless process for maintaining time and attendance records and automatic transmission of data to the Corporation's payroll processor, the USDA National Finance Center;

» Consolidating five field financial service centers into one, thus increasing efficiency and enabling greater improvements in customer service;

» Enhancing internal control processes and management, such as implementing a significantly expanded control assessment program as described below;

AGENCY INTERNAL CONTROLS PROGRAM

During FY 2007, the Corporation continued to refine its internal control assessment program, which is modeled on OMB Circular A-123. These efforts included further developing the internal control organizational structure and monitoring of internal controls initiated during FY 2006. The Corporation's internal control program is led by a Senior Assessment Team of key financial and program management executives and is staffed by the Internal Control and Analysis Team (ICAT) within the Department of the Chief Financial Officer. The Senior Assessment Team approved the internal control improvement program and oversees the maintenance and quarterly review of ICAT activities.

The risk-based approach developed at the Corporation gives priority for annual internal control reviews, including testing, to specific organizational and functional areas where significant risks are known to exist (assessable units). For example, the Corporation's Accounting and Grants Management Offices, Field Financial Management Center, VISTA Member Support Unit, Office of Procurement Services, and regional National Civilian Community Corps campuses are all considered as a high priority when developing the annual internal control testing plan.

A major enhancement to the internal control program in FY 2007 was the implementation of a Control Associates Team. This team is comprised of Corporation staff from throughout all operational areas of the Corporation who received special training and now provide an additional resource for documentation of internal control policies and procedures, development of new and updated controls, and the testing of controls that are in place.

The Corporation's internal control assessment program includes training for managers and staff on the purpose of controls and how the Corporation develops, implements, assesses, corrects, and reports on controls. The internal control program is now a year-round process that includes the following components:

» Monthly meetings of the Senior Assessment Team;

» Quarterly reviews and updates to the Internal Control Improvement Plan;

» Self-assessment of controls by Corporation managers using a structured risk-assessment tool or form;

» Quarterly meetings of the Financial Performance Council;

» Feedback and guidance on internal control procedures provided to managers and staff in connection with the self-assessment, Internal Control Improvement Plan, and control documentation processes;

» Site visits to offices conducting financial and program administration activities for the purpose of providing training and discussing the results of internal control assessment testing;

» Quarterly meetings of the Control Associates Team; and

» Documentation of the results of internal control test work for analysis and planning future reviews and operational improvement efforts.

During FY 2007, the Senior Assessment Team determined that the Corporation's 24 Assessable Unit Heads should take a more active role in all aspects of the Internal Control Program. The first significant step in this direction was providing comprehensive training in the fundamentals of internal control for each of the Unit Heads and their key staff. Another improvement was the design of a one-page Risk Assessment Form to be completed at the beginning of each fiscal year starting with FY 2008. In addition, a project was initiated by a team of Control Associates to draft a comprehensive Internal Control Policy for the Corporation. During FY 2008, the Assessable Unit Heads will become progressively more involved with other aspects of the annual internal control cycle, including identifying specific risks, leading Internal Control Improvement Plan projects, maintaining up-to-date control documentation, ensuring that their staff is trained on current control systems and procedures and signing off on Assessable Unit Statements of Assurance at the end of each fiscal year.

» Launching a data warehouse/management dashboard; and

» Upgrading the agency's core financial system, Momentum.

These improvements have resulted in cost savings, better performance and reduced administrative burden.

FINANCIAL PERFORMANCE IMPROVEMENT

STATUS = **G**   *PROGRESS* = **G**

Based on the agency's self-assessment, the Corporation maintained a status of "green," for the last two years. Moreover, the agency is on schedule to implement the plans described below to further improve its financial performance.

