

Department of the Army, Corps of Engineers

President's Management Agenda

Goals for July 1, 2010

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Strategic Management of Human Capital

Overall Status Score: **GREEN** by *July 1, 2009*

GREEN Standards for Success

Agency:

__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.

__Agency has achieved desired results in Government-wide human capital management focus areas. Specifically, the agency:

- achieved results on HCAAF Systems, Standards, and Metrics (SSMs) consistent with 5 CFR 250 requirements;
- met its targets for improving performance management practices based on PAAT scores;
- met hiring timeline and applicant notification standard for 80% of all employees (including SES); and
- used targeted Career Patterns language in job announcements to generate a high-quality applicant pool.

—Agency has achieved desired results on:

- agreed-upon goals and targets as outlined in its Proud-to-Be 6 commitments; and
- goals and targets identified in its Human Capital Plan.
- (Results are reported in the Human Capital Management Report [HCMR].)

YELLOW Standards for Success

Agency:

X 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.

X Agency 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.

X Agency has implemented strategies to achieve desired results on agreed-upon goals and targets in its Proud-to-Be 6 performance plan goals.

KEY MILESTONES for the U.S. Army Corps of Engineers

FY 2008 – Fourth Quarter (July – September)

- Develop recruitment targets for each Major Subordinate Command (MSC) and implement national recruitment plan.
- Monitor staffing levels and evaluate success of targeted recruitment efforts. Reduce fill gap by 2%.
- Place initial cadre of Family Readiness Community Support Coordinators (CSCs) at the Major Subordinate Commands, providing support to families of deployees who do not live within ready access to Army installations. \$
- SAD conducts program review of District via Staff Assistance/Customer Support Visit.
- USACE recruiters participate in the 2008 Advancing Minorities' Interest in Engineering Conference.
- Conduct Summer Leader/Emerging Leaders Conference to address leadership competency gaps.
- Conduct NSPS Pay Pool Management and Supervisory training for new District Commanders, Deputies, and Supervisors.
- Complete and communicate new Strategic Human Capital Plan to the Corps staff.

- Submit updated Systems, Standards and Metrics (SSM) resource and competency profile charts for leadership, MCOs, HR, and IT, showing competency gap targets and staffing projections met for PTB 5.
- Submit improved Performance Appraisal and Assessment Tool (PAAT) covering non-NSPS employees.

FY 2009 – First Quarter (October – December)

- Determine target audience for Strengths Finder® (SF) application.
- Monitor staffing levels, reduce fill gap by 2% and evaluate success of targeted recruitment efforts.
- Fully participate in DA Army Family Action Plan (AFAP) program; develop USACE-unique family issues; and identify three USACE delegates.
- Implement AED-Gulf Region Division (GRD) staffing strategies.
- Issue guidance on identification of deployable civilian positions.
- USACE recruiters participate in the American Indian Science and Engineer Society (AISES) Annual Conference and Job Fair; Hispanic Engineer National Achievement Awards Corporation (HENAAC) Conference; Women of Color Technology Conference (WOC) and Job Fair; and Society of Women Engineers (SWE) Conference.
- Convene NSPS Pay Pool Panels to review performance contributions/appraisals for NSPS non-bargaining unit employees and recommend NSPS Share Pay-outs.
- Complete the annual appraisal cycle and submit performance accomplishments for Legacy GS 9-12 bargaining unit employees governed by the TAPES performance appraisal system.

FY 2009 – Second Quarter (January – March)

- Develop recruitment targets for USACE Headquarters.
- Monitor staffing levels of MCOs and evaluate success of targeted recruitment efforts. Reduce fill gap by 2%.
- Conduct semi-annual assessment of recruitment incentives.
- USACE recruiters participate in the annual Black Engineers of the Year Awards (BEYA) Conference.
- NAD revitalizes its workforce plan, ensuring use of local and Army interns to fill positions and increase workforce diversity.
- Complete NSPS Performance Share Pay-outs for NSPS non-bargaining unit employees.
- Submit Human Capital Management Report (HCMR), addressing progress toward achieving strategic human capital plan goals and objectives.

