

Lesson 9

USACE Civil Works Direct Program Program Development Part I

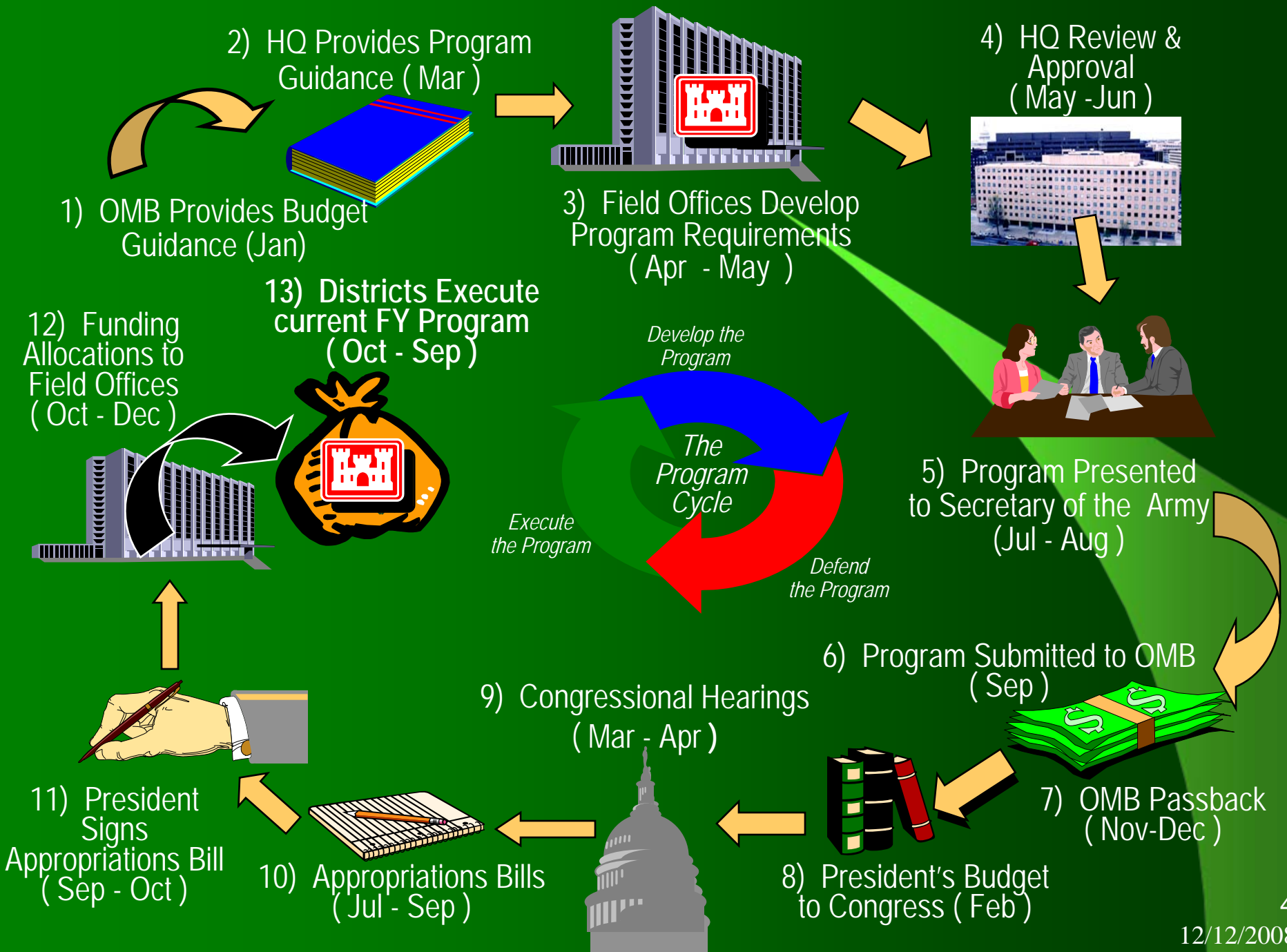
Introduction

- Program Development is the process by which work is defined and scheduled for execution.

(In this definition, “scheduled” means assignment of all necessary resources, including time, funding, manpower, land, plant, equipment, and material, for successful accomplishment of work.)

