President's Management Agenda
US ARMY CORPS OF ENGINEERS

		Original (January 2002)		As of June 30, 2008		As of September 30, 2008		Proud to Be Target 7/1/10
	Initiative	Status	Progress	Status	Progress	Status	Progress	Status
	Human Capital	R	R	Y ↓	G	Y	G	G
	Commercial Services Management	R	R	Y	G	G ↑	G	G
	Financial Performance	R	Y	R	G	R	G	G
	E-Government	Y	Y	R ↓	G	R	G	G
	Real Property	NA	NA	Y	G	Y	G	G
	Performance Improvement	R	R	Y	G ↑	Y	G	G

Summary

- Human Capital: The Corps' status remains at yellow; progress remains at green. The agency has not re-validated its two remaining checkmarks under PTB 5; specifically, one under results-oriented performance culture, and another under talent. Status upgrade expected in FY09.

- Commerical Services Management: Corps status is upgraded to green and progress remains green. The Corps met all of its milestones. The FY 2009 House and Senate version of Appropriations prohibits the Corps from conducting A-76 competitions and implementing any pending or future High-Performing Organization. In lieu of A-76 and HPO, the Corps initiated two business process reviews, one of which involving a major mission area of the Corps which was completed in September 2008.

- Financial Performance: Progress remains at green but status will remain red until an unqualified audit opinion is received. Corps goal is to achieve a clean opinion in first quarter FY2009 as it has initiated the FY 2008 audit and DODIG has completed review of assets involved in the qualified opinion,

- E-Government: Corps status remains red due to outstanding Inspector General assessments of the DOD IT security program. Corps progress remains green.

- Real Property: Status remains yellow and progress remains green because they met all planned quarterly actions. The Corps continues to make progress towards implementing a number of actions that will provide the final information needed to demonstrate the use of real property performance measures in daily decision-making.

- Performance Improvement: Status remains yellow and progress remains at green because they met all planned quarterly actions. After rePART the Inland Waterways Navigation program has been removed from Results Not Demonstrated and rated as Adequate. Corps hydropower, flood, and navigation business lines are using a common risk assessment model for development of future budgets.

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|	CURRENT STATUS (As of September 30, 2008)		PROGRESS Fourth Quarter FY 2008	COMMENTS
INITIATIVE **Human Capital** **Agency Lead: Ms. Jeannie Davis** **Agency Lead (Career): Pat McNabb** **Lead RMO Examiner: William Feezle** **OPM HC Officer: Margaret Haack**	Yellow Next ↑ est. by (FY09)	**Overarching** __ Implements agency-specific and Governmentwide measures (Y) __ SHCM contributes to mission accomplishment (G) **Governmentwide** __ Implements strategies to achieve results in Governmentwide SHCM focus areas (Y) __ Achieves results in Governmentwide SHCM focus areas (G) **Agency-Specific** **__Implements strategies to meet agency-specific goals (Y)** _X_ Implement USACE Army Family Action Plan (AFAP) Program at the Major Subordinate Commands(MSCs). _X_ Update USACE Human Capital Plan and develop recruitment bridging strategy (Q4FY08) _X_ Implement National Technical Competency Strategy (Q4FY08) __ Implement human capital policies to enhance workforce performance __ Pilot Level 4 Senior Leader (SL) Development Program **__ Achieves agency-specific goals (G)** __ Institutionalize USACE role in AFAP process with permanent program in place __ Monitor staffing levels and evaluate success of targeted recruitment efforts __ Assess and close technical competency gaps __ Strengthen the linkage between performance and compensation __ Implement Level 4 SL Program	Green	**Actions taken this quarter:** **(for revalidation of PTB 5 standards)** • Submitted Systems, Standards and Metrics (SSM) resource charts for leadership, MCOs, HR, and IT, showing results towards closing staffing gaps. • Submitted improved Performance Appraisal and Assessment Tool (PAAT) covering non-NSPS employees. **Governmentwide:** • Provided Status Report for closing competency gaps for acquisition, including an assessment of strategies and milestones (under DoD scorecard initiative). • Submitted Time-to-Hire Report, with average hiring time for SES and non-SES hires (under DoD scorecard initiative). **Agency-Specific:** • Tracked recruitment targets for each major MSC and implemented national recruitment plan. • Monitored staffing levels and evaluated success of targeted recruitment efforts. • Placed initial cadre of Family Readiness Community Support Coordinators (CSCs) at the MSCs. • South Atlantic District (SAD) conducted program review of District via Staff Assistance/Customer Support Visit. • Conducted Summer Leader/Emerging Leaders Conference to address leadership competency gaps. • Conducted National Security Personnel System (NSPS) Pay Pool Management and Supervisory training for new District Commanders, Deputies, and Supervisors. • Completed Strategic Human Capital Plan and communicated to the Corps staff. **Planned actions for next quarter:** **Governmentwide:** • Submit FY08 Human Capital Management Report (HCMR) data. • Complete Federal Human Capital Survey.	• The Corps remains Green in Progress and Yellow in Status at the beginning of PTB 6. The agency did not revalidate green in status under PTB 5. **Planned actions for next quarter:** **(cont.)** **Agency-Specific:** • 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 Army Family Action Plan (AFAP) program; develop USACE-unique family issues; and identify three USACE delegates. • Issue guidance on identification of deployable civilian positions. • Participate in the 2008 Advancing Minorities' Interest in Engineering Conference. • Complete the annual appraisal cycle and submit performance accomplishments for Legacy GS 9-12 bargaining unit employees governed by the Total Army Performance Evaluation System (TAPES). **Key Data** _22_ % of employees covered by effective performance management systems Competency gaps closed (Y/N) for: ___ HRM (__ % closed) ___ Leadership (__ % closed) _Y_ IT (% under PTB 5) ___ Acquisition (% pending survey) 75/0 -100/92 % of new hires (GS/SES) meeting the 45-day hiring/notification level

