Standards for Success: President's Management Agenda

It is the policy of the Federal Government to spend taxpayer dollars effectively and more effectively each year. Agencies shall apply taxpayer resources efficiently in a manner that maximizes the effectiveness of Government programs in serving the American people.

Through the President's Management Agenda (PMA) launched in 2001, Federal agencies and their employees have laid the foundation necessary for continual improvements in Government performance. Agencies, programs, and staff must have clear, transparent goals so that the American people can hold them accountable for results.

The PMA includes five major initiatives. Each initiative's primary goal is to help make programs work better. These initiatives—Improved Program Performance; Strategic Management of Human Capital; Expanded Electronic Government; Improved Financial Performance; and Competitive Sourcing—have achieved remarkable success. During this Administration, and for the first time, agencies publicly report goals for what they expect to achieve in the next year and beyond. The Office of Management and Budget (OMB) "grades" agencies each quarter on both status and progress for each initiative. The scorecard of these grades, using a Green/Yellow/Red scoring system, is posted online at Results.gov.

Below are the Standards for Success each agency must meet to achieve Green and Yellow scores on the coordinating initiative in the fourth quarter of Fiscal Year 2008.

STRATEGIC MANAGEMENT OF HUMAN CAPITAL

Federal managers and employees are developing clear goals for each employee that help provide a framework for meaningful feedback on performance. To improve program performance every year, employees must understand how their efforts contribute to agency achievements and work with their managers to devise strategies for continual improvement. Agencies are also working to ensure personnel have the skills they need to achieve their mission and have reduced the time it takes to hire new employees.

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Agency:
• Has integrated its human capital management systems; these human capital management systems are achieving desired results which are linked to the agency's mission and strategic objectives; and the agency has institutionalized processes, policies, and technologies to ensure the continuous improvement of its strategic human capital management program.
• Has achieved desired results in Government-wide human capital management focus areas. Specifically, the agency:
   o achieved results on HCAAF Systems, Standards, and Metrics (SSMs) consistent with 5 CFR 250 requirements;
   o met its targets for improving performance management practices based on PAAT scores;
   o met hiring timeline and applicant notification standard for 80% of all employees, including SES; and
   o used targeted Career Patterns language in job announcements to generate a high-quality applicant pool.
• Has achieved desired results on:
   o agreed-upon goals and targets as outlined in its Proud-to-Be 6 commitments; and
   o goals and targets identified in its Human Capital Plan. Results are reported in the Human Capital Management Report (HCMR).
	Agency:
	• Has integrated its human capital management systems; implemented processes, policies, and technologies to support the continuous improvement of its strategic human capital management program; and has implemented agency-specific measures and Government-wide HCAAF Systems, Standards, and Metrics (SSMs) to assess desired outcomes.
	• Has a current Human Capital Plan consistent with requirements of 5 CFR 250; has implemented strategies for, and demonstrates progress in, achieving desired results in the Government-wide human capital management focus areas of HCAAF-SSMs, performance management, hiring timelines, and Career Patterns.
	• Has implemented strategies to achieve desired results on agreed-upon goals and targets in its Human Capital Plan and Proud-to-Be 6 performance plan goals.
		Agency:
		• Lacks a comprehensive Human Capital Strategy and has not implemented a workforce planning system:
		• Has not analyzed its organizational structure from a service delivery, cost, and general workforce planning perspective;
		• Has not identified leadership gaps and implemented succession strategies to assure continuity of leadership;
		• Has not implemented a performance appraisal system for SES and managers that is linked to agency mission, goals and outcomes, effectively differentiate between various levels of performance, and provides consequences based on performance;
		• Has not implemented strategies to address workforce diversity;
		• Has not identified mission critical occupations and the associated strategic competencies to allow for the effective recruitment, development, and retention of a highly qualified workforce;
		• Has not made progress toward meeting aggressive hiring time standards and does not make use of hiring flexibilities; **OR**
		• Has not developed a planning and accountability system using metrics to evaluate performance on all of the Human Capital Standards.