FY 2009 – Third Quarter (April – June)

- Provide strengths coaching to employees with goal of 20% completion rate.
- Monitor staffing levels of MCOs and evaluate success of targeted recruitment efforts. Reduce fill gap by 2%.
- Institutionalize USACE role in AFAP process.
- Senior Leader Conference held to review progress in carrying out our human capital implementation plan.
- Conduct Supervisory Interim and Mid-Term Performance Reviews for all legacy and NSPS employees.
- Analyze and update USACE HR processes, procedures, and recruitment strategies for staffing in support of GWOT, Expeditionary Missions, and All Hazards Readiness and Contingency Response Programs.
- Train new District Commanders on their human capital management responsibilities.

Overall Status Score: GREEN (July 1, 2010)

Explanation: The U.S. Army Corps of Engineers will continue hiring and recruiting for the Gulf Region Division (GRD) and the Afghanistan Engineering District (AED). USACE has a high number of employees deployed to support the Global War on Terrorism, Hurricane Katrina, and other natural disasters and we will continue to design a family readiness system to care for the families of deployed USACE team members. These actions are integral to our efforts to “get the right people in the right seat on bus.

KEY RESULTS - We Would Be Proud to Achieve

The U.S. Army Corps of Engineers will be a full-spectrum Engineer Force of high quality Civilians and Soldiers, working with our partners to deliver innovative solutions to the Nation’s engineering challenges. We will attract and retain a world-class workforce. We will identify, develop, maintain and strengthen the technical competencies, knowledge management and leadership that are required to provide effective service to the Nation. We will build and enhance Communities of Practice as the basis for our technical leadership. We will continually seek improvements and share lessons learned and best practices – learning both individually and organizationally.

Below are the Agency-specific goals and the necessary justifications for each goal pertinent to the Strategic Management of Human Capital (SMHC) scorecard. Each of the Human Capital (HC) implementation strategies and goals are related to the codified (5 C.F.R. Part 250) systems of the Human Capital Assessment and Accountability Framework (HCAAF). [Agency] maintains three implementation strategies (Yellow standard [Y]) towards meeting three Agency-specific goals (Green standard [G]) as follows:

Agency-Specific Goal	Implements Strategies to meet agency-specific goals (Y)	Achieves agency-specific goal (G)	Justification/Rationale/Link to Organizational Strategic Objectives
<p>HC Plan Objective 1c</p> <p>Establish human resources and family support programs that promote readiness and quality of life.</p>	<p><u>Outcome:</u> Implement USACE Army Family Action Plan (AFAP) Program at the MSCs (\$).</p> <p><u>Measure:</u> Representatives attend AFAP conference and present USACE-specific issues.</p> <p><u>Outcome:</u> Implement program that provides information and support for families of civilians who deploy.</p> <p><u>Measure:</u> Place initial cadre of Community Support Coordinators (CSC) in MSCs.</p>	<p><u>Outcome:</u> Institutionalize USACE role in AFAP process. Permanent program in place to support family members of civilian employees deploying.</p> <p><u>Measure:</u> All subordinate organizations have implemented AFAP programs.</p>	<p>Campaign Plan Goal 1 – Deliver USACE support to combat, stability, and disaster operations through forward deployed and reachback capabilities.</p>
<p>HC Plan Objective 4d</p> <p>Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce.</p>	<p><u>Outcome:</u> Update USACE Human Capital (HC) Plan and develop recruitment bridging strategy.</p> <p><u>Measure:</u> HC Plan and recruitment strategy meet OPM and GAO requirements.</p>	<p><u>Outcome:</u> Monitor staffing levels and evaluate success of targeted recruitment efforts.</p> <p><u>Measure:</u> Reduce fill gap by 10%.</p> <p><u>Outcome:</u> Monitor use of recruitment tools – DHA, 3Rs, student loan repayment, & relationship to fill rates.</p> <p><u>Measure:</u> Assess utilization of recruitment tools and update HC Plan as necessary.</p>	<p>Campaign Plan Goal 4 - Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.</p>