Table 3. Financial improvement PMA analysis

CRITERIA	STATUS RATING	PROGRESS RATING	PROGRESS FOR FY 2007	PLANS
Audit opinion on annual statements is clean and meets reporting deadlines.	G	G	The agency received an unqualified audit opinion for the eighth consecutive year; met all reporting deadlines; no material weaknesses were reported under the Federal Financial Management Improvement Act or the Federal Managers' Financial Integrity Act.	Continue the process begun during FY 2006 that fully implements all requirements of OMB Circular A-123, Management's Responsibility for Internal Controls.
Complies with the Federal Financial Management Improvement Act.	G	G	The agency provides unqualified assurance on financial reporting controls, compliance with financial management system requirements; and unqualified assurance on agency systems security controls.	Continue to improve internal compliance monitoring.
Has no chronic or significant Anti-Deficiency Act violations.	G	G	The agency implemented extensive, improved internal controls to ensure obligations are within appropriated levels.	Continue to monitor and improve internal controls.
Has no material noncompliance with laws or regulations.	G	G	No material noncompliance with laws or regulations.	Continue to implement and monitor effective internal controls to ensure continued full compliance.
Has no material weaknesses or non-conformances reported under Section 2 and Section 4 of the Federal Managers' Financial Integrity Act.	G	G	The agency provided unqualified assurances on internal controls.	Continue internal controls improvement.
Produces accurate and timely financial information that is used by management to inform decision-making and drive results.	G	G	Agency's financial system provides accurate and timely information via readily accessible standard and ad hoc reports; information is used to support financial decision-making.	Continue to expand standard report coverage and use of information for decision-making; monitor recently implemented metrics for all OCFO functions to identify areas for improvement.
Is implementing a plan to continuously expand the scope of its routine data use to inform management decision-making in additional areas of operations.	G	G	A number of separate projects are underway to expand the scope and use of data throughout operations, including the partially completed data warehouse and set of dashboard metrics.	Develop a comprehensive multi-year plan to drive the use of financial and non-financial data for decision-making throughout the agency; complete implementation of the data warehouse and dashboard metrics.

COMPETITIVE SOURCING

STATUS = **G** *PROGRESS =* **G**

The Corporation fully supports the President's belief that the "government should be market-based... [and] open to the discipline of competition." The Corporation is not covered by the Federal Activities Inventory Reform (FAIR) Act and does not use a formal competitive sourcing plan, as discussed in the President's Management Agenda. Instead, the agency assesses its performance on the cost-effectiveness of its internal operations, with functions contracted-out when this is the best business decision. Moreover, the Corporation relies primarily on competitive grants to accomplish its mission.

In FY 2007, 13 percent of the Corporation's administrative expenses were for outsourced functions.[3] These services involved the agency's information technology operations, payroll processing, customer call center, and financial systems services. Competitive sourcing is also used to provide training and technical assistance to grantees.

EXPANDED USE OF ELECTRONIC GOVERNMENT

STATUS = **R** *PROGRESS =* **Y**

In FY 2007, the Corporation initiated numerous information technology projects and programs that greatly improve management's ability to access accurate, timely and useful information, and provide assurance as to the integrity, confidentiality, privacy and availability of that information. In addition, the agency received a score of 70 on its overall Technology Satisfaction indexes, up from 62 in FY 2006. These initiatives range from deploying a targeted and specific technology like spyware prevention to the adoption of an e-gov initiative such as the Human Resource Management Line of Business. Noteworthy Corporation electronic government technologies, automated solutions, and programmatic efforts that directly or indirectly support the President's Management Agenda include the following:

» The Information Technology modernization and automation initiatives include:

- *e-Travel Phase 1*—eliminates paper Travel Orders and automates processing for billing and reimbursements;
- *Business Intelligence/Data Warehouse Phase 1*—provides real time data on Corporation metrics;
- *Forms Automation Business Process Re-engineering*—provides immediate ways to reduce and eliminate paperwork between the Office of Human Capital and the Office of the Chief Financial Officer;
- *My AmeriCorps Portal Phase 1*—provides a streamlined system of processes touching on all aspects of the member lifecycle, from recruitment through enrollment, service, close of service, and post-service support;
- *The Project Management Office (PMO)*—serves as a vehicle to assure alignment of corporate strategy across all projects, programs and departments (IT and non-IT); and
- *The Performance Measurement Database System (PMDS)*—provides an inventory of the Corporation's performance measures, with full documentation for each measure, and enables more automated and accurate reporting on the Corporation's performance.

