PMA The President's Management Agenda (PMA)

The President's Management Agenda (PMA) outlines five government-wide goals that envision a results-oriented, citizen-centered government and that allow for improving performance and overall effectiveness. The Department of Justice is committed to implementing the strategies of the PMA. Essential to successfully implementing the PMA, and achieving the Attorney General's management goals, is a well-managed organization with highly skilled employees. The Department has made significant progress in supporting the reforms outlined in the PMA, and the following highlights progress made throughout FY 2004.

Getting To Green: Status of PMA Implementation
In FY 2001, the Office of Management and Budget (OMB) established criteria for determining if an agency was making progress in implementing the objectives outlined within the President's Management Agenda. OMB's criteria help guide the Department towards successful attainment of each agenda item. It may take years for the Department to successfully accomplish many of the PMA items due to extensive planning, analysis, and coordination involved in implementation. OMB has been grading agency progress and providing status reports using a green, yellow, red grading system. A score of green defines an agency as meeting all standards of success for a goal. A yellow score identifies an agency achieving an intermediate level of performance for all criteria within a goal. The final rating of red, defines an agency as having one or more weaknesses. OMB is rating the Department's progress towards "getting to green" is displayed in the "progress status" area in the chart below.

President's Management Agenda Goal	OVERALL STATUS	PROGRESS STATUS*
Strategic Management of Human Capital	Yellow	Green
Competitive Sourcing	Yellow	Green
Improved Financial Management	Red	Green
Expanded Electronic Government	Yellow	Green
Budget and Performance Integration	Yellow	Green
President's Management Agenda Initiative	OVERALL STATUS	PROGRESS STATUS*
Faith-Based and Community Initiative	Yellow	Green

* As of September 30, 2004

PMA 1. Strategic Management of Human Capital

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 2004 Progress
• Implemented a comprehensive Human Capital Plan, analyzed the results, and integrated them into decision making processes to drive continuous improvement;	• During FY 2004, DOJ made continued progress on implementing the current DOJ Human Capital (HC) Strategic Plan and met with OPM each quarter to discuss the status of DOJ's HC Implementation Plan. • DOJ drafted a new HC Strategic Plan outline and submitted it to the Office of Personnel Management (OPM) and OMB for comment. It is organized around OPM's HC Assessment and Accountability Framework and includes updated "Proud to Be" planned accomplishments as new HC plan objectives. • A DOJ HC Measures System, which provides metrics for the DOJ Accountability System, is under development through a partnership between DOJ and the Corporate Leadership Council (CLC). DOJ met with OPM on Accountability Systems to ensure that DOJ efforts in this area meet PMA requirements; a draft DOJ Accountability System was completed, identifying measures for all HC drivers.
• Analyzed and optimized existing organizational structures from service and cost perspectives, using redeployment and delayering as necessary and integrating competitive sourcing and E-Gov solutions; and has a process in place to address future changes in business needs;	• In FY 2004, DOJ continued the restructuring and reform of the Office of Justice Programs (OJP) and the Federal Bureau of Investigation (FBI). Accomplishments at OJP include establishing the Community Capacity Development Office. The FBI continued a comprehensive reengineering, which includes "Building a Workforce for the Future." • DOJ continued to ensure that hiring is automated across DOJ to the greatest extent possible and is participating in OPM's e-Gov Line of Business efforts, with a view to determining the best approach for implementing a Department-wide hiring system. • In FY 2004, DOJ's Workforce Analysis and Planning initiative proceeded with development of component-specific Strategic and Business Area Profiles based on more than 160 interviews with senior officials and strategic planners. A web-based Skills Gap Survey was administered to assess employee skill levels and needs in each of DOJ's 298 job series. Also, an automated workforce planning model was created that produces reports that will help DOJ and its components plan to meet future workforce requirements.
• Succession strategies, including structured executive development programs, result in a leadership talent pool and are continuously updated to achieve results;	• DOJ received the results from a Corporate Leadership Council (CLC) sponsored survey related to DOJ succession management.