<p>HC Plan Objective 4a</p> <p>Identify, develop, maintain, and strengthen technical competencies</p>	<p><u>Outcome:</u> Implementation of National Technical Competency Strategy (NTCS).</p> <p><u>Measure:</u> Positive trend in professional certification, to include achievement of 75% professional certification of CoP-identified positions.</p>	<p><u>Outcome:</u> Assess and close technical competency gaps.</p> <p><u>Measure:</u> Competency gaps assessed and closed. Achieve 90% professional certification of CoP-identified positions.</p>	<p>Campaign Plan Goal 4 - Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.</p>
<p>DoD CHCSP Goal 3</p> <p>Results-oriented Performance Culture</p>	<p><u>Outcome:</u> Implement human capital policies to enhance workforce performance.</p> <p><u>Measure:</u> No less than two percent improvement in employee perception survey scores.</p>	<p><u>Outcome:</u> Strengthen the linkage between performance and compensation.</p> <p><u>Measure:</u> Correlation between performance rating and salary (NSPS only).</p>	<p>Campaign Plan Goal 4 - Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.</p>
<p>DOD CHCSP Goal 1</p> <p>World Class Enterprise Leaders</p>	<p><u>Outcome:</u> Pilot Level 4 Senior Leader (SL) Development Program (\$).</p> <p><u>Measure:</u> Enrollment of 3 USACE employees in the SL pilot program.</p>	<p><u>Outcome:</u> Implement Level 4 SL Program (\$).</p> <p><u>Measure:</u> Enrollment of 10 USACE employees in the SL program.</p>	<p>Campaign Plan Goal 4 - Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.</p>

Deliverables/milestones for each of the abovementioned Agency-specific goals are included in the quarterly lists of the Proud to Be VI (PTB VI).

Commercial Services Management

Overall Status Score: **GREEN** by *July 1, 2009*

GREEN Standards for Success

Agency:

__ Has an OMB approved “green” competition plan to compete commercial activities available for competition;

- The Senate and the House have opposed funding for conducting public-private competition under the OMB Revised Circular A-76. In lieu of competitive sourcing, The Corps has completed a business process re-engineering leading to improved business processes for the operations and maintenance of navigation locks and dams. The resultant brand, Inland Marine Transportation System, highlights the importance of this freight and commodity transportation system as a very important section of the total worldwide Marine Transportation System which enables the nation to compete successfully in a global marketplace.
- The Corps also implemented a reorganized contracting organization which greatly enhanced the effectiveness of the entire acquisition process. There are four Principal Assistants for Contracting (PARC) within the Corps compared to a single PARC. The Corps will continue to realize significant improvements in the time required to process contracting actions across the Corps.
- The Corps will look for opportunities to improve business processes and to continue from good to great.

__ Publicly announces standard competitions in accordance with the schedule outlined in the agency “green” competition plan;

- The Corps is prohibited by law from conducting A-76 competitions.

_ 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;

The Corps is prohibited by law from conducting A-76 competitions

X 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;

The Corps is prohibited by law from conducting A-76 competitions

X 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;

- o The Army Corps of Engineers had no streamlined competitions

_ In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions;

The Corps is prohibited by law from conducting A-76 competitions

X Has OMB reviewed written justifications for all categories of commercial activities determined to be unsuitable for competition;

- o The 2002 Competitive Sourcing Plan addressed categories of commercial activities determined to be unsuitable for competition.
- o The FAIR inventory reflects current Army decisions on all categories of commercial activities (inherently governmental, reviewable, and unsuitable for competition) and is reviewed by OMB

_ Tracks and reviews actual costs, savings, and quality of performance of the selected public- or private-sector service providers for all performance periods and ensure corrective action is taken when required; Dates.

- o 30 Jun 08
- o 30 Sep 08
- o 31 Dec 09

_ 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;

- The Army Corps of Engineers acquisition strategy for each competition conformed to the Small Business Reauthorization Act of 1977 and the Competition in Contracting Act. Key players in acquisition strategy development at headquarters are the Contracting Officer (Competition Official), Small Business Officer, Counsel for Procurement. Market research is conducted in accordance with FAR Part 10. Army engagement in the approval process accords with Headquarters, Department of the Army policies.
- The Army Corps of Engineers held three Industry Forums (Jan 05, Mar 05, and Aug 05) for the IM/IT competition
- A Pre-Proposal Conference for the DPW competition (May 05)
- A Pre-Proposal Conference for the UFC competition (Oct 05)

_ 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.