» Information Security Program (ISP) achievements include:

- Hiring a Chief Information Security Officer (CISO) in March 2007 to completely revise the ISP to the latest National Institutes of Standard and Technology (NIST) standards and OMB guidance;
- Elevating the CISO to be the Director of Information Security Management (DISM) and to report to the CIO as required by FISMA;
- Hiring a Chief Privacy Officer (CPO) in September 2007 to develop the Corporation's Privacy Program in FY 2008;
- Completing the required Certification and Accreditations (C&A) and improving the C&A structure and documentation of all systems;
- Deploying a comprehensive web-based security awareness training;
- Deploying the MXLogic SPAM filter and briefing users on its functions and capabilities;
- Documenting the need to collect memorandums of understanding (MOUs) throughout the Corporation for all external systems and tracking progress on the Plan of Action and Milestones (POA&M);
- Accrediting the Web-based Reporting System (WBRS) for the first time in several years,
- Adopting Rules of Behavior for information users, owners, and custodians; and
- Providing CIO guidance to the Executive Team on handling Corporation personally identifiable information (PII) and sensitive information.

» Improved information technology management activities, such as:

- Re-organizing the Office of Information Technology (OIT) to be compliant with the Clinger-Cohen Act of 1996, the E-Gov Act of 2002 and recent OMB guidance;
- Developing and adopting the Corporation's first Configuration Management Program (CMP);
- Developing the Corporation's first systems architecture map and using it to develop and complete the Enterprise Architecture Technical Reference Model (TRM);
- Developing a Capital Planning and Investment Control (CPIC) Program that is based on OMB Circular A-11, and that expands the Investment Review Board's oversight into all aspects of the IT investment lifecycle; and

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3. The percentage calculation was modified in FY 2007 to better reflect the intent of competitive sourcing.

- Revising the Software Development Lifecycle methodology to include Configuration Management, Capital Planning and Investment Controls, information security and privacy assessments, and adherence to the Corporation's Enterprise Architecture Technical Reference Model.

ELECTRONIC GOVERNMENT USE EXPANSION PMA ANALYSIS

Table 4. Electronic government use PMA analysis

CRITERIA	STATUS RATING	PROGRESS RATING	PROGRESS FOR FY 2007	PLANS
Has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in both the "Use" and "Results" sections.	R	Y	The Corporation has a draft Enterprise Architecture (EA) that is EA version 1 compliant. In FY 2007, the Corporation completed two systems architecture models (as-is and to-be) and re-used that effort to develop an EA version 2 Technical Reference Model.	Complete an EA version 2 Data Reference Model. Finalize the Capital Planning and Investment Control (CPIC) Program which requires all IT Project Managers and Program Directors to comply with the EA.
Has acceptable business cases for all major systems investments and no business cases on the "management watch list."	R	Y	Business cases are available for Momentum and ESPAN. The Corporation has no systems or business cases on the "OMB Watch List." The Corporation developed an "IT Dashboard" which is an internal watch list that is reviewed by the CEO, CFO and the Board of Directors.	Finalize the Capital Planning and Investment Control (CPIC) Program which determines when business cases are developed. Continue to use the "IT Dashboard" as an internal executive management watch list.
Has demonstrated appropriate planning, execution, and management of major IT investments, using EVM or operational analysis and has portfolio performance within 10% of cost, schedule, and performance goals.	Y	Y	In FY 2007, the Corporation created the Project Management Office (PMO) under the CFO to manage major enterprise-wide IT investments and non-IT projects	Finalize the Capital Planning and Investment Control (CPIC) Program which determines the need for, and how the EVM, operational analysis, cost performance measure, schedule and performance goals are met. The PMO (and all Corporation Project Managers) will use the CPIC processes to plan, execute and deploy enterprise wide IT projects, then transition them to the appropriate CIO support teams.
Inspector General or Agency Head verifies the effectiveness of the Department-wide IT security remediation process and rates the agency certification and accreditation process as "Satisfactory" or better.	G	G	In the FY 2007 FISMA audit, the Inspector General determined the Corporation's C&A process is satisfactory. In FY 2007, the Corporation completely revised its Information Security Program (ISP) and implemented 40+ ISP policies.	In FY 2008, the Corporation will incorporate the Inspector General's FY 2007 FISMA recommendations into the Plan of Actions and Milestones process. Develop standard operating procedures (SOPs) as new technologies or technical processes or procedures are implemented.