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Criteria	FY 2004 Progress
	• DOJ's Workforce Analysis and Planning initiative is designed to provide DOJ components with expected separation data and skills gaps by job series to be used in succession planning strategies. • DOJ finalized Senior Executive Service (SES) Candidate Development Program (CDP) selection, conducted an orientation, and began training the first CDP class.
• Has performance appraisal plans for all SES and managers, and more than 60% of the workforce, that: link to agency mission, goals and outcomes; hold employees accountable for results appropriate to their level of responsibility; effectively differentiate between various levels of performance; and provide consequences based on performance. The agency is also working to include all agency employees under such systems;	• During FY 2004, DOJ implemented and communicated Department-wide orders on SES and GS/Prevailing Rate Performance Management and issued a revised order on Department-wide awards policy that ensures that awards are tied to DOJ's strategic goals. • DOJ completed the application package for OPM/OMB certification of the DOJ SES Performance Management and Compensation Plan. DOJ components implemented five-level performance plans for all SES. New SES and manager plans include cascading tasks/assignments that are linked to the DOJ Strategic Plan and the PMA. All DOJ components certified to the Attorney General that all SES and direct report performance work plans are in place.
• Reduced under-representation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity;	• DOJ prepared a Business Case to identify opportunities for outreach and support related to attorney hiring. • During FY 2004, DOJ established a mentoring program for attorneys as part of its attorney diversity initiative.
• Significantly reduced skill gaps in mission critical occupations and competencies, integrated competitive sourcing and E-Gov solutions into gap reduction strategy; and	• DOJ continued the development of Justice Virtual University (JVU) and awarded a contract to conduct a training and technology needs assessment for the purpose of selecting a learning management system on which to deploy the JVU. • DOJ contracted with OPM's GoLearn to assist with JVU's on-line e-learning course content. • A video about JVU was distributed throughout DOJ. JVU will address training gaps at entry into the DOJ workforce and will become operational with courseware designed to close gaps in skills and competencies in mission critical occupations identified in DOJ's Skills Gap Analysis Report.
• Outcome measures are used to make human capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the agency.	• DOJ began the Certification and Accreditation process for CLC Metrics, which will include outcome measures that demonstrate HC results. • DOJ's Workforce Planning initiative will provide components with workforce data to support HC strategic planning and key program and budget decisions.

PMA 2. Competitive Sourcing

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

DOJ 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 2004 Progress
• Has an OMB approved "green" competition plan to compete commercial activities available for competition;	• Competition plan was submitted to OMB on 3/29/04 and revised 9/30/04 with goals for FYs 2006, 2007, and 2008.
• Has publicly announced standard competitions in accordance with the schedule outlined in the agency "green" competition plan;	• A second standard competition was announced in August 2004 for services related to grants management in OJP.
• Since January 2001, has completed at least 10 competitions (no minimum number of positions required per competition);	• Completed one standard competition and three streamlined competitions.
• In the past year, completed 90% of all standard competitions in a 12-month timeframe;	• Criteria met in the area of FBI vehicle maintenance. However, a decision announcement was delayed due to protest.
• In the past year, completed 95% of all streamlined competitions in a 90-day timeframe;	• Criteria met in the area of web services and vehicle drivers in Justice Management Division (JMD) and vehicle mechanics in DEA.
• In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions; and	• No competitions were cancelled in FY 2004.
• Has OMB reviewed justifications for all categories of commercial activities exempt from competition.	• All justifications submitted to OMB.

PMA 3. Improved Financial Management

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 that critical information. It is equally important that agencies operate with efficient business practices that are compliant with federal financial management and accounting standards. DOJ continues to improve its systems and practices in order to provide management and the public with reliable and timely financial management information.

Criteria	FY 2004 Progress
• Receives an unqualified audit opinion on its annual financial statements;	• DOJ did not earn a clean opinion on its consolidated FY 2004 statements as it had in prior years. Eight of ten components earned unqualified opinions in FY 2004. One component statement was disclaimed in FY 2004, and one was qualified.
• Meets financial statement reporting deadlines;	• Beginning with the quarter ending March 31, 2004, DOJ met the OMB deadlines for submission of both second and third quarters consolidated financial statements. As a part of preparing to meet the OMB November 15, 2004 due date, the Department updated its financial statements guide and issued a timeline of critical due dates to all components. To allow for early validation of FY 2004 financial statement format and any prior year changes, components submitted certified draft comparative financial statements, including the Management Discussion and Analysis, on June 7, 2004. DOJ continued to emphasize the importance of the year-end reporting requirements including key dates for completing the FY 2004 audit and Treasury's year-end closing requirements.
• Reports in its audited annual financial statements that its systems are in compliance with the Federal Financial Managers Improvement Act;	• As part of the Attorney General's Plan to improve financial management performance, DOJ continues to implement compensating controls for the existing legacy system. In addition, DOJ continues preparation for the implementation of a new Department-wide core financial system.
• Produces accurate financial information on demand;	• The Department issues accurate financial information on demand including its continuing efforts to develop new financial reports, training materials on systems operations, financial processes, and policies and procedures useful to management to enhance current business practices. DOJ continued to test the Hyperion Financial Management (HFM) text data load requirement and performed parallel testing of selected accounting data using the HFM tool in FY 2004.
• Routinely assesses performance and financial information which its managers use to make day-to-day decisions;	• The routine assessment of performance and financial information is being addressed through the existing legacy system across DOJ to support routinely available and timely access to key financial and selected performance data, and provide ad hoc reporting capabilities for leadership decision-making and drive key results of operations. DOJ successfully piloted Recovery Audit Programs and continued the Department-wide implementation of recovery audits. The Department continues its participation in OMB's government-wide financial management performance metrics.