- Continuing Government Organization (CGO) monitors the Letter of Obligation (LoO) for Most Efficient Organization and other functions that have improved business processes.

X Submits quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and results achieved; **AND**

- The Corps has no pending competitions

_ Has positive anticipated net savings and/or significant performance improvements from competitions completed either in last fiscal year for which data has been officially reported to Congress by OMB or in the past three quarters. Dates.

- 30 Mar 08 for USACE Finance Center and Directorate of Public Works competitions
- 30 Jun 09 (end of first performance period) for the Information Management/Information Technology competition

Standards for Success to MAINTAIN GREEN

_ Has expressly coordinated “green” competition plan annual updates with agency’s Chief Human Capital Officer (*date*); **AND**

_ Has an OMB-approved plan for independently validating results from a sampling of competitions and completes validations in accordance with the schedule outlined in the plan (*date*).

- The Senate and the House have opposed funding for conducting public-private competition under the OMB Revised Circular A-76. However, USACE has a plan for independently validating results from all three competitions and completes validations in accordance with the schedule outlined in the plan. In addition, USACE has developed policy outlining requirements of Performance and cost tracking, review, and validation.
- The Corps will look for opportunities to improve organizational elements through business process reviews..

YELLOW Standard for Success

Agency:

_ Has an OMB approved “yellow” competition plan to compete commercial activities available for competition;

- Comment: Plan approved on 9/11/03; however, the Senate and the House have opposed funding for conducting public-private competition under the OMB Revised Circular A-76. In lieu of competitive sourcing, The Corps will look for opportunities to.

X Has completed one standard competition or has publicly announced standard competitions that exceed the number of positions identified for competition in the agency’s “yellow” competition plan;

- Information Management (IM)/Information Technology (IT) competition announced 2 Jun 04
- Directorate of Public Works (DPW) competition announced

- 27 Aug 04
- USACE Finance Center (UFC) Account Support Services competition announced 2 Mar 05

_ 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;

- The Army Corps of Engineers has no streamlined competitions

_ In the past two quarters, has canceled fewer than 20% of publicly announced standard and streamlined competitions;

- The Corps has not canceled any 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; Dates.

- 30 Jun 08
- 30 Sep 08
- 31 Dec 09

Submits quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and results achieved.

- The Corps has no pending competitions.

_ Has positive anticipated net savings and/or performance improvements from competitions 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 (*date*); **AND**

- 30 Apr 08 for USACE Finance Center and Directorate of Public Works competitions
- 30 Jun 09 (end of first performance period) for the Information Management/Information Technology competition

X Has an OMB-approved plan for independently validating results from a sampling of competitions and completes validations in accordance with the schedule outlined in the plan (*date*).

- 30 Sep 07

KEY MILESTONES for the Army Corps of Engineers

FY 2008 – Fourth Quarter

- Complete business process reengineering for operations and maintenance of navigation locks and dams
- Continue business process review for Resource Management function

FY 2009 – First Quarter

- Begin implementing recommendations of the business process reengineering study for operations and maintenance of navigation locks and dams
- Compare estimated versus actual cost for the Phase-in period of the Information Management /Information Technology competition
- Complete business process reengineering for Resource Management function

FY 2009 – Second Quarter

- Continue implementation of the recommendations of the business process reengineering for operations and maintenance of navigation locks and dams
- Begin implementing recommendations of the Resource Management business process reengineering study

FY 2009 – Third Quarter

- Complete annual report of performance and cost accountability for the second performance period of the Finance Center and Directorate of public Works competitions
- Complete the annual report for performance and cost accountability for the second performance period of the Logistics Management High Performing Organization
- Begin to prepare the annual performance and cost accountability report for the Information Management/Information Technology competition

Overall Status Score: GREEN by July 1, 2010

Explanation:

The goals are realistic and within the capability of the Corps. For the referenced period, the Corps plans to continue aggressively monitoring the cost and performance of the completed competitions, High-Performing Organization, and organization elements that have re-engineered business processes.