COMMERCIAL SERIVCES MANAGEMENT

The Commercial Services Management Initiative tracks agency efforts to improve cost control and performance of commercial operations, either through disciplined business reengineering or public-private competition. In either case, agencies use common-sense management practices -- such as workload measurement, cost analysis, and human planning -- to achieve better results for the taxpayer.

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Agency: • Has an OMB approved "green" plan to improve the performance of commercial activities, either through competition or appropriate business process reengineering, including initiatives to create high performing organizations; • Takes actions in accordance with the schedule outlined in the agency "green" plan; • Has completed at least 10 competitions (no minimum number of positions required per competition) since January 2001 or has completed a sufficient number of large competitions to demonstrate meaningful use of competitive sourcing; • In the past four fiscal quarters, completed 90% of all standard competitions in a 12-month timeframe or timeframe otherwise approved in accordance with the Circular; • In the past four fiscal quarters, completed 95% of all streamlined competitions in a 90-day timeframe or timeframe otherwise approved in accordance with the Circular; • In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions; • Has OMB-reviewed written justifications for all categories of commercial activities determined to be unsuitable for competition; • Tracks and reviews actual costs, savings, and quality of performance of the selected public- or private-sector service providers for all performance periods and ensures corrective action is taken when required; • Structures competitions in a manner to encourage participation by both private and public sectors as typically demonstrated by receipt of multiple offers and/or by documented market research, as appropriate; • Regularly reviews work performed once competitive sourcing studies or business process reengineering studies are implemented to determine if performance standards in contract or agreement with agency provider are met and takes corrective action when provided services are deficient. • Submits quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and business process reengineerings and results achieved; **AND** • Has positive anticipated net savings and/or significant performance improvements from competitions and business process reengineerings completed either in last fiscal year for which data has been officially reported to Congress by OMB or in the past three quarters. **Standards for Success to MAINTAIN GREEN** Has expressly coordinated "green" plan annual updates with agency's Chief Human Capital Officer; **AND**	Agency: • Has an OMB-approved "yellow" plan to improve the performance of commercial activities, either through competition or appropriate business process reengineering efforts, including initiatives to create high performing organizations; • Has completed one standard competition or one approved business process reengineering or has publicly announced standard competitions that exceed the number of positions identified for competition in the agency's "yellow" competition plan; • In the past two quarters, has completed 75% of streamlined competitions in a 90-day timeframe or timeframe otherwise approved in accordance with the Circular; • In the past two quarters, has canceled fewer than 20% of publicly announced standard and streamlined competitions; • Tracks and reviews actual costs, savings, and quality of performance of the selected private- or public-sector service provider for all performance periods and ensures corrective action is taken when required; • <u>Regularly reviews work performed once competitive sourcing or business process reengineering studies are implemented to determine if performance standards in contract or agreement with agency provider are met and takes corrective action when provided services are deficient.</u> • Submits quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and business process reengineerings and results achieved.	Agency: • Does not have an OMB-approved competition plan; • Has not completed one standard competition or publicly announced standard competitions that exceed the number of positions identified for competition in the agency's "yellow" competition plan; • In the past two quarters, exceeded the timeframes stipulated in the Circular in more than 25% of streamlined competitions; • In the past two quarters, canceled 20% or more of standard and streamlined competitions; • Does not track and review actual costs savings and quality of performance of selected private– and public-sector providers; • Has not submitted quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and results achieved; **OR** • Does not have OMB-approved plan for independently validating results from a sampling of competitions.

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• Has an OMB-approved plan for independently validating results from a sampling of competitions and business process reengineerings and completes validations in accordance with the schedule outlined in the plan.	• Has positive anticipated net savings and/or performance improvements from competitions and business process reengineerings completed either in the last fiscal year for which data has been officially reported to Congress by OMB or in the past two fiscal quarters; or has taken corrective actions to address identified weaknesses; <u>AND</u> Has an OMB-approved plan for independently validating results from a sampling of competitions and business process reengineerings and completes validations in accordance with the schedule outlined in the plan.	

IMPROVED FINANCIAL PERFORMANCE

To ensure managers have current and accurate financial information for decision-making, and that the Federal Government properly accounts for taxpayer resources, agencies have strengthened their financial management practices.