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|	CURRENT STATUS (As of September 30, 2008)		PROGRESS Fourth Quarter FY 2008		COMMENTS
INITIATIVE **Commerical Services Management** **Agency Lead (Career):** **Ray Navidi** **Lead RMO Examiner:** **Scott Anchin** **Lead OFPP Analyst:** **Matthew Blum**	Green ↑	**Approved competition/BPR plan** √ "yellow" plan 11 Sep 03 (Y) √ "green" plan in Apr 07 (G) √ "green" plan coordinated with CHCO (Jan 07) (G+) **Standard competitions / BPRs** √ one completed OR announced one > "yellow" plan FTEs Jun 04, Aug 04, Mar 05, and Feb 06 (Y) √ Two announced in accordance with "green" plan schedule Jan 07, Jan 08 (G) __ completed ≥ 90% competitions in A-76 timeframe past 4 Qs (date) (G) The Corps had no ongoing competitions in the past 4 Qs **Standard & streamlined competitions** __ at least 10 or sufficiently large completed since Jan. 2001 (date) (G) __ encourage participation by private and public sectors (date) (G) The Corps had no ongoing competitions in the past 4 Qs √ reviewed once implemented (competitions & BPRs) Feb 08, Mar 08, Jun 08 (G) **Streamlined competitions completed in Circular timeframe** No streamlined competition conducted **Announced competitions cancelled** None **Savings (competitions & BPRs)** __ anticipated net savings for past 2 Qs √ anticipated for past 3 Qs Feb 08, Mar 08, Jun 08 (G) √ Justifications for all commercial activities exempt from competition Aug 04 (G) √ Reports quarterly to OMB on competitions & BPRs Dec 07, Mar, Jun, and Sep 08 (G) √ Tracks/reviews costs, savings & performance; takes corrective action (competitions & BPRs) Feb 08, Mar 08, Jun 08 (G) √ Has approved plan for independent validation of comp/BPRs and completes	Green	Actions taken this quarter: • Completed staffing for Information Management/Information Technology (M/IT) Most Efficient Organization; collected actual cost and performance data for phase-in period. • Completed the final report on business process review for the operations and maintenance of locks & dams. • Submitted to OSD the final report on business process review for the operations and maintenance of locks & dams to ensure consistency with OSD standards for business reengineering initiatives. • Completed a first draft report on business process review for Resource Management function. • Submitted to OSD and OMB the Logistics Management High Performance report showing planned versus actual performance and cost data. Planned actions for next quarter: • Complete and publish for review the final draft report for Resource Management Business Process Review. • Begin improvements to business processes of operations and maintenance of locks & dams as recommended in the Business Process Review report, e.g., training & certification for lock staff, optimize shift schedules, standardize locking procedures, optimize and standardize lock and dam operations with similar conditions to best-in-class procedures, and standardized risk-basked condition assessment for prioritizing maintenance activities. • Complete post competition accountability report and conduct independent validation of actual cost and performance for IM/IT Phase-in period. • Conduct independent validation of Logistics Management HPO actual cost and performance.		The Corps status improved to green and progress remains green • The Corps has met all its Proud to Be 6 milestones. • FY 2009 House and Senate version of E&W Appropriations prohibits the Corps from conducting A-76 competitions and implementing any pending or future High-Performing Organization. • In lieu of A-76 competition, the Corps carried out a comprehensive business process review of its locks and dams function and successfully complete the study resulting in a report containing 115 recommendations for improvements to the Nation's Inland Navigation system. The Corps is also performing a similar study for its Resource Management function. • To date, the Corps has successfully completed three competitions, one of which (IM/IT) is the largest within the Department of Defense under the OMB Revised Circular A-76. The Corps has also implemented one High Performing Organization (Logistics Management) authorized by the Defense Appropriations Act of 2004. • The Corps complete the Phase-in period of the IM/IT competition and will begin the first performance period on October 1, 2008. **Key Data** • Total projected savings from completed competitions & BPRs over all performance periods are estimated at over 800 FTE and greater than $500M over a six-year period, majority of which are from the IM/IT competition. • Actual savings to date from completed competitions & BPRs (Directorate of Public Works, Finance Center, and Logistics Management) approximately $10M and 200 FTE.