Agenda

- In this lesson we will cover:
 - what law governs program development by agencies of the United States Government;
 - what Presidential guidance further governs such development; and
 - what means are used by the Office of Management and Budget (OMB) to rate compliance with such guidance.

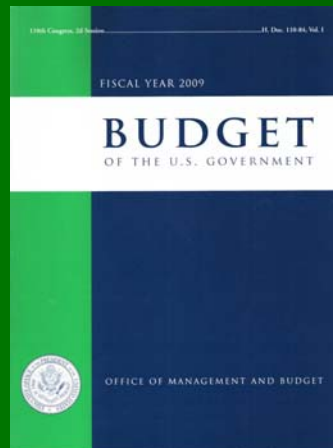


Overview

- Federal agency program development begins in the Executive Branch, with resolution of “passback” for PY-1
- Proceeds through the Legislative Branch, with congressional appropriations for PY
- Ends in both branches with mutual accommodation leading to the President’s signature of appropriations into law.

Overview (cont'd)

- We will focus on the Executive Branch part of the process, resulting in the “Budget of the United States Government,” or, more accurately, the “President’s Budget”



Vocabulary

- **Passback** – OMB's critique of the recommended programs of agencies of the Federal Government for the PY, providing, not only answers for the PY, but also initial guidance for the PY+1.
- **PY** – Program Year – the year for which latest development of programs of the Federal Government has begun, currently Fiscal Year 2009 (FY09).

Vocabulary (cont'd)

- **PY+1** – the year following the PY, currently FY11.*

*(Note passback for the current PY will provide the initial guidance for development of the FY11 program)

Government Performance and Results Act (GPRRA)

- Public Law (PL) 103-62, commonly called the Government Performance and Results Act of 1993 (GPRRA) governs program development by agencies of the United States Government.
- Its principal purpose is to improve service of the Federal Government to the American people.

GPPRA – Congressional Findings

(Underlining in all quotations of this lesson was added to highlight essence.)

- “waste and inefficiency in Federal programs undermine the confidence of the American people in the Government and reduces the Federal Government's ability to address adequately vital public needs;”

GPRRA – Congressional Findings

(cont'd)

- “Federal managers are seriously disadvantaged in their efforts to improve program efficiency and effectiveness, because of insufficient articulation of program goals and inadequate information on program performance; and”

GPPRA – Congressional Findings

(cont'd)

- “congressional policymaking, spending decisions and program oversight are seriously handicapped by insufficient attention to program performance and results.”

GPPRA – Purposes

- “improve the confidence of the American people in the capability of the Federal Government, by systematically holding Federal agencies accountable for achieving program results;”
- “initiate program performance reform with a series of pilot projects in setting program goals, measuring program performance against those goals, and reporting publicly on their progress;”

GPRA – Purposes (cont'd)

- “improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality, and customer satisfaction;”
- “help Federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality;”

GPPRA – Purposes (cont'd)

- “improve congressional decision making by providing more objective information on achieving statutory objectives, and on the relative effectiveness and efficiency of Federal programs and spending; and”
- “improve internal management of the Federal Government.”

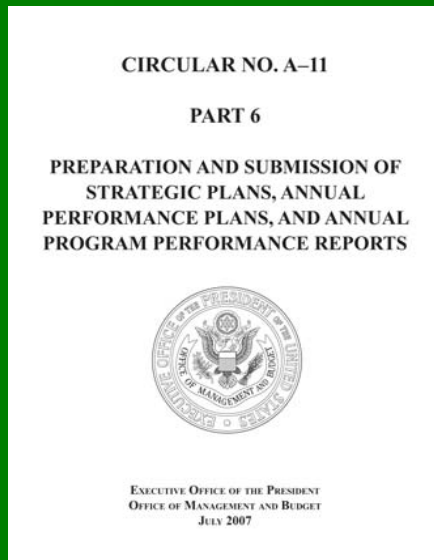
GPPRA – Basic Requirements

- **Strategic Plan** – state mission & purpose, develop a 5-year program
- **Annual Performance Plan** – establish performance goals that are quantifiable & measurable , operational process, and performance indicators
- **Annual Report on Performance** – show the actual production under the annual performance plan.