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Agency: • Meets all Yellow Standards for Success; • Currently produces accurate and timely financial information that is used by management to inform decision-making and drive results in key areas of operations; • Is implementing a plan to continuously expand the scope of its routine data use to inform management decision-making in additional areas of operations; • Reports in its audited financial statements that its systems are in compliance with the Federal Financial Management Improvement Act; • Has no repeat material auditor-reported internal control weaknesses; **AND** • Has no repeat material weaknesses or non-conformances reported under Section 2 Over Financial Reporting and Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems.	Agency: • Receives an unqualified audit opinion on its annual financial statements; • Meets financial statement reporting deadlines; • Has no chronic or significant Anti- Deficiency Act Violations; • Has no <u>more than one</u> repeat material auditor-reported internal control weaknesses; • Has no material non-compliance with laws or regulations; <u>**AND**</u> • Has no <u>more than one</u> repeat material weaknesses or non-conformances reported under Section 2 over Financial Reporting and no more than one non-conformance reported under Section 4 of the Federal Managers' Financial Integrity Act.	Agency: • Receives an opinion other than unqualified on its annual financial statements; • Does not meet financial reporting deadlines; • Cannot report in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act; • Commits chronic or significant Anti-Deficiency Act Violations; • Has more than one repeat material auditor reported internal control weaknesses; • Is in material non-compliance with laws or regulation; **OR** • Has more than one repeat material weakness reported under Section 2 over Financial Reporting more than one non-conformance reported under Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems.

EXPANDED ELECTRONIC GOVERNMENT

By strategically investing in information technology and professionally managing those investments, agencies are positioned to provide quality information and services to the public. The PMA scorecard has established a framework for effectively using IT to help achieve agency goals.

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Agency:
• Has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in both the "Use" and "Results" sections;
• Has acceptable business cases for all major systems investments and no business cases on the "management watch list;"
• Has demonstrated appropriate planning, execution, and management of major IT investments, using Earned Value Management (EVM) or operational analysis and has portfolio performance within 10% of cost, schedule, and performance goals;
• 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;
• Has 90% of all IT systems properly secured (certified and accredited); **AND**
• 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.
Standard for Success to MAINTAIN GREEN
• Has ALL IT systems certified and accredited;
• Has IT systems installed and maintained in accordance with security configurations;
• Has demonstrated for 90% of applicable systems a Privacy Impact Assessment has been conducted and is publicly posted; Has demonstrated for 90% of systems with individuals' records a system of records notice has been developed and published; **AND**
• Has an agreed-upon plan with OMB and the Office of Science and Technology Policy (OSTP) to meet the requirements of NCS 3-10.
	Agency:
	• Has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in either the "Use" or "Results" sections;
	• Has acceptable business cases for more than 50% of its major IT investments;
	• Submits security reports to OMB that document consistent security improvement and either:
	  ▪ 80% of all IT systems are properly secured; **OR**
	  ▪ Inspector General or Agency Head verifies the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;
	• Has demonstrated appropriate planning, execution, and management of major IT investments, using EVM or operational analysis, and has IT portfolio performance operating within 30% of cost, schedule, and performance goals; **AND**
	• Has an up-to-date agency-accepted and OMB-approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives rather than creating redundant or agency unique IT projects.
		Agency:
		• Does not have an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in either the "Use" or "Results" sections;
		• Does not have acceptable business cases for more than 50% of its major IT investments;
		• Has not submitted Security Reports to OMB that document consistently security improvement and cannot demonstrate that:
		  ▪ 80% of all IT systems are properly secured; OR
		  ▪ Inspector General or Agency Head has verified the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;
		• Has cost and schedule overruns, and performance shortfalls, that average 30% or more; **OR**
		• Does not have an up-to-date agency-accepted and OMB-approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives rather than creating redundant or agency unique IT projects.

PERFORMANCE IMPROVEMENT

Agencies have systematically reviewed the performance of nearly all programs (over 1,000) using a consistent methodology called the Program Assessment Rating Tool (PART). These reviews have helped ensure that all programs have clear, specific definitions of success, outcome-oriented performance measures to track that success, and concrete improvement plans. All of this information is transparent and available to the public on *ExpectMore.gov*.