KEY RESULTS - We Would Be Proud to Achieve

- The Corps has completed the third full performance period for the USACE Finance Center and Directorate of Public Works, and the second full performance period for the Information Management/Information Technology competitions and has realized significant savings and improvements as a result of these competitions.
- The Logistics Management High-Performing Organization has resulted in much improved business processes and significant savings, and has completed the second year since achieving full operating capability..
- The implementation of the improved Business Processes the operations and maintenance of locks and dams has resulted in significant improvements to the tracking and expenditure of funds and achieved nationwide recognition as the Inland Marine Transportation System..

Improved Financial Performance

Overall Status Score July 1, 2009: GREEN

Explanation: Corps expects to achieve an unqualified audit opinion on the FY 2008 financial statement audit. A major challenge will be to ensure that all OMB financial reporting milestones are met. Specifically, the Corps ability to mitigate additional accruals testing and DODIG's ability to streamline report writing time are essential to the goal of a timely audit report. In addition DODIG will need to hire a new independent public accounting firm to perform the FY 2009 audit.

GREEN Standards for Success

Agency:

— Meets all Yellow Standards for Success (11/2008);

- √ 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;

N/A 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(11/2008);

— 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 (11/2008).

YELLOW Standards for Success

Agency:

- Receives an unqualified audit opinion on its annual financial statements (11/2008);
- Meets financial statement reporting deadlines (11/2008);
- √ Has no chronic or significant Anti- Deficiency Act Violations;
- Has no more than one repeat material auditor-reported internal control weakness (11/2008);
- Has no material non-compliance with laws or regulations (11/2008); **AND**
- Has no more than one repeat material weakness 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 (11/2008).

KEY MILESTONES For the Department of U.S. Army Corps of Engineers

FY 2008 – Fourth Quarter

- Independent public accounting (IPA) firm will begin FY 2008 audit sample testing on transactions which comprise financial statements.
- DODIG will formally document results of 255 building and structure project folders to resolve the FY 2006 & 2007 qualified opinion.
- Corps will make significant progress to implement corrective action plan's to ensure no repeat material weaknesses in internal controls.
- DODIG and Corps will begin solicitation process for new independent public accounting firm to perform the audit of the FY 2009 Financial Statements.

FY 2009 – First Quarter

- IPA firm will complete audit testing and provide any necessary audit adjustments to the FY 2008 financial statements.
- DODIG will issue an unqualified opinion on the FY 2008 Civil Works financial statements with no repeat material weaknesses by November 15.

- Corps will update flowcharts and process documents for OMB A-123 Appendix A testing.
- DODIG and Corps will award contract for audit of the FY 2008 financial statements.
- Corps will demonstrate to OMB the current use and expansion of financial information in decision-making.
- Corps will develop corrective action plans (CAP) to resolve any internal control weaknesses identified during the FY 2008 audit.

FY 2009 – Second Quarter

- Corps will implement corrective action plans (CAP) that were developed during last quarter to resolve internal control weaknesses.
- IPA firm will begin audit of the FY 2009 Civil Works Financial Statements. Starting the audit early in the second quarter will ensure completion by November 15th.
- Corps will prepare test plans for OMB A-123 appendix A.

FY 2009 – Third Quarter

- IPA will begin testing phase of FY 2009 Civil Works Financial Statement Audit.
- Corps will continue to resolve FY 2009 control weaknesses via the CAP process.
- Corps will complete testing phase for final report on OMB A-123 appendix A.

On-going

- Corps will continue efforts to improve use of financial information in decision making, and provide regular updates to OMB on progress.
- Corps will implement CAPs to resolve any material weaknesses identified by the auditors or management.

Overall Status Score July 1, 2010: Green.

Explanation: Corps expects to have unqualified audit opinions on the FY 2008 & 2009 financial statements. The FY 2010 audit will be on-going at this point and the Corps will continue to leverage the audit to strengthen internal controls.

KEY RESULTS - We Would Be Proud to Achieve

- First major Department of Defense activity with an unqualified audit opinion.
- Receive no repeat material weaknesses.
- Continue to improve strategic use of financial management information.
- Unqualified assurance on OMB A-123 Appendix A report.
- Achieve “green” for current status.

Expanded E-Government

Overall Status Score: GREEN by 1 July 2009

Explanation: These are reasonably ambitious goals because they require actions by higher headquarters that is out of Corps hands. These goals are also aggressive because we are doubling the number of systems reported to FISMA that must maintain FISMA standards.

