

PMA

The President's Management Agenda

This section outlines the five overarching criteria of the PMA and two additional initiatives to strengthen and improve Department of Justice performance. The following information provides the Department's status of achieving each goal and initiative and highlights the progress made in implementing the PMA throughout FY 2007 against the criteria. Overall, the Department has made significant progress in achieving the PMA goals and initiatives.

PMA 1. Strategic Management of Human Capital

Overall Status as of 9/30/07: Green

President Bush's Management Agenda seeks to flatten the federal hierarchy and make government more citizen-centered by reducing the number of layers within government. Through workforce planning, agencies can redistribute higher-level positions to aid timely decision-making and more effectively interact with citizens. The Department's main initiatives under the umbrella of strategic management of human capital include: streamlining, eliminating and/or consolidating duplicative functions and focusing resources on front-line positions, and strengthening hiring, training and diversity policies throughout the Department.

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> Implemented a comprehensive Human Capital Plan, that is fully integrated with the agency's overall strategic plan, analyzes the results relative to the plan, and uses them in decision making processes to drive continuous improvement; 	<ul style="list-style-type: none"> The new <i>2007-2012 Department of Justice Human Capital Strategic Plan</i> was released in FY 2007. It reflects collaboration between DOJ senior leaders, Component Human Resources Directors, senior members of the Justice Management Division Personnel Staff, and other DOJ human capital partners. All DOJ employees were offered an opportunity to provide input to yield a living document that will be used to guide the Department's human capital efforts over the next five years.
<ul style="list-style-type: none"> Analyzed existing organizational structures from service and cost perspectives and is implementing a plan to optimize them using redeployment, restructuring, competitive sourcing, and E-Gov solutions and delayering, as necessary; and has process(es) in place to address future changes in business needs; 	<ul style="list-style-type: none"> DOJ components continue to implement activities that improve organizational efficiency through delayering, increasing spans of control, and redeploying resources. During FY 2007, the following five components utilized Voluntary Separation Incentive Payment authority (VSIP) and/or Voluntary Early Retirement Authority (VERA) to assist with their restructuring efforts: <ul style="list-style-type: none"> - Civil Rights Division - Criminal Division - Executive Office for Immigration Review - Executive Office of the U.S. Attorneys - Justice Management Division
<ul style="list-style-type: none"> Succession strategies, including structured executive development programs, result in a leadership talent pool and agency meets its targets for closing leadership competency gaps; 	<ul style="list-style-type: none"> Throughout FY 2007, DOJ components continued to implement training courses designed to increase the Department's leadership "bench strength". DOJ has developed and submitted an updated Succession Plan to OPM identifying areas in need of attention. Departmental efforts have laid the foundation for upcoming workforce planning initiatives. To ensure component collaboration, a Workforce Planning Community was chartered. Succession efforts included DOJ's launch of its inaugural class of the Leadership Excellence and Achievement Program (LEAP). This one-year mid-level development program is designed to enhance participants' knowledge, management and leadership skills. Thirty-three