Criteria	FY 2004 Progress
• Has no chronic or significant Anti-Deficiency Act Violations, has no material auditor-reported internal control weakness;	• DOJ anticipates no chronic or significant Anti-Deficiency Act Violations. Corrective Action Plan efforts are anticipated to result in a diminished number of internal control weaknesses at the component level.
AND • Has no material non-compliance with laws or regulations, agency head provides an unqualified statement of assurance in its annual accountability report.	• DOJ anticipates meeting the objectives of Sections 2 and 4 of the Federal Managers' Financial Integrity Act (Integrity Act) for FY 2004. DOJ continued to work diligently to improve its core financial system; a major area of emphasis. During FY 2004, the Department continued to implement Corrective Action Plans to remedy weaknesses related to financial systems compliance and federal accounting standards.

PMA 4. Expanding E-government

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 allow the Attorney General to achieve the reallocation of resource in support of anti-terrorism activities.

Criteria	FY 2004 Progress
• Has a Modernization Blueprint that focuses IT investments on important agency functions and defines how those functions will be measurably improved;	• Published target conceptual architecture for Law Enforcement Information Sharing Program (LEISP) to provide guidelines for information sharing between Federal, state, local and tribal communities. Identified key initiatives and systems that will be included in LEISP: Coordinating effective explosives investigation by Law Enforcement components per the Deputy Attorney General's direction; Case Management Common Solutions Program is pursuing a common solution for DOJ and partner agencies, initially focused on litigation and investigation case management areas; and To-Be Unified Financial Management Architecture is being developed.
• Has acceptable business cases (security, measures of success linked to Modernization Blueprint, program management, risk management, and cost, schedule and performance goals) for all major systems;	• In the most recent IT budget request, DOJ had 52 business cases, 9 more than in the prior year. (Improvements will be made to business cases that fell below the OMB threshold for acceptability.) Business case for enterprise-wide applications in the areas of Financial Management, Enterprise Architecture and Enterprise Infrastructure have been updated to reflect progress toward a more homogeneous IT infrastructure. Began planning for implementing federal lines of business initiatives for Financial Management and Human Resources.
• Has cost and schedule overruns that average less than 10% and performance shortfalls average less than 10% for all major IT projects;	• Conducted Project Oversight Process (POP) project management reviews on five major IT projects. Implemented earned value reporting enhancement on the DOJ OCIO Dashboard, an automated tool that is used by the DOJ CIO to track cost, schedule, and risk data on the DOJ major IT projects. Additionally, the Department Executive Review Board was established to conduct department-level IT investment reviews on selected major IT projects that are classified as high risk, high dollar, and high profile, completed IT investment reviews on five major IT projects.
• Quarterly status report documents sustained progress in remediating IT security weaknesses;	• DOJ implemented a comprehensive Plan of Action and Milestones (POAM) process in FY 2004. The automated tool that manages the POAM process assists Department and program officials with monitoring progress and generating quarterly reports to ensure IT weaknesses are identified and remedied.
• Inspector General verifies that there is a Department-wide IT Security remediation Process;	• During the FY 2004, Federal Information Security Management Act Review, the Inspector General verified the Department's POAM process and confirmed that program officials develop, implement, and manage POAMs for systems they own and operate almost always, or 96% - 100% of the time.

Criteria	FY 2004 Progress
• Has 90% of operational IT systems properly secured, certified, and accredited, including mission critical systems; and	• The Chief Information Officer's FY 2004 Federal Information Security Management Act Report confirmed that 90% of the Department IT systems were certified and accredited and given an approval to operate.
• Contributes to, and participates in, four of the four categories of E-Gov initiatives rather than creating redundant, or agency unique, IT projects.	• In FY 2004, DOJ participated in four of four e-Government categories. DOJ served as an active participant in 16 of the federal cross-agency initiatives, and provided resources such as in-kind contributions to Safecom, e-Authentication, e-Grants, and Integrated Acquisition; and funding for Safecom, Disaster Management, e-Travel, Integrated Acquisition Environment, Grants.gov, e-Authentication, and e-Training.

PMA 5. Budget and Performance Integration

Beginning with the FY 2004 budget submission, the Administration began formally integrating 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.