GREEN Standards for Success

Agency:

- Has an Enterprise Architecture with a score of 4 in the “Completion” section and 4 in both the “Use” and “Results” sections; (3Q08)
- Has acceptable business cases for all major systems investments and no business cases on the “management watch list;”(3Q09)
- Has demonstrated appropriate planning, execution, and management of major IT investments, using EVM or operational analysis and has portfolio performance within 10% of cost, schedule, and performance goals;(4Q09)
- 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 (4Q09);
- Has 90% of all IT systems properly secured (certified and accredited) (3Q09);
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 (1Q08)

Standard for Success to MAINTAIN GREEN

Agency:

- Has ALL IT systems certified and accredited; (1Q10)
- Has IT systems installed and maintained in accordance with security configurations; (1Q10)
- Has demonstrated for 90% of applicable systems a Privacy Impact Assessment has been conducted and is publicly posted;(4Q08)
- Has demonstrated for 90% of systems with individuals' records a system of records notice has been developed and published; **AND**(4Q08)
- Has an agreed-upon plan with OMB and OSTP to meet the requirements of NCS 3-10.(N/A)

YELLOW Standards for Success

Agency:

- Has an Enterprise Architecture with a score of 4 in the “Completion” section and 3 4 in either the “Use” or “Results” sections;(1Q08)
- Has acceptable business cases for more than 50% of its major IT investments;(3Q09)
- Submits security reports to OMB that document consistent security improvement and either(1Q09)
 - 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 (3Q09)

— 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.(4Q08)

KEY MILESTONES For the U.S. Army Corps of Engineers

FY 2008 – Fourth Quarter

- Submit quarterly Cost/Schedule/Performance report
- Submit quarterly EA report
- Submit quarterly E-Government Implementation report
- Submit quarterly FISMA POA&Ms report
- Submit quarterly High Risk Report
- Submit FY10 business cases
- Ensure investments identified in the segment architecture(s) are included in the FY 10 budget submission to OMB in September 08

FY 2009 – First Quarter

- Submit quarterly Cost/Schedule/Performance report
- Submit quarterly EA report
- Submit quarterly E-Government Implementation report
- Submit quarterly FISMA POA&Ms report
- Submit quarterly High Risk Report
- Work with OMB on any business case that is on the watch list

FY 2009 – Second Quarter

- Submit quarterly Cost/Schedule/Performance report
- Submit quarterly EA report
- Submit quarterly E-Government Implementation report
- Submit quarterly FISMA POA&Ms report
- Submit quarterly High Risk Report
- Demonstrate EVM to OMB
- Submit annual EA Self-Assessment and artifacts
- OMB rates Corps EA status as “green” by the end of the quarter.
- Work with OMB on any business case that is on the watch list

FY 2009 – Third Quarter

- Submit quarterly Cost/Schedule/Performance report
- Submit quarterly EA report
- Submit quarterly E-Government Implementation report
- Submit quarterly FISMA POA&Ms report
- Submit quarterly High Risk Report
- Achieve 90% IT systems properly secured (certified, accredited, and tested)

Overall Status Score: Green for July 1, 2010

Explanation: USACE will continue to use Architecture, Portfolio Management, and Business Cases as tools to make smart IT investments. These are aggressive goals as we expand the Security, Transition to a Single Service Provider, and begin Transforming our business processes. The Corps is dedicated to keeping our networks and data secure.

KEY RESULTS - We Would Be Proud to Achieve

- After successful transition of IM/IT to a single service provider, achieving transformation of the business processes to make delivery and accountability of IM/IT services more efficient and cost effective
- Achieving a matrix organization to provide better management of the IM/IT Portfolio through the use of Architecture, Capital Planning, Program Management, and Operations

Performance Improvement

Overall Status Score: YELLOW by *July 1, 2009*

Explanation: A key step in moving us from yellow to green requires that the Corps move Flood and Coastal Storm Damage Reduction and Inland Waterways Navigation from “results not demonstrated” to performing. The draft re-PARTs for these programs have been submitted to OMB and the Corps is waiting to work with OMB on finalizing these assessments. Additionally, the new Civil Works Strategic Plan under development will align our program and strategic goals as well as assure accountability for attainment of those goals. (*July 1, 2008 – June 30, 2009*)