Table 4. Electronic government use PMA analysis—*continued*

CRITERIA	STATUS RATING	PROGRESS RATING	PROGRESS FOR FY 2007	PLANS
Has 90% of all IT systems properly secured (certified and accredited).	Y	G	75% of all Corporation IT systems are certified and accredited per the FY 2007 FISMA report. For FY 2007, the Corporation revised its entire C&A process, as well as the system security plans to ensure all are NIST 800-53 compliant. The Web-based Reporting System (WBRS) was accredited.	Provide additional resources to C&A all appropriate systems throughout the year.
Adheres to the agency-accepted and OMB-approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives and has transitioned and/or shut down investments duplicating these initiatives in accordance with the OMB-approved implementation plan.	Y	Y	The Corporation supports the IPv6 initiative and IT Infrastructure Optimization (IOI) LoBs and uses Smartbuy.	The Corporation has initiatives underway for: » E-Travel » FFATA » HR Management LoB » Grants Management LoB
Has IT systems installed and maintained in accordance with security configurations.	G	G	The FY 2007 FISMA report documents that the Corporation rated itself at 51–70% compliant with common security configurations established by NIST—the Inspector General agreed with the self assessment.	The Corporation is working to improve this percentage by starting the security configuration assessment period before the FISMA auditors start the annual audit.
Has demonstrated for 90% of applicable systems a Privacy Impact Assessment has been conducted and is publicly posted.	G	G	The FY 2007 FISMA report documents that the Corporation has 10 systems that require a Privacy Impact Assessment (PIA) and has completed 9. Information about the PIAs is posted publicly.	The Corporation will finalize its Information Privacy Program (IPP), and begin training and implementation in FY 2008.
Has demonstrated a system of records for 90% of systems with personally identifiable information.	G	G	The FY 2007 FISMA report documents that the Corporation has 18 systems that have personally identifiable information (PII) and each has a system of record notice published.	The Corporation will finalize its Information Privacy Program (IPP), and begin training and implementation in FY 2008.
Has an agreed-upon plan to meet necessary communication requirements for COOP and COG activities.	Y	Y	The Corporation has a COOP that identifies communication requirements and a Disaster Recovery Plan to reestablish minimal IT operations.	The Corporation will review the requirements for additional Continuity of Government activities.

PERFORMANCE IMPROVEMENT

STATUS = Y   *PROGRESS* = Y

The Corporation took major steps toward integrating budget and performance information in the last year, including implementing an initial comprehensive Performance Measurement Database System (PMDS) to track its national, corporate, programmatic and, eventually, operational metrics. The system also supports the tracking of performance on related measures. So, for example, performance on a particular Corporation measure can be traced to performance on related Corporation and program measures, thus enabling performance issues to be more thoroughly analyzed and the causes and potential changes to take to be more readily identified. This system, once operational measures also are added, will help to tie costs to outputs and outcomes. Moreover, the system is helping to set annual operating targets for program offices for the coming year.