Criteria	FY 2004 Progress
• Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the Department. This information is used to make decisions regarding the management of agency programs;	• The Department completed its first year of using its quarterly reporting mechanism for all components covering financial and performance information. Leadership briefings took place on a quarterly basis, the outcomes of which were used to guide Departmental decision-making in a variety of programmatic areas.
• Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate all measures identified in PART and focus on the information used in the senior management report described in the first criterion;	• The Department's FY 2003-2008 Strategic Plan contains a four-goal structure that includes specific long-term, measurable outcome goals in key performance areas. Additionally, the Department had previously updated its performance informed budget template to incorporate all measures identified in the PART process.
• Performance appraisal plans for at least 60% of the agency positions link to agency mission, goals and outcomes, effectively differentiate between consequences based on performance;	• During FY 2004, DOJ implemented and communicated Department-wide orders on SES and GS/Prevailing Rate Performance Management and issued a revised order on Department-wide awards policy that ensures that awards are tied to DOJ's strategic goals. • DOJ completed the application package for OPM/OMB certification of the DOJ SES Performance Management and Compensation Plan. DOJ components implemented five-level performance plans for all SES. New SES and manager plans include cascading tasks/assignments that are linked to the DOJ Strategic Plan and the PMA. All DOJ components certified to the Attorney General that all SES and direct report performance work plans are in place.
• Reports the full cost of achieving performance goals accurately (+/-10%) in budget and performance documents and can accurately estimate the marginal cost (+/-10%) of changing program goals;	• The Department continues to report the full cost of achieving performance goals within its annual budget and performance documents.
• Has at least one efficiency measure for all programs; and	• The Department made significant progress in this area during FY 2004 through the creation of an efficiency measure for each program that had been evaluated by OMB's PART process.
• Uses PART evaluations to direct program improvements and PART ratings are used consistently to justify funding requests, management actions, and legislative proposals. Less than 10% of the agency programs receive a Results Not Demonstrated rating for more than two years in a row.	• The Department used the results of our most recent PART reviews in our continuing effort to improve DOJ programs and aid in the refinement of long-term measurable outcome goals, where appropriate. The Budget Staff continues to work with DOJ components and with OMB to assess if programs previously receiving assessments of "results not demonstrated" should be reassessed. The Department is currently below the 10% benchmark for a third year.

Faith-Based and Community Initiative

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 above, 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, and Labor will work to identify and eliminate unwarranted regulatory barriers that exist in providing Faith-Based and Community-Based programs with access to federal programs. Justice is working to provide coordinated training and technical assistance to Faith-Based and Community-Based organizations looking to apply for grant funding.

Criteria	FY 2004 Progress
• Agency has a fully implemented and coordinated plan for communication and outreach to FBOs/CBOs.	• DOJ continues to maintain website, email list serve, and telephone lines, as well as attend conferences to communicate with Faith-Based Organizations (FBO) and Community-Based Organizations (CBO).
• Agency has a coordinated technical assistance plan, which includes efforts to streamline the application process for small and novice applicants, and to provide these groups with assistance in applying for federal funds.	• DOJ's OJJDP hosted four free regional technical assistance conferences for FBOs/CBOs to help them navigate the federal grant application process. • DOJ continues to address individual questions by letter and phone. • DOJ is finalizing the development of a training video in accordance with the Department's agreement with OMB. (The video will begin broadcasting on Justice Television Network (JTN) in late October 2004.)
• Agency has fully implemented efforts to eliminate significant and ongoing barriers to participation identified by Agency audit.	• DOJ is working on data collection for FY 2004 per the Department's management agreement proposed by OMB and the White House Office of Faith-Based and Community Initiatives (OFBCI). • Survey forms on the participation of FBOs/CBOs have been sent to all DOJ grant applicants; results are being processed.
• Agencies consistently apply appropriate legal requirements for participation by FBO/CBOs, including grant review and application of law by regional offices.	• DOJ staff have presented trainings on the Equal Protection (EP) regulation implementing E.O. 13279 to state and local government agencies receiving block and formula funding from DOJ's OJJDP, OVC, and OVW, in addition to DOJ employees. • The training video currently being finalized includes information on compliance with the EP regulation.
• Agencies have established a pilot program targeted at FBO/CBOs with special attention to issues of substance abuse, homelessness, elders in need, at-risk youth, welfare to work and prisoner re-entry.	• Several pilots continue to operate; these pilots mentor returning offenders, counsel prisoners, and address issues of juvenile delinquency, drug-use, and gang-activity, as well as aid to victims of domestic violence. • OVC's mini-grant program has completed its review process and awards have been made.
• Agencies have a fully implemented research agenda assessing the impact of the initiative.	• BOP continues to collect baseline data for the Life Connections Program. Additionally, development of an OJJDP evaluation is ongoing.