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Agency:
• Executive Order (EO) Implementation Plan. Effectiveness and efficiency improved as a result of agency implementation of plan to fulfill the EO to improve program effectiveness each year and utilizes agency best practices identified by the Performance Improvement Council (PIC);
• Agency Planning. Agency strategic/annual plans contain **at least one** outcome-oriented measure for each strategic goal **and program**.
• Reporting and Transparency. Annual budget and performance documents consistently incorporate performance measures, and include:
   o at least one outcome-oriented measure covering each major programmatic area or initiative;
   o at least one efficiency measure for each program.
   o a discussion of performance gains and shortfalls;
   o the full cost of achieving performance goals including marginal cost analyses; and
   o evaluation study results including independent and impact program evaluations.
• Regular Assessment. Performance Improvement Officers (PIOs) coordinate quarterly meetings with senior agency officials to examine demonstrated achievements in using financial and performance information to make periodic program management decisions **in each strategic goal** area. Agencies implement best reporting practices identified by PIC.
• Improvement Actions. Completes program improvement actions informed by analyses of annual program results, regular program assessments, impact evaluations, and other performance information. Ensures managers are held accountable for completing those improvements on time.
Standard for Success to MAINTAIN GREEN
• Identifies program performance and efficiency improvements each year **AND**
• Presents marginal cost of changing performance goals in budget documents.
	Agency:
	• EO Implementation Plan. Agency on track to implement plan to fulfill the Executive Order to improve program effectiveness each year and utilizes agency best practices identified by the Performance Improvement Council.
	• Agency Planning. Strategic/annual plans contain outcome-oriented measures for each strategic goal.
	• Reporting and Transparency. Annual budget and performance documents consistently incorporate performance measures, and include:
	   o outcome-oriented measures cover major programmatic area or initiative;
	   o at least one efficiency measure for 50% of agency programs.
	   o a discussion of performance gains and shortfalls;
	   o the full cost of achieving performance goals including marginal cost analyses; and
	   o evaluation study results.
	• Regular Assessments. Performance Improvement Officers coordinate quarterly meetings with senior agency managers to review program performance and make program management decisions in most strategic goals based on integrated financial and performance information on all major responsibilities of the Department.
	• Improvement Actions. Uses regular program assessments to direct program improvement actions and holds managers accountable for completing those improvements on time.
		Agency:
		• Senior agency managers do not have a regular process for considering financial and performance information when making decisions regarding the management of Agency programs;
		• Strategic plans contain too many goals and objectives to provide a clear focused statement of Agency priorities. Performance measures included in annual budget and performance documents do not meet the standards of the Performance Assessment Ratings Tool (PART);
		• Does not have a systematic way to estimate the full cost of achieving performance goals reported in budget and performance documents;
		• Fewer than 50% of agency programs rated by the PART have at least one efficiency measure;
		• Agency does not consistently use PART ratings to justify funding requests, management actions, and legislative proposals; <u>OR</u>
		• More than 50% of agency programs receive a Results Not Demonstrated rating for two consecutive years.

ELIMINATING IMPROPER PAYMENTS[1]

Agencies are improving the accuracy of Federal payments by ensuring that dollars are properly accounted for and are going to the right person in the correct amount.

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Agency:
• Has met all Yellow Standards for Success;
• Demonstrates that improper payment reductions are consistent with reduction targets;
  (a) Achieving reduction targets for 50% or more of the agency's total reportable (high risk) program outlays, and
  (b) Achieving reduction targets for all reportable (high risk) programs within three years of meeting the above *to retain green score*; AND
• Has established improper payments recovery targets, where appropriate, and is actively meeting such targets.
	Agency:
	• Has a risk assessment in place that identifies all programs at significant risk of improper payments;
	• Has an OMB-approved plan for measuring improper payments on an annual basis and meets milestones established in the plan that include the following for each risk susceptible program:
	  o yields a valid annual improper payment amount consistent with OMB guidance on error measurement either for (a) the program as a whole; or (b) one or more significant components of the program;
	  o tracks sampled payments through each phase of the payment lifecycle (i.e., internal agency processing, payment to any intermediary, and payment to the ultimate recipient); and
	  o identifies the causes of error so that corrective action plans can be tailored appropriately
	• Has an OMB-approved corrective action plan that includes aggressive, yet feasible, reduction targets; **AND**
	• Complies with improper payments reporting requirements.
		Agency:
		• Has no risk assessment in place to identify programs at significant risk of improper payments;
		• Lacks an OMB-approved plan for measuring improper payments or does not meet milestones established in an OMB-approved plan;
		• Has no OMB-approved corrective action plan that includes aggressive, yet feasible, reduction targets; **OR**
		• Does not comply with improper payments reporting requirements.