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> Demonstrates that it has fair, credible, and transparent performance appraisal plans and awards programs for all SES and managers, and more than 60% of the workforce, that adhere to merit system principles (efficient, effective, and compliant); hold supervisors accountable for the performance management of subordinates as reflected in their performance plans and ratings; include employee involvement and feedback; and result in employee ratings that differentiate between various levels of performance and employees getting higher cash awards and/or recognition that those they outperform. The agency is working to include all agency employees under such systems; 	<p>participants were selected for the program.</p> <ul style="list-style-type: none"> Each Federal agency was directed by OPM to select a test site (i.e., Beta Site) performance system in which to apply OPM's Performance Appraisal Assessment Tool (PAAT). DOJ implemented a beta site at Antitrust Division (ATR) in 2006. During FY 2007, the beta site was expanded to include the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). ATR and ATF completed their performance management cycles and will review findings and update the PAAT in FY 2008. DOJ has worked with all components to improve PAAT scores in FY 2008 by sharing best practices and improvement strategies.
<ul style="list-style-type: none"> Reduced under-representation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity; 	<ul style="list-style-type: none"> DOJ continues to work with Minority Serving Institutions to develop a talented and diverse Justice workforce. DOJ's presence at conferences and career fairs hosted by Historically Black Colleges and Universities and Hispanic Association of Colleges and Universities provide an open access to under-represented groups who have the competencies necessary for DOJ mission-critical occupations. One such program is the FBI Collegiate Marketing and Recruitment Program in partnership with the EdVentures Program. This program allows the FBI to work with potential applicants to develop an attractive recruitment plan. DOJ LEAP provides a mechanism to ensure that adequate representation exists in our potential leadership candidate pool. Forty-eight percent of the inaugural class is minority and 72% is female. Components continue to share best practices to enhance diversity initiatives.
<ul style="list-style-type: none"> Meets targets for closing competency gaps in mission critical occupations, and integrates appropriate competitive sourcing and E-Gov solutions into gap closure strategy; 	<ul style="list-style-type: none"> Through ongoing competency assessment efforts, DOJ has identified remaining gaps in mission-critical competencies and developed ongoing strategies to mitigate the risk associated with those gaps. Gap reduction strategies, including training on mission-critical competencies, are underway within several impacted components. Funding was approved for FY 2008 and out-years allowing DOJ to expand e-learning capabilities as a strategy to close competencies.
<ul style="list-style-type: none"> Is on track to meet its planned aggressive hiring timeline goals and hiring process improvements; 	<ul style="list-style-type: none"> DOJ has consistently met hiring timeline goals each quarter through ongoing aggressive recruitment and hiring strategies. Also, the Department consistently uses process re-engineering to improve the hiring process.
<ul style="list-style-type: none"> Periodically conducts accountability reviews with OPM participation, taking corrective action based on findings, results, and providing annual reporting to agency leadership and OPM for review and approval. 	<ul style="list-style-type: none"> Pursuant to the Chief Human Capital Officers Act of 2002, the Department of Justice submitted its Annual Accountability Report to OPM in December 2006. The Department implemented a <i>Human Capital Accountability Interim Policy and Plan</i> in the First Quarter of FY 2007. Using a clear methodology, DOJ has conducted comprehensive audits of human capital programs and functions at five components and provided oversight of component-lead audits at more than 50 locations. The Department continues to work with components to ensure corrective actions are taken in a timely manner.

PMA 2. Competitive Sourcing

Overall Status as of 9/30/07: Green

The President has proposed to increase competition for activities performed by the government as listed on agency FAIR Act inventories. The Department will use competitive sourcing as a tool for getting commercial-type work done efficiently, considering the full cost of in-house performance.

The Department will strive to conduct accurate FAIR Act inventories that reflect closer scrutiny of functions performed within the Department to determine those that are commercial in nature. Additionally, as appropriate, the Department will conduct A-76 competitions to achieve economies and enhance productivity.

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> Has an OMB approved "green" competition plan to compete commercial activities available for competition; 	<ul style="list-style-type: none"> In compliance with the approved DOJ Green Plan, DEA, ATF, and USMS completed their A-76 streamlined competitions and JMD completed a standard competition.
<ul style="list-style-type: none"> Publicly announces standard competitions in accordance with the schedule outlined in the agency "green" competition plan; 	<ul style="list-style-type: none"> The standard competition completed in this fiscal year was announced in accordance with the green plan in FY 2006.
<ul style="list-style-type: none"> Since January 2001, has completed at least 10 competitions (no minimum number of positions required per competition) or has completed a sufficient number of large competitions to demonstrate meaningful use of competitive sourcing; 	<ul style="list-style-type: none"> The Department has completed 3 standard competitions and 12 streamlined competitions.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> The Department completed the standard competition in FY 2007 on schedule.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> 100% of the FY 2007 streamlined competitions were completed within the 90 day timeframe.
<ul style="list-style-type: none"> In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions; 	<ul style="list-style-type: none"> No competition cancellations occurred in FY 2007.
<ul style="list-style-type: none"> Has OMB reviewed written justifications for categories of commercial activities determined to be unsuitable for competition; 	<ul style="list-style-type: none"> All justifications were submitted to OMB for review.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> All competed activities were structured to encourage competition.
<ul style="list-style-type: none"> Regularly reviews work performed once competitive sourcing 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. 	<ul style="list-style-type: none"> The Department component managers review and monitor performance as appropriate.