GREEN Standards for Success

Agency:

- Executive Order 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. (June 2009)
- Agency Planning. Agency strategic/annual plans contain **at least one** outcome-oriented measure for each strategic goal **and program**. (March 2009)
- Reporting and Transparency. Annual budget and performance documents consistently incorporate performance measures, and include:
 - at least one outcome-oriented measure covering each major programmatic area or initiative;
 - at least one efficiency measure for each program.
 - a discussion of performance gains and shortfalls;
 - the full cost of achieving performance goals including marginal cost analyses; and
 - evaluation study results including independent and impact program evaluations. (November 2009)

- Regular Assessment. Performance Improvement Officers 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. (January 2009)
- 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. (December 2009)

Standard for Success to MAINTAIN GREEN

Agency:

- Identifies program performance and efficiency improvements each year (June 2009)

AND

- Presents marginal cost of changing performance goals in budget documents (November 2009)

YELLOW Standards for Success

Agency:

X 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.

X Agency Planning. Strategic/annual plans contain outcome-oriented measures for each strategic goal.

X Reporting and Transparency. Annual budget and performance documents consistently incorporate performance measures, and include:

- outcome-oriented measures cover major programmatic area or initiative;
- at least one efficiency measure for 50% of agency programs.
- a discussion of performance gains and shortfalls;

- the full cost of achieving performance goals including marginal cost analyses; and
- evaluation study results.

X **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.

X **Improvement Actions.** Uses regular program assessments to direct program improvement actions and holds managers accountable for completing those improvements on time.

KEY MILESTONES for U.S. Army Corps of Engineers (Civil Works)

FY 2008 – Fourth Quarter

- Agree with OMB on which PART performance goals to address in the quality improvement process
- Develop specific action plans to improve PART measures
- Show progress towards new Agency strategic plan containing at least one outcome-oriented measure for each strategic goal and program
- Develop schedule for 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.

FY 2009 – First Quarter

- Prepare two page snapshot on agency financial and performance results
- Update PARTS for FY2008 actuals data and progress towards improvement actions
- Complete Campaign Plan refresh
- Prepare FY2008 Performance Report as part of Army's Annual Financial Statement
- Demonstrate FY10 budget reflects full cost of achieving performance goals
- Begin 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.

FY 2009 – Second Quarter

- Finalize new Agency strategic plan containing at least one outcome-oriented measure for each strategic goal and program, and with linkages between our strategic goals and our program goals
- Assign senior leader accountability of program goals based on business line

FY 2009 Third Quarter

- Prepare FY 2009 Performance Workplan based on actual appropriations
- Update PARTS

Overall Status Score: GREEN by *July 1, 2010*

Explanation: A change in status from yellow to green requires a demonstration of the full cost of achieving our performance goals as well as marginal cost analyses. Attaining green in PII status is closely linked to the Real Property/Asset Management initiative. The Real Property pilot program initiated in LRD will be expanded nation-wide in mid-2009 to link facility condition information with actionable budget and performance information, especially as it relates to Operations and Maintenance funding (*July 1, 2009 – June 30, 2010*)

KEY RESULTS - We Would Be Proud to Achieve

- A new Civil Works Strategic Plan, aligning our program goals with our strategic goals, and containing an outcome measure for each goal and program
- Data collection on performance measures for Flood and Navigation programs
- Flood and Navigation programs rated as “Performing”
- Demonstrate ability to report marginal differences in cost and achievement of performance goals
- Submit for FY11 a full performance based budget request with five year performance plan, with full cost reporting capability

Federal Real Property Asset Management¹

Overall Status Score: Yellow (July 1, 2009)

Explanation: In order to achieve green in status by 4Q09, USACE will be working toward establishing a national approach to asset management. The planned actions for this period will enable USACE to make significant progress in demonstrating that 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.

GREEN Standards for Success

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.

¹ Includes the following agencies: Agriculture, Defense, Energy, HHS, Homeland Security, Interior, Justice, Labor, State, DOT, VA, Corps, GSA, NASA, and USAID.