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[1] Includes the following agencies: USDA, DOD, ED, HHS, DHS, HUD, Labor, DOT, Treasury, VA, EPA, NSF, OPM, SBA, and SSA

FAITH-BASED AND COMMUNITY INITIATIVE[2]

The Faith-Based and Community Initiative works to place community-based nonprofits at the center of all Federally-funded efforts to address poverty and other social service needs. The Initiative drives policies and programs that expand government partnership with effective nonprofit service organizations, enhance their effectiveness, and ensure that faith-based organizations are welcomed as equal partners in any Federally-funded project.

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Agency: • Has implemented a comprehensive outreach and technical assistance strategy for enhancing opportunities of faith-based and community organizations (FBCO) to compete for Federal funding, including working with state and local officials to expand access to Federal funding awarded through them. This strategy employs all 7 best practices; • Provides and facilitates education on the equal treatment principles at the Federal, State and local levels, promptly addresses violations once they are brought to the agency's attention, and assists Federal programs within their purview in developing mechanisms for assessing compliance with appropriate regulations. Compliance-related activities employ all 7 best practices; • Collects accurate and timely data as requested by the White House Office of Faith-Based and Community Initiatives (WHOFBCI) on participation of FBCOs in selected Federal non-formula programs as well as available output and outcome data from these programs. When requested by WHOFBCI, works with Federal formula program offices, in partnership with State and local administrators and State Faith-Based and Community Initiative Liaisons, to collect information on FBCO participation at the State and local level; • Implements pilot programs to strengthen the partnership between FBCOs and the Federal government to deliver services and inform implementation of the Initiative, and expands use of pilots to test new strategies when appropriate; • Undertakes outcome-based evaluations of pilot programs, and provides quarterly progress reports and interim results to the White House Office of Faith-based and Community Initiatives (WHOFBCI) throughout the life of the program. Incorporates FBCO component into broader program evaluations when appropriate; AND • Is implementing an aggressive strategy to facilitate the expanded participation of grassroots faith-based and community organizations in services funded by both Federal discretionary and Federal block/formula funds. Activities include implementation of both best practices. • Beginning in July, 2008, has shown demonstrated progress in expanding the cross-government application of "best practice" policies, models and practices developed by FBCI Centers. This includes both 1) Identifying "best practice" policies, models and practices it has developed that could be of benefit to other Centers; and 2) Implementing "best practice" policies, models and practices developed by other Centers.	Agency: • Has developed a comprehensive outreach and technical assistance strategy for enhancing opportunities of FBCOs to compete for Federal funding, including working with state and local officials to expand access to Federal funding awarded through them, and has begun to implement the plan. Strategy employs 5 of 7 best practices. • Has taken steps to ensure barrier free access for FBCO to the Federal competitive grants process. These steps include 5 of 7 best practices. • Has established procedures to collect data requested by WHOFBCI on participation of FBCOs in selected non-formula Federal programs as well as available output and outcome data from these programs. When requested by the WHOFBCI, works with Federal formula grant program offices, in partnership with State and local administrators and State Faith-Based and Community Initiative Liaisons, to collect information on FBCO participation at the State and local level for at least one formula grant program; • Has implemented pilot programs to strengthen partnerships between FBCOs and the Federal government to deliver services; • Has undertaken outcome-based evaluations of first set of pilot programs; has provided progress reports to WHOFBCI; • Is implementing a strategy to facilitate the expanded participation of grassroots faith-based and community organizations in services funded by Federal discretionary and block/formula funds. Activities include initiation of both best practices. • Beginning July, 2008, has shown demonstrated progress in expanding cross-government application of "best practice" policies, models and practices developed by FBCI Centers. This includes both 1) Identifying "best practice" policies, models and practices it has developed that could be of benefit to other Centers; and 2) Implementing "best practice" policies, models and practices developed by other Centers.	Agency: • Has no outreach and technical assistance strategy for enhancing opportunities of FBCOs to compete for Federal funding, has not begun to implement the plan, or has a strategy that is not comprehensive; • Has not taken steps to ensure barrier free access for FBCOs to the Federal competitive grants process; • Has not established procedures to collect data on participation of FBCOs and the Federal government to deliver services; • Has not implemented pilot programs to strengthen the partnership between FBCOs and the Federal government to deliver services; • Has not undertaken outcome-based evaluations of its first set of pilot programs or has not provided progress reports to WHOFBCI; OR • Does not have a strategy to facilitate the expanded participation of grassroots organizations.