PMA 3. Improved Financial Performance

Overall Status as of 9/30/07: Red

Timely and accurate financial reports, combined with key performance information, are critical to improving agency management, program performance, and overall cost effectiveness. It is vital for agencies to have reliable and functionally capable financial and associated performance systems that can provide the critical information. It is equally important that agencies operate with efficient business practices that are compliant with federal financial management and accounting standards. The Department continues to improve its systems and practices in order to provide management and the public with reliable and timely financial management information.

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> Receives an unqualified audit opinion on its annual financial statements; 	<ul style="list-style-type: none"> The Department expects to receive an unqualified opinion on its FY 2007 consolidated financial statements. All nine of the Department's components that produced financial statements expect to receive unqualified opinions as well.
<ul style="list-style-type: none"> Meets financial statement reporting deadlines; 	<ul style="list-style-type: none"> The Department met OMB's November 15th due date for submission of consolidated financial statements. For FY 2007, the Department continued to emphasize the importance of meeting year-end requirements including key dates for the FY 2007 audit and critical deadlines for submission of financial data to the OMB and the Department of the Treasury. On August 20th, the Department revised and reissued the annual Financial Statement Requirements Guide (Guide). The Guide includes a Department-wide timeline of critical dates for preparation of the FY 2007 financial statements. Other significant factors includes quarterly financial statement preparation, quarterly confirmations of intra-Departmental business activity and preparation of draft bureau Performance and Accountability Reports including the Management Discussion's and Analysis was circulated for comment on May 9, 2007.
<ul style="list-style-type: none"> Reports in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act (FFMIA); 	<ul style="list-style-type: none"> The Department was able to implement corrective actions to resolve previously reported Section 4 systems non-conformances. Long standing material weaknesses in Departmental information technology systems have been downgraded or eliminated. There are remaining challenges with several components in the areas of Federal accounting standards, such as accounts payable, and transaction level detail. Notwithstanding these isolated component specific instances, the Department is able to report substantial compliance with FFMIA at the consolidated level. In addition, efforts continue to implement a Department-wide unified financial management system.
<ul style="list-style-type: none"> Has no chronic or significant Anti-Deficiency Act Violations; 	<ul style="list-style-type: none"> The Department has no Anti-Deficiency Act violations of any kind, nor are any foreseen. Through careful oversight by Departmental management, funds continued to be obligated and disbursed in compliance with appropriations law.
<ul style="list-style-type: none"> Has no material auditor-reported internal control weaknesses; 	<ul style="list-style-type: none"> The Department does not expect its auditors to report any material weaknesses. In addition, the Department has corrective action plans in place to remediate significant deficiency findings.
<ul style="list-style-type: none"> Has no material non-compliance with laws or regulations; 	<ul style="list-style-type: none"> The Department does not expect any material non-compliances with laws and regulations to be reported.

Criteria	FY 2007 Progress
	<p>The Department has no programs that are susceptible to improper payments exceeding both 2.5% of program payments and \$10 million. The goal of the Department's recovery audit program is to identify and collect improper payments in a timely manner. The Department continues to comply with Prompt Payment regulations.</p> <p>Notably, the Department's commitment in the overall disbursement management process remains strong.</p>
<ul style="list-style-type: none"> Has no material weaknesses or non-conformances reported under Section 2 and Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems; 	<ul style="list-style-type: none"> During FY 2007, the Department continued to perform rigorous oversight to ensure that targeted corrective actions plans are in place and milestones are met; to further improve data integrity; to enhance financial management performance through improved accounting and financial reporting procedures; and to sustain the reduction of weaknesses in general controls over information systems supporting financial processes.
<ul style="list-style-type: none"> Is implementing a single accounting system agency-wide; 	<ul style="list-style-type: none"> Progress in FY 2007 regarding the Department's implementation of its Unified Financial Management System included: delivering a fully tested and government accepted Foundation Build 1.0 which includes core financial management and procurement software modules; completing planning activities at Asset Forfeiture Program (AFP) and Drug Enforcement Administration (DEA). Both components have been transitioned into a full implementation phase. The AFP pilot is scheduled to go-live in November 2007 and DEA is scheduled to go live in October 2008. Additionally, implementation planning activities at the Federal Bureau of Investigation (FBI) are scheduled to begin in December 2007.
<ul style="list-style-type: none"> Currently produces accurate and timely financial information that is used by management to inform decision-making and drive results in key areas of operations; 	<ul style="list-style-type: none"> The Department continues to produce and enhance its reporting methodology on certain key information. This key information facilitates decision-making, meets management goals, and drives results. The Department's components will continue to perform self-assessments of their current business processes to drive results in key areas of operations.
<ul style="list-style-type: none"> Is implementing a plan to continuously expand the scope of its routine data use to inform management decision-making in additional areas of operations. 	<ul style="list-style-type: none"> The Department continues to refine its financial and performance reporting, training materials on systems operations, and financial management activities to inform management decision-making and strengthen business practices. With the use of ad-hoc reporting and other reporting tools, the Department is able to track and measure financial and performance data to determine potential risk areas and manage financial challenges. Each of the Department's components will continue to monitor its use of routine data in areas of operations to facilitate management decision-making.