OMB Guidance

- **OMB Circular No. A-11**

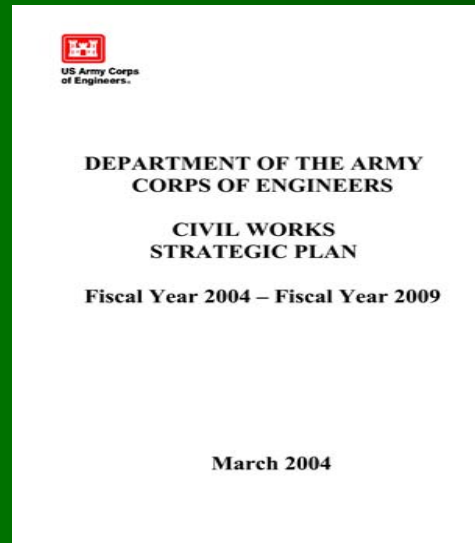
PART 6 — Preparation and submission of strategic plans, annual performance plans, and annual performance reports



http://www.whitehouse.gov/omb/circulars/a11/current_year/a_11_2007.pdf

GPRRA – Corps Products That Meet the Basic Requirements

- Current Civil Works Direct Program (CWDP) Products Addressing Basic Requirements:
 - Strategic Plan
(http://www.usace.army.mil/cw/hot_topics/ht_2004/cw_strat.pdf)



GPRRA – Corps Products That Meet the Basic Requirements (cont'd)

– Annual Performance Work Plan

FY08 Civil Works Program Performance Work Plan



Prepared By:
Programs Integration Division,
Directorate of Civil Works,
US Army Corps of Engineers

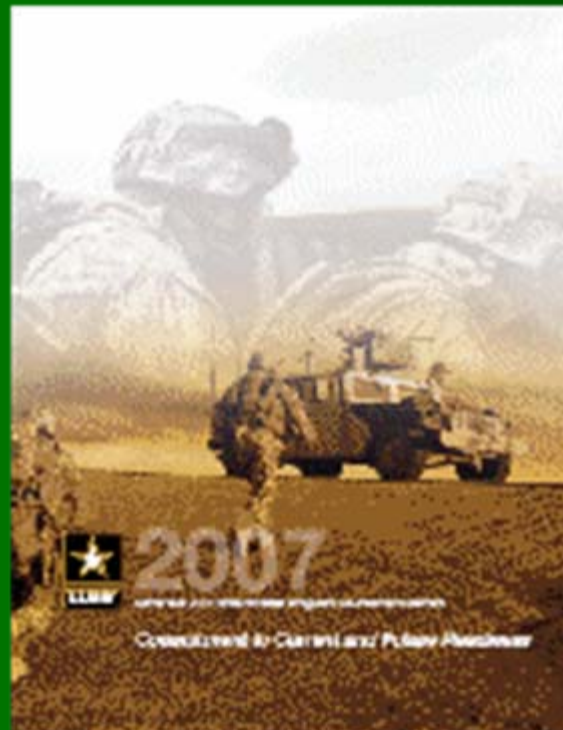


9 May 2008

GPRRA – Corps Products That Meet the Basic Requirements (cont'd)

– Annual Report on Performance

(<http://www.asafm.army.mil/fo/fod/cfo/afr/afr.asp>)



GPRRA – Effect

- GPRRA is the foundation for present-day program development by all agencies of the United States Government.
- It suggests that any federal program will survive only if it is a benefit to the nation and is more efficient, effective, and timely.

GPRRA – Quiz

- What does GPRRA abbreviate?
- When was GPRRA enacted?
- What is the principal purpose of GPRRA?
- What are the basic requirements of GPRRA for federal agencies?
- What are the GPRRA Corps products?

GPRA – Quiz (cont'd)

- Where can the following be found:
 - the Civil Works Strategic Plan?
 - the Civil Works Annual Performance Plan?
 - the Civil Works Annual Performance Report?
- What is the effect of GPRA?

President's Management Agenda (PMA)

- PMA, promulgated in 2002, specifies 14 initiatives to implement GPRA – 5 government-wide and 9 agency-specific.
- The 5 government-wide initiatives, plus a 6th added later, are designed to improve management and performance of the federal government.
- Goal of initiatives is to enable the federal government to “make good on promises” to the American people.