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[2] Includes the following agencies: USDA, Commerce, ED, HHS, DHS, HUD, DOJ, DOL, SBA, USAID, and VA

FEDERAL REAL PROPERTY ASSET MANAGEMENT[3]

Agencies are ensuring that Federal real property assets are maintained at the right size, cost, and condition to support government mission and objectives.

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Agency:
• Meets all Yellow Standards for Success;
• Established an OMB-approved three-year rolling timeline with date certain deadlines by which agency will address opportunities and determine its priorities as identified in the asset management plan;
• Demonstrated steps taken toward implementation of asset management plan as stated in yellow standards (including meeting established deadlines in three-year timeline, meeting prioritized management improvement actions, maintaining appropriate amount of holdings, and estimating and optimizing cost levels);
• Accurate and current asset inventory information and asset maximization performance measures are used routinely in management decision-making (such as reducing the amount of unneeded and underused properties); **AND**
• The management of agency property assets is consistent with the agency's overall strategic plan, the agency asset management plan, and the performance measures established by the Federal Real Property Council (FRPC) as stated in the Federal Real Property Asset Management Executive Order.
	Agency:
	• Has a Senior Real Property Officer (SRPO) who actively serves on the FRPC;
	• Established asset management performance measures, consistent with the published requirements of the FRPC;
	• Completed and maintained a comprehensive inventory and profile of agency real property, consistent with the published requirements of the FRPC;
	• Provided timely and accurate information for inclusion into the government-wide real property inventory database; **AND**
	• Developed an OMB-approved comprehensive asset management plan that:
	  • Complies with guidance established by the FRPC
	  • Includes policies and methodologies for maintaining property holdings in an amount and type according to agency budget and mission
	  • Seeks to optimize level of real property operating, maintenance, and security costs.
		Agency:
		• Does not actively participate on the FRPC;
		• Has not established asset management performance measures or has asset management performance measures that are inconsistent with the published requirements of the FRPC;
		• Has not completed or does not maintain a comprehensive inventory and profile of agency real property consistent with the published requirements of the FRPC;
		• Does not provide timely and accurate information for inclusion into the government-wide real property inventory database; **OR**
		• Has not developed an OMB-approved comprehensive asset management plan.

[3] Includes the following agencies: USDA, DOD, DOE, HHS, DHS, DOI, DOJ, DOL, State, DOT, VA, Corps, GSA, and NASA

HEALTH INFORMATION QUALITY AND TRANSPARENCY[4]

The Health Information Scorecard initiative promotes and tracks interoperability of health IT, promulgates health data interoperability standards, and improves information transparency in the Federal government.