PMA 4. Expanding E-Government

Overall Status as of 9/30/07: Yellow

Focusing the application of Information Technology (IT) on improving agency mission performance, enhancing information security, maintaining privacy, reducing duplications and coordinating efforts with other agencies in an integrated manner is vital to the success of this agenda item. The Department of Justice's Office of the Chief Information Officer (OCIO) has made significant progress in implementing the DOJ IT Strategic Plan. Additionally, savings achieved through e-Government solutions will enable the Department to reallocate resources in support of anti-terrorism activities.

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> Has an Enterprise Architecture linked to the Federal Enterprise Architecture (FEA) with a score of "3" in both the "Completion" and "Use" sections OR at least "3" in the "Results section. 	<p>DOJ achieved higher than the required scores in the "Completion" and "Use" sections, to remain Green according to the FEA enterprise architecture assessment performed in March 2007. DOJ's enterprise architecture is linked to the federal enterprise architecture.</p>
<ul style="list-style-type: none"> Has acceptable business cases for all major systems investments; 	<p>In FY 2007, DOJ submitted acceptable business cases for all major systems investments. The business cases were rated "Green" since Quarter 1 FY 2007.</p>
<ul style="list-style-type: none"> 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; 	<p>All major DOJ IT developmental projects have been validated for compliance with the ANSI/EIA-748A Earned Value Management (EVM) standard. Currently, the DOJ portfolio is performing within 10% of cost, schedule, and performance goals.</p>
<ul style="list-style-type: none"> Inspector General verifies the effectiveness of the Department-wide IT Security Remediation Process and rates the agency certification and accreditation process as "Satisfactory" or better; 	<p>In the Department's FY 2007 Federal Information Security Management Act (FISMA) Report, the Inspector General (IG) found that the Department has an "excellent" certification and accreditation process that includes adherence to Federal Information Processing Standards (FIPS) and National Institute of Standards Technology (NIST) standards. The IG's assessment reflects the opinion of experienced auditors who have performed IT security control reviews throughout the government and private sector.</p>
<ul style="list-style-type: none"> Has 90% of all IT systems properly secured (certified, and accredited); 	<p>As reported in the Department's FY 2007 FISMA Report, the Department Chief Information Officer has ensured that 100% of all Department systems are certified and accredited. Known IT security weaknesses associated with IT systems are tracked and managed through plans of actions and milestones to ensure weaknesses are addressed in a timely manner and receive appropriate resources.</p>
<ul style="list-style-type: none"> Has implemented 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. 	<p>The Department continues to implement E-Gov/Lines of Business/SmartBUY initiatives in accordance with the approved E-Gov plan submitted to OMB during the fourth quarter of FY 2006.</p>

PMA 5. Performance Improvement Initiative

Overall Status as of 9/30/07: Green

Beginning with the FY 2004 budget submission, the Administration began formally integrating a review of performance with budget decisions, seeking to improve the performance and management of the federal government. This initiative seeks to link program performance to budget decisions and improve tracking and management. It is expected that agencies will be able to identify effective outcome measures, monitor their progress, and accurately present the associated costs. In July 2007, the Budget and Performance Integration Initiative was renamed the Performance Improvement Initiative (PII) to reflect the focus of improving program performance on behalf of the American people.