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|	CURRENT STATUS (As of September 30, 2008)		PROGRESS Fourth Quarter FY 2008		COMMENTS
INITIATIVE **Financial Performance** **Agency Lead: Mike Walsh** **Lead RMO Examiner: William Feezle** **Lead OFFM: Terry Ramsey**	🔴 Red Next ↑ est. by Q1 FY 09	GREEN STANDARDS __ Meets all yellow standards (Q1 FY 09) ✓ Uses financial info to drive results in key areas (Q4 FY 07) __ Expands routine data use (Q1 FY 09) N/A FFMIA compliance reported __ No repeat material auditor-reported internal control weaknesses (Q1 FY 09) N/A No repeat material weaknesses in FMFIA Sec. 2 OFR and Sec. 4 YELLOW STANDARDS __ Clean annual audit (Q1 FY 09) ✓ Meets reporting deadlines ✓ No chronic or significant Anti-Deficiency Act Violations __ No more than one repeat material auditor-reported internal control weakness (Q1 FY 09) ✓ No material non-compliance with laws or regulations N/A No more than one repeat material weakness in either FMFIA Sec. 2 OFR or Sec. 4	🟢 Green	Actions taken this quarter: • DODIG provided a memorandum (dated August 12, 2008) documenting issues with 88 projects that must be resolved to remove the Property, Plant and Equipment (PP&E) qualifier. • USACE developed a coordinated corrective action plan to address all DODIG issues involving the PP&E qualifier. This action plan will be completed by 30 September 2008 and will clear the FY 2006/2007 qualifier, positioning the Corps for an FY 2008 unqualified opinion. • Corps has continued to make progress in its implementation of the FY 2007 corrective actions plans (CAPs) required to ensure internal control material weaknesses are resolved. • Corps has provided support for over 1600 sample items to complete the FY 2008 interim testing. • DODIG has initiated the FY 2009 audit contract request for proposal. Planned actions for next quarter: • Corps will complete all year-end audit testing and produce auditable, timely year-end financial statements. • PwC, DODIG and Corps will continue to meet bi-weekly to track audit progress towards its goal of a November 17, 2008 completion, to include opinion report issuance. • DODIG will award the FY 2009 audit contract.	• The Corps remains red for status and green for progress. • With the issuance of the FY 2006 and 2007 qualified audit opinion on 3/31/2008 the Corps became the first major activity in DOD to receive a favorable audit opinion (i.e., qualified). As a result of this accomplishment, progress remains green. Current status will remain red until an unqualified opinion is issued. Corps is currently on target for all Proud To Be VI goals. • Critical next steps to upgrade to green current status: - Complete all Q1 FY09 planned actions and PTB activities which include receiving an unqualified audit opinion and no repeat material weaknesses. - The Corps and DODIG should take steps necessary to complete the FY 08 audit and opinion report by the November 17, 2008 due date. - Provide a plan outlining effort(s) to expand routine data use. **Key Data** Material Weaknesses: FY 2007 Reported # - 5 FY 2008 Reported # - N/A* * Goal is 0 repeat material weaknesses. CAP plans have been put in place to remediate material weaknesses which will be validated by year-end audit sample testing.

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INITIATIVE
 	
E-Government
 	
Agency Lead: Wilbert Berrios
Career Lead: Jean Gilleo
 	
Lead RMO Examiner: Dick Feezle
 	
Lead IT/E-Gov Analyst: Jennifer Haggerty
	🔴
	
	Red
	
	Next ↑ est. by (Q2 09)
		Enterprise Architecture
		_X_ Has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in both the "Use" and "Results" sections (date) (G) (2Q08)
		_X_ Has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in either the "Use" or "Results" sections (Y) (1Q08)
		Acceptable business cases for major investments
		__ for all on __(date)(G) (2Q09)
		__ for more than 50% on __(date)(Y) (1Q09)
		Cost/schedule/performance adherence for major IT
		_X_ overruns/shortfalls < 30% (Y)(3Q07)
		__ EVMS shows overruns/ shortfalls <10% (G) (2Q09)
		Security of all IT systems
		_X_ 80% secured or IG verifies effectiveness (Y) (4Q08)
		_X_ 90% secured (G) (1Q09)
		__ IG or Agency Head verifies effective & rates certification as Satisfactory (G) (2Q09 DoD dependant)
		E-Gov implementation
		_X_ has current plan in place (30 Mar 2007) (Y)
		_X_ adheres to agency-accepted and OMB approved implementation plan (30 Mar 2007) (G)
		
		MAINTAINING GREEN
		__ all IT systems secure (3Q09)
		__ IT systems installed in accordance with security configurations (3Q09)
		_X_ Privacy Impact Statements for 90% of applicable systems (1Q07)
		_X_ 90% of systems w/personally ID info have system of records (Q07)
		_X_ Has an agreed-upon plan to meet necessary communication requirements for COOP and COG (3Q09)
			🟢
			
			Green
				Actions taken this quarter:
				• Submitted quarterly reports for:
				  • Cost/Schedule/Performance
				  • Enterprise Architecture (EA)
				  • E-Government Implementation