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Agency: • Has established a Standards Implementation Plan for the health data standards accepted by the Secretary of Health and Human Services (HHS), including timeline for implementation of standards, associated resource identification, and planned or potential health information exchange. • Standards recognized by the Secretary of HHS have been implemented on 50 percent of system components/processes for Federal systems exchanging health data with Federal, State, local, or private entities. • Contracting language has been included in contracting vehicles for applicable contracts. Inclusion of contracting language should occur during normal contracting cycles. • Has independently validated that their ambulatory care systems are compliant with product certification criteria. • Has demonstrated participation in price and quality measurement collaborations, has demonstrated significant progress toward making additional price and quality measurements available to beneficiaries, and has included a development timeline to include FY2009.	Agency: • Has developed an inventory of health information exchanges. This inventory includes health information systems in which the agency plays a role as a provider, surveyor (surveillance), or administrator of health information. • Has established a health information contract and renewal inventory. • Has developed a policy and contracting language for inclusion in applicable Health Information contracts. • Standards recognized by the Secretary of Health and Human Services have been implemented on 25 percent of system components/processes for Federal systems exchanging health data with Federal, State, local, or private entities. • Has provided evidence demonstrating existing availability and access to price and quality measurement data, including an agency inventory of existing price and quality measurements. • Has prepared a plan for compliance with ambulatory care certification criteria for software utilized in the delivery of agency provided ambulatory care. Certification plan includes a list of applicable systems, a timeline, and resource identification.	Agency: • Has not developed an inventory of health information exchanges or the health IT standards used for this exchange; • Has not implemented standards accepted by the Secretary of HHS on at least 25% percent of system; • Does not have a Departmental policy and contracting language for inclusion of Health IT standards in applicable contracts, as outlined in August 22, 2006 Executive Order; • Does not have a plan for compliance with ambulatory care certification criteria as accepted by the Secretary of HHS, for software utilized in the delivery of agency-provided ambulatory care; OR • Has not developed an inventory of quality measurements, a description of efforts to make available quality measurement data, or a timeline for developing and making available additional quality measurement.

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[4] Includes the following agencies: DOD, HHS, VA, and OPM.

IMPROVED CREDIT PROGRAM MANAGEMENT[5]

Under the Improved Credit Management Scorecard, agencies are working to improve credit program management and risk estimates, reduce the cost of lending through implementing policies and management practices, and ensure the goals of credit programs are met through: establishing and monitoring risk factors; improving management of Federal assets through lending policies and procedures from underwriting to debt collection; using effective information reporting to manage credit programs and portfolio risk; reducing costs by setting and reaching benchmarks and goals; and meeting or exceeding industry standards for customer satisfaction.

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For all its major credit programs, agency: • Meets all Yellow Standards for Success; • Has PART scores of at least 80 on program design for at least 75 percent of its major credit programs, including providing evidence of sufficient public policy outcomes cost effectively; • Achieves goals related to reaching target borrowers and reducing deviation from risk standards; • Achieves goals to reduce the total cost of servicing and liquidating loans and improve the rate of debt recovery; **AND** • Earns customer satisfaction ratings that meet or exceed industry standards.	For all its major credit programs, agency: • Defines its target borrower segments clearly, regularly assesses whether its borrowers meet that definition and whether such borrowers comprise an acceptable risk that can be managed effectively; • Establishes or verifies that partner lenders have established sound lending policies and procedures that are implemented in effective transaction approval processes, loan portfolio management, and loss recovery; • Establishes or verifies that partner lenders have established collateral valuation processes with clear policies and procedures ensuring independence in appraisals and valuations, and adequate monitoring of appraisers' quality and certification; • Maintains a reasonable level of risk and productivity of taxpayer cash used in lending programs through effective management information reporting, such as indicators of loan volume, exceptions to underwriting standards, concentrations of credit risk, delinquency and default rates, rating changes, problem loans, and charge-offs and using such information to improve program results; • Establishes mutually agreeable goals that can be justified by comparisons to relevant programs to control the total cost of originating, servicing and liquidating loans and improve the rate of debt recovery; **AND** • Complies with all relevant provisions of the Debt Collection Improvement Act of 1996.	Agency: • Does not define its target borrower segments or regularly assess those borrowers against that definition; • Has not established/verified partner lenders have established sound lending policies; • Has not established/verified partner lenders have established collateral valuation processes; • Does not maintain a reasonable level of risk and productivity of taxpayer cash used in lending program through effective management information reporting; • Does not have mutually agreeable goals that allow cost comparisons to relevant program; **OR** • Does not comply with the relevant provisions of the Debt Collection Improvement Act of 1996.

[5] Includes the following agencies: USDA, ED, HUD, Treasury, VA, and SBA