PMA – President’s Message

- “I am pleased to send to the Congress a bold strategy for improving the management and performance of the federal government. Government likes to begin things - to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises. In my Administration, that will be the standard from the farthest regional office . . . to the highest office in the land.”

PMA – Government-wide Initiatives

- Strategic management of human capital,
- Competitive sourcing,
- Improved financial management,
- Expanded e-government,
- Budget and performance integration, and
- Real property asset management.

(We'll focus on budget performance integration.)

PMA – Budget and Performance Integration (B&PI)

- Budget and Performance Integration means – performance-based budgeting.
- Whether work is funded depends on its benefit to the nation, with that work promising most needed, efficient, effective, and timely benefit funded first, etc.
- The other 5 initiatives affect efficiency, effectiveness, and timeliness of accomplishing all work, so, all 6 initiatives must be executed concurrently.

PMA – B&PI – Performance Measures

- Performance measures are written criteria used to gauge progress – actual or projected – in accomplishment of objectives, goals, and missions.
- They are used, not only as standards for judging performance based on project or program results, but also, to project performance contributions of competing investment increments.

(Currently defined performance measures – a set for each CWDP business line. Covered in Lesson 10.)

PMA – B&PI – Performance

Results

- Performance results are products of operation of programs/projects/activities (PPAs).
- They are determined through collection of data, by performance measure, describing the extent to which performance objectives, goals, or missions, were met through accomplishment or operation of PPAs.
- They are used, not only to evaluate program performance and judge program worthiness after the fact, but also, to evaluate the reasonableness of performance measures.

PMA –Score Card

- The “score card” is designed for use in rating assessments of any agency’s status and progress in addressing the initiatives.
- “Status” is the degree to which, for any given initiative, any agency has addressed the initiative.

PMA – Score Card (cont'd)

- “Progress” is the degree to which, for any given initiative, any agency has succeeded in addressing the initiative since the last score card rating.
- The score card provides for three possible overall ratings – green, yellow, and red, from best to worst.

Score Card



Executive Branch Management Scorecard

| | Current Status as of December 31, 2007 | | | | | Progress in Implementing the President's Management Agenda | | | | |
|-------------|--|----------------------|-----------------|-------|-------------------------|--|----------------------|-----------------|-------|-------------------------|
| | Human Capital | Competitive Sourcing | Financial Perf. | E-Gov | Performance Improvement | Human Capital | Competitive Sourcing | Financial Perf. | E-Gov | Performance Improvement |
| AGRICULTURE | ● | ● | ● | ● | ● | ● | ● | ●↓ | ●↑ | ● |
| COMMERCE | ● | ● | ● | ● | ● | ● | ● | ●↓ | ●↑ | ● |
| DEFENSE | ● | ● | ● | ● | ● | ● | ● | ●↓ | ●↑ | ● |
| EDUCATION | ● | ● | ● | ● | ● | ● | ● | ●↓ | ●↑ | ● |
| ENERGY | ● | ● | ●↑↑ | ●↑ | ● | ●↑↑ | ● | ● | ●↑ | ●↑ |
| EPA | ●↑ | ● | ● | ● | ● | ● | ● | ● | ●↑ | ● |
| HHS | ● | ● | ● | ● | ●↑ | ● | ● | ● | ●↓ | ●↑ |
| DHS | ● | ● | ● | ● | ● | ●↑ | ● | ● | ●↑ | ●↓ |
| HUD | ● | ● | ● | ● | ● | ● | ● | ● | ●↑ | ● |
| INTERIOR | ● | ● | ● | ● | ● | ● | ● | ● | ●↑ | ● |
| JUSTICE | ● | ● | ●↑ | ● | ● | ●↑ | ● | ● | ●↑ | ● |
| LABOR | ● | ● | ● | ● | ● | ● | ● | ● | ●↑ | ● |
| STATE | ● | ● | ●↓↓ | ●↓ | ● | ● | ●↓ | ●↓ | ●↑ | ● |
| DOT | ● | ● | ●↑ | ● | ● | ● | ●↑ | ● | ●↑ | ● |
| TREASURY | ● | ● | ● | ● | ● | ● | ● | ●↓ | ●↑ | ● |
| VA | ● | ● | ● | ● | ● | ● | ●↑ | ● | ●↓ | ● |
| USAID | ● | ●↑ | ● | ● | ● | ●↑ | ● | ● | ●↓ | ● |
| CORPS | ● | ● | ● | ● | ● | ● | ● | ●↑ | ● | ● |
| GSA | ● | ● | ● | ● | ● | ● | ● | ● | ●↑ | ● |
| NASA | ● | ● | ● | ●↑ | ● | ● | ●↓ | ● | ●↑ | ● |
| NSF | ● | ● | ● | ● | ● | ●↓↓ | ● | ● | ●↑ | ● |
| OMB | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| OPM | ● | ● | ● | ● | ● | ● | ● | ● | ●↓ | ●↑ |
| SBA | ● | ● | ●↑ | ● | ● | ● | ● | ● | ●↑ | ● |
| SMITHSONIAN | ● | ● | ● | ● | ● | ●↑ | ● | ● | ●↑ | ● |
| SSA | ● | ● | ● | ●↑↑ | ● | ● | ● | ●↑↑ | ● | ● |