The agency also implemented a number of further improvements to enable the agency to better monitor and manage performance, including:

» The budget process in FY 2007 incorporated greater levels of collaboration among the program and management staff, and focused more attention on the performance impacts of proposed policy, operational or budget changes. Moreover, the operating reviews included improved cost and performance data;

» The agency submitted information burden requests to OMB for expanded data collection to support improved tracking of performance against its Corporate and program-level measures;

» OMB reviewed the agency's VISTA program through the Performance Assessment Rating Tool and rated the program as "Performing Adequately." A review of the Learn and Serve America program also was completed; the program generally performed well against the PART criteria, but suffered from the historical difficulty in obtaining reli-

able, comprehensive data on the effects of service learning, receiving a PART rating of "Results Not Demonstrated." The agency's other rated programs, AmeriCorps State and National and AmeriCorps NCCC have been rated as performing adequately, and not performing, respectively. The agency has responded to the recommendations of the PART in each program to improve its performance, including proposing and implementing reforms to make the NCCC program more cost-effective and focused on disaster response and preparedness;

» The agency also conducted in initial assessment of the costs and benefits of the Senior Companion Program. While this assessment indicates returns of many times the program's cost across a broad range of benefits (e.g., health benefits to the client, informal care provider and volunteer; increased ability of the informal care provider to work), further data and analysis is necessary. The Corporation is reviewing this initial analysis and available data to determine how best to conduct an effective evaluation that could help focus the program to achieve greater cost-effectiveness;

» In several other areas, Service-Time Market Value, service-learning and the Segal AmeriCorps Education Award, the agency also has conducted initial assessments of economic benefits that demonstrate the agency's impacts and will help to identify improvements to program operations;

» The Corporation also completed development of a statistics-based projection model for national volunteering by sex, ethnicity and age. This model, in conjunction with other research on volunteering among Boomers, youth and other areas, will help to predict and indicate how best to influence overall national volunteering;

» The agency completed the data warehouse dashboard of key metrics; and

» The agency won the Bronze Vision Award for its FY 2006 Performance and Accountability Report, demonstrating the agency's success in providing appropriate performance data and in assuring accountability.

PERFORMANCE IMPROVEMENT PMA ANALYSIS

STATUS = Y   PROGRESS = Y

The Corporation made significant progress toward integrating budget and performance information and improving performance in FY 2007. However the agency must continue to build upon and expand its efforts to ensure full cost/performance measurement and management.

Table 5. Performance improvement PMA analysis

CRITERIA	STATUS RATING	PROGRESS RATING	PROGRESS FOR FY 2007	PLANS
Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the agency. Agency works to improve program performance and efficiency each year.	Y	G	Selected programs and operations (e.g., AmeriCorps enrollment) regularly rely on performance and financial information; data warehouse dashboard completed; program operating plans include both financial and performance objectives, and are reviewed periodically by senior management; Performance Measurement Database System (PMDS) developed and initial version implemented to support tracking of performance from Corporation to program to operational activities; requested data collection improvements from OMB to improve the reliability and completeness of key performance objectives; fully implemented organizational performance measures for the OCFO; continued developing organizational performance measures for other offices.	Develop more integrated and informative financial and performance information; continue development of the PMDS; develop more specific plans for each of the next five fiscal years to ensure adequate progress in improving performance and efficiency; continue implementing data warehouse, including developing improved standard reports and ad-hoc reporting capabilities; promote use of data throughout agency. Focus on opportunities to analyze program impacts and cost effectiveness, including expanded evaluations where fiscally possible.
Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate measures identified in the PART and focus on the information used in the senior management report described in the first criterion.	G	G	Strategic plan containing a limited number of outcome metrics at both the national and Corporation levels was published in FY 2006; budget and performance documents incorporate PART measures for programs that have been evaluated and focus on performance and financial information.	Continue to develop improved data to support the agency's performance measures, particularly outcome/proxy outcome measures, and sufficient trend data for all programs.