YELLOW Standards for Success

Agency:

X Has a Senior Real Property Officer (SRPO) who actively serves on the Federal Real Property Council;

X Established asset management performance measures, consistent with the published requirements of the Federal Real Property Council;

X Completed and maintained a comprehensive inventory and profile of agency real property, consistent with the published requirements of the Federal Real Property Council;

X Provided timely and accurate information for inclusion into the government-wide real property inventory database; AND

X Developed an OMB-approved comprehensive asset management plan that:

- o Complies with guidance established by the Federal Real Property Council (FRPC)
- o Includes policies and methodologies for maintaining property holdings in an amount and type according to agency budget and mission
- o Seeks to optimize level of real property operating, maintenance, and security costs

KEY MILESTONES For the U.S. Army Corps of Engineers

FY 2008 – Fourth Quarter

- Submit updated 3-year timeline and Asset Management Plan (AMP).
- Establish partnership with Reclamation to share best asset management practices regarding dams and hydropower plants.
- Submit updated disposal list of assets for Q4FY08.
- Conduct coordination meeting with selected Corps' Divisions for the development of a national condition assessment tool for the navigation and flood damage reduction business lines, based on successful pilot model and lessons learned.

- Conduct coastal structure asset management workshop.
- Review results from a real property performance benchmarks and metrics study that will examine National and International standards and best practices.
- Submit report of all Federal Real Property Profile (FRPP) required land-tract data elements on its moderate use harbor projects.

FY 2009 – First Quarter

- Modify the Real Estate Management Information System (REMIS) to be in compliance with FY08 FRPC Reporting Guidance
- Business line managers review Asset Management Framework and identify pilot river system for implementation.
- Ensure successful reporting of inventory and performance data on all assets to the FRPP government-wide database.
- Submit updated disposal list of assets for Q1FY09 and planned disposal targets for FY09, 10 and 11.
- Implement the common Federal sharing format
- Continue to deploy the enterprise Facility and Equipment Maintenance system (eFEM).

FY 2009 – Second Quarter

- Submit updated disposal list of assets for Q2FY09.
- Continue to deploy eFEM
- Consolidate and normalize REMIS Databases of the individual districts into one single database.
- Complete and approve Project Management Plan (PMP) for pilot implementation of the asset management framework business process on a river system.
- Confirm that all assets identified for disposal in FY 08 successfully exited the Corps portfolio.

FY 2009 – Third Quarter

- Submit report of all FRPP required land-tract data elements for the 27 inland waterway systems.
- Conduct pilot implementation of the asset management framework business process on a river system.
- Continue to deploy eFEM.
- Submit updated disposal list of assets for Q3FY09
- Initiate integration of inventory information with condition assessment information in a geospatial visualization system.

On-going

- Continue to ensure quality of data.
- Continue development of standardized life cycle processes for improved asset management.
- Continue to revise and update the disposal list.

Overall Status Score: GREEN (July 1, 2010)

Explanation:

USACE is currently developing an Asset Management Framework (AMF) that will provide a means by which to resolve the inter- and intra-mission (Business Line) complexity that is inherent in this organization and lead to a more risk informed decision process. Further, while both a constraint and an opportunity, USACE Business Lines have widely varying levels of maturity in current asset management practices and processes, so the implementation of the AMF will require significant coordination.

One example of such efforts is a pilot implementation of a new condition assessment methodology developed by USACE for navigation and flood damage reduction projects. The implementation of the Facility and Equipment Maintenance System is also well underway across business lines and will be further matured by Q4 09. A fully operational national cell will be assisting field offices during the transition period.

Also, USACE recently established the “Actions for Change”, which is a major change initiative to transform the Corps planning, design, construction, operation and maintenance principles and decision-making processes. This initiative will be well underway during FY09 and many of the planned actions will assist the organization in completing the standards for success.

KEY RESULTS - We Would Be Proud to Achieve

- Consistent implementation of a sustainable QA/QC process for maintaining and collecting real property asset data.
- Consistent standards across business lines and/or asset classifications for data reporting, condition assessment and disposal.
- Tracking the use of performance measures for selected sets of assets for incorporation in routine decision making and long range life cycle planning.
- Meet the agency identified annual target for disposition of unneeded assets.

- Development of business practices that will aid in “right-sizing the inventory” to meet our mission.
- Improved management of Corps assets will be accomplished through achievement of the above key results.