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the Department. Agency achieves planned improvements in program performance and efficiency in achieving results; 	<ul style="list-style-type: none"> The Department-wide Quarterly Status Reporting (QSR) process, that requires all components to provide financial and performance information, has been institutionalized. Component meetings took place on a quarterly basis with the Assistant Attorney General for Administration. The outcomes of the meetings are shared with the Attorney General, via memorandum. The results of all quarterly reviews are used to guide Departmental decision making and inform leadership when corrective actions may be necessary.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> The new Department Strategic Plan 2007-2012 was published in April of 2007. The Strategic Plan contains a new three-goal structure that includes specific long-term measurable outcome goals in key priority areas. In addition, the Department's budget submissions, as well as QSR documents, include all the performance measures identified as a result of the OMB PART process.
<ul style="list-style-type: none"> Demonstrates that it has fair, credible, and transparent performance appraisal plans and awards programs for all SES and managers, and more than 60% of the workforce, that adhere to merit system principles (efficient, effective, and compliant); hold supervisors accountable for the performance management of subordinates as reflected in their performance plans and ratings; include employee involvement and feedback; and result in employee ratings that differentiate between various levels of performance and employees getting higher cash awards and/or recognition than those they outperform. The agency is working to include all agency employees under such systems; 	<ul style="list-style-type: none"> The link between the Human Capital PMA scorecard and the Budget and Performance Integration scorecard was eliminated in FY 2006.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> The Department's budget and performance documents report the full and marginal cost of achieving performance goals.
<ul style="list-style-type: none"> Has at least one efficiency measure for all PARTed programs; 	<ul style="list-style-type: none"> The Department has OMB-approved efficiency measures for 35 programs assessed by the PART. In addition, an efficiency measure has been established for a program scheduled to undergo PART in 2012.
<ul style="list-style-type: none"> Uses PART evaluations to direct program improvements, and PART ratings and performance information are used consistently to justify funding requests, management actions, and legislative proposals. Less than 10% of the agency programs 	<ul style="list-style-type: none"> The PART review results are used to improve our programs and aid in refinement of long-term measurable outcome goals, where appropriate. In FY 2007, PART follow-on actions were discussed on a quarterly basis during the QSR meetings with the leadership and the

Criteria	FY 2007 Progress
receive a Results Not Demonstrated rating for more than two years in a row.	components. Justice Management Division, Budget Staff continues to work with OMB and the components to assess if programs previously receiving an assessment of "results not demonstrated" (RND) should be reassessed. The Department is currently below the 10% of threshold for RNDs.

Faith-Based and Community Initiative

Overall Status as of 9/30/07: Green

President Bush's Management Agenda seeks to reform federal management and improve program performance through the development of a coordinated strategy. In addition to the five strategies outlined previously, the Department is also responsible for the Faith-Based and Community Initiative. Under this initiative, the Department of Justice, in addition to the Departments of Education, Health and Human Services, Housing and Urban Development, Labor, Agriculture, Commerce, Veterans Affairs, and Homeland Security, as well as the U.S. Agency for International Development, the Small Business Administration and the Corporation For National and Community Service, will work to identify and eliminate unwarranted regulatory barriers that exist in providing Faith-Based and Community-Based programs with access to federal programs. In addition, the Department is working to provide coordinated training and technical assistance to Faith-Based and Community-Based organizations interested in applying for grant funding.