Table 5. Performance improvement PMA analysis—*continued*

CRITERIA	STATUS RATING	PROGRESS RATING	PROGRESS FOR FY 2007	PLANS
Reports the full cost of achieving performance goals accurately in budget and performance documents and can accurately estimate the marginal cost of changing performance goals.	Y	Y	Full cost of programs is reported in financial statements and budget documents; full cost of performance goals are estimated using a simplified methodology; marginal costs estimated for selected outputs; completed initial assessment of selected agency economic benefits and completed a statistics-based national volunteering projection model; these efforts will support the further development of program and strategic initiative cost/performance models.	Develop improved methodology to readily and more accurately trace and allocate costs to performance goals; develop multi-year current services/policy cost/performance analyses for key agency goals, including marginal cost estimates; develop program and strategic initiative cost/performance models.
Has at least one efficiency measure for all PARTed programs.	Y	G	Three of the four "PARTed" programs have an efficiency measure.	Continue developing improved efficiency measures for all programs and key outputs/outcomes.
Uses PART evaluations to direct program improvements and hold managers accountable for those improvements; and, PART findings and performance information are used consistently to justify funding requests, management actions and legislative proposals; and, less than 10% of agency programs receive a "results not demonstrated" rating for two years in a row.	Y	G	Four of the five major programs have been evaluated using PART; two of the four PARTed programs assessed as "adequate;" PART findings helped guide management decisions, program operations and budget proposals.	Continue to implement PART recommendations, including conducting adequate program evaluations and developing/implementing improved performance measures; improve integration of PART findings and performance information into budget development process; implement key program evaluations, depending on funding availability; attempt to develop cost-effective alternatives to expensive full program evaluations.

Faith-Based and Community Initiative

Status = ⓖ *Progress* = ⓖ

Since the Corporation is an independent agency, OMB does not formally establish criteria for or review the Corporation's performance on this initiative. Therefore, in 2004 the agency completed a self-assessment based upon rigorous execution of the President's Executive Orders and other administrative guidance. The Corporation continues to proactively implement the initiative through a task force comprised of representatives from all Corporation programs and administrative offices. The agency's faith-based and community initiative ensures that all program development, outreach, technical assistance, and research—including data collection—support equal opportunities for the participation of faith-based and community-based organizations (FBCOs).

In FY 2007, total funding to faith- and community-based organizations was 72 percent of overall available program funding, or just under $420 million. This is slightly lower than FY 2006 by seven percentage points. Nonetheless, this data indicates that the Corporation's efforts to remove barriers at the federal, state, and local levels for participation of faith-based and community-based organizations have been successful. As a result of the removal of barriers, strengthened outreach efforts across the Corporation's five primary programs, use of intermediaries, and innovation in development of multi-site pilot projects, the number of faith-based and other community grantees, host sites, sponsors and stations is expected to grow in FY 2008.

Model Outreach Pilot—National Mentor Recruitment Training Series

In FY 2006, in partnership with the U.S. Department of Justice/Office of Juvenile Justice and Delinquency Prevention and the National Network of Youth Ministries, the Corporation developed a national training series to train faith-based and other community-based organizations on engaging more citizens as mentors for youth. As Corporation research has shown, almost 22 million people, or 35.3 percent of all volunteers, donate their time primarily through religious organizations. Particularly among volunteers who mentor youth, the highest percentage—43 percent—volunteer through a religious organization. The National Mentor Recruitment Training Series used this research as a foundation for tapping into the documented desire in faith- and community-based organizations to mentor disadvantaged youth. Trainings were held in Los Angeles, Nashville, and New Orleans to build the capacity of these organizations to recruit, manage, and retain more volunteer mentors. Over 500 organizations were trained as a result of this series, and over 1,400 new mentor recruitment ambassadors registered as a result. The Corporation anticipates further investment in research-based training in FY 2008 to enhance the capacity of faith-based and community-based organizations.