↑↓ Arrows indicate change in status since evaluation on Dec 31, 2006
 ↓↑ Arrows indicate change in progress since previous quarter.

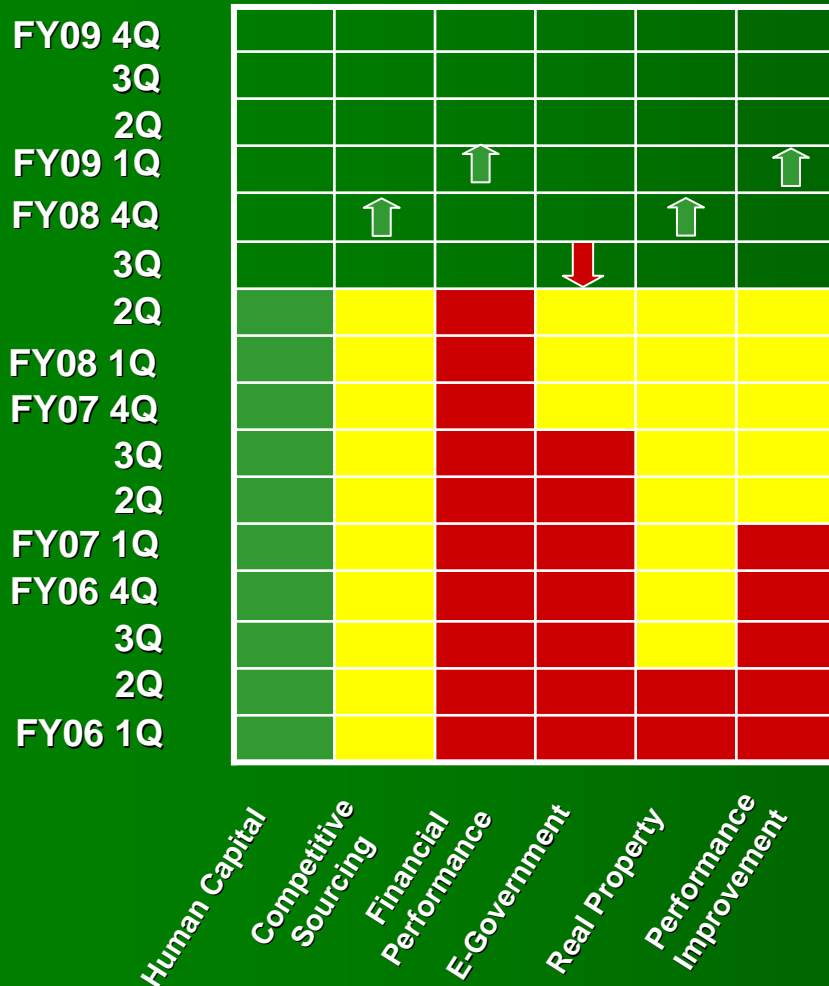
PMA – Corps' Latest Rating

- On its latest “status” score card the Corps received
 - 1 red Financial performance
 - 1 green Human capital
 - 3 Yellow Competitive sourcing, e-government, and Budget integration
- On the “progress” score card the Corps received
 - 5 Green Human capital, Competitive sourcing, Financial performance, e-government, and Budget integration

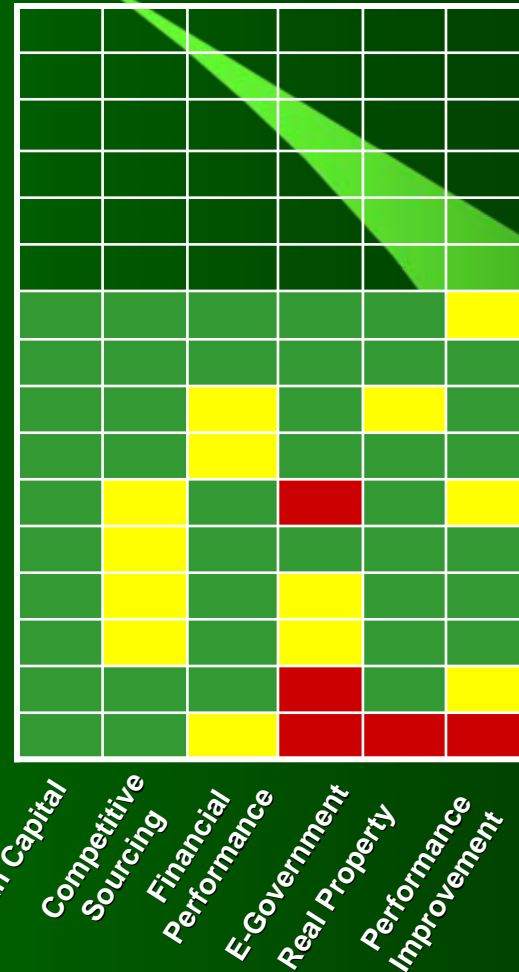
Score Card Status and Progress

Current as of 25 Apr 2008

Status



Progress



Projection Arrows



** lack definitive agreement if channels are to be considered assets and evidence to show use of Asset mgn't framework throughout Corps

PMA – Quiz

- What does PMA abbreviate?
- When was the PMA promulgated?
- What's the principal purpose of the PMA?
- What's the goal of the PMA?
- How many Government-wide initiatives does the PMA specify?
- What does “budget and performance integration” mean?

PMA – Quiz (cont'd)

- Which initiatives must be done to do the “budget and performance integration” initiative well?
- When did Corps first attempt to integrate budget and performance?
- What are performance measures?
- How many sets of performance measures do we have for the CWDP?

PMA – Quiz (cont'd)

- What are the two uses of performance measures?
- What are performance results?
- How are performance results determined?
- What are the two uses of performance results?

PMA – Quiz (cont'd)

- What are the two characteristics rated through use of the PMA score card?
- What are the three possible ratings under the PMA score card?
- What's the goal of agencies subject to the PMA score card?
- How has the Corps done under the PMA score card?

Performance Assessment Rating Tool (PART)

- PART is a “questionnaire process” developed by OMB to facilitate improvement of performance by all agencies of the Federal Government in addressing the PMA B&PI initiative.
- OMB uses the process to assess and rate all agencies in addressing the PMA B&PI initiative.

PART – Quiz

- What does PART abbreviate?
- What is PART?
- What's the principal purpose of PART?
- What two functions does PART employ?

Summary

- We've covered:
 - **Public Law**, and
 - **Presidential initiatives**
governing program development by all agencies of the Federal Government; and
 - **OMB's rating tool**
for rating compliance with the law, as specifically implemented by the BP&I initiative.

Summary (cont'd)

- For those of you involved in development of the CWDP, this lesson should help you make your programs more relevant to the nation. For those who are not, hopefully it will inspire you to improve performance in whatever role you play.
- Any further questions or comments?

Where to Get More Information

- Government Performance and Results Act of 1993
http://www.orau.gov/pbm/links/PL103_62.pdf;
- The President's Management Agenda
<http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>
- PART
<http://www.whitehouse.gov/omb/part/index.html>.
<http://www.whitehouse.gov/omb/expectmore/index.html>
- Score Card
<http://www.whitehouse.gov/results/agenda/scorecard.html>