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> The Department of Justice (DOJ) continues to provide technical assistance to Faith-Based and other Community Organizations (FBCOs) through a Task Force Web site, email notification service, tailored advice in person, and by telephone. DOJ conducted workshops on DOJ grant programs (discretionary and formula) at White House conferences in 5 cities.
<ul style="list-style-type: none"> Provides and facilitates education on the equal treatment principles at the Federal, State and local levels, assists Federal programs within their purview in developing mechanisms for assessing compliance with appropriate regulations and in addressing violations once they are brought to the agency's attention, and works to enable State- and locally-administered programs to implement equal treatment principles using proven models for partnering with FBCOs. Employs all 9 best practices; 	<ul style="list-style-type: none"> Instructed state and local administrators on the Equal Treatment (ET) Regulations of DOJ formula and block grants at 5 White House conferences and 8 regional and national training conferences of DOJ's grant-making agencies; as well as program staff in Washington DC. During plenary addresses at all White House conferences, DOJ educates potential grantees about ET regulations. DOJ has adopted grant monitoring checklists for desk and field reviewers that include questions on compliance with ET regulations.
<ul style="list-style-type: none"> Collects accurate and timely data on participation of FBCO and other applicants, including government entities, in selected federal non-formula grant programs. 	<ul style="list-style-type: none"> DOJ continues to collect accurate and timely data on discretionary program grantees. All data is prepared at the request of and submitted to the White House Office of Faith-Based and Community Initiatives (WHOFBCI).
<ul style="list-style-type: none"> Implements pilot programs to strengthen the partnership between FBCO and the federal government to deliver services and inform implementation of the Initiative, and expands the use of pilots to test new strategies when appropriate; 	<ul style="list-style-type: none"> DOJ opened a "one-stop" Family Justice Center (FJC) for victims of domestic violence in New Orleans. DOJ has opened FJCs in 15 other cities. The 1-year Faith and Community Technical Support project empowers small grassroots organizations to expand their outreach to victims of domestic violence in 39 rural and isolated communities.
<ul style="list-style-type: none"> Undertakes outcome-based evaluations of its pilot programs where FBCOs participate, provides quarterly progress reports and interim results to WHOFBCI throughout the life of the program, and builds an evaluation component into new pilots. 	<ul style="list-style-type: none"> All current DOJ pilots include an evaluation component, each typically the subject of separate competitive solicitation, and provides for progress reports quarterly. DOJ will build an evaluation component into future pilots.

Real Property Asset Management

Overall Status as of 9/30/07: GREEN

The federal government owns hundreds of billions of dollars in real property assets. President Bush's Management Agenda initiative for Real Property Asset Management seeks to right-size the federal inventory to ensure that the right number of assets are maintained in the right condition and at the right cost. The initiative seeks to establish a Senior Real Property Officer and a Real Property Council and reform the authorities for managing federal real property. These steps aim to establish an increased level of accountability within the Department and across the federal government.

Criteria	FY 2007 Progress
<ul style="list-style-type: none"> Has a Senior Real Property Officer (SRPO) who actively serves on the Federal Real Property Council (FRPC); 	<ul style="list-style-type: none"> A DOJ Senior Real Property Officer was appointed.
<ul style="list-style-type: none"> Established asset management performance measures, consistent with the published requirements of the Federal Real Property Council; 	<ul style="list-style-type: none"> DOJ Real Property Asset Management Performance Measures were established and approved by OMB.
<ul style="list-style-type: none"> Completed and maintained a comprehensive inventory and profile of agency real property, consistent with the published requirements of the Federal Real Property Council; 	<ul style="list-style-type: none"> A complete and comprehensive inventory of real property assets was established by DOJ in accordance with the published requirements of the Federal Real Property Council.
<ul style="list-style-type: none"> Provided timely and accurate information for inclusion into the government-wide real property inventory database; 	<ul style="list-style-type: none"> The DOJ 2006 Real Property inventory data was submitted to the government-wide real property inventory data base by the December 15, 2006 deadline.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> A DOJ Real Property Asset Management Plan was developed and approved by OMB.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> The Department developed, and OMB approved, a three year timeline document to continuously improve asset management.
<ul style="list-style-type: none"> 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); 	<ul style="list-style-type: none"> Demonstrated evidence that steps taken toward implementation of the DOJ real property asset management plan was provided to OMB in third quarter of FY 2007 and subsequently approved by OMB.
<ul style="list-style-type: none"> 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); 	<ul style="list-style-type: none"> Demonstrated evidence of accurate and current DOJ asset inventory information and performance measures are being used in management decision-making was provided to OMB in the third quarter of 2007 and subsequently was approved by OMB.
<ul style="list-style-type: none"> 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 as stated in the Federal Real Property Asset Management Executive Order. 	<ul style="list-style-type: none"> Demonstrated evidence that the management of DOJ property assets is consistent with the agency strategic plan was provided to OMB in the third quarter of 2007 and subsequently was approved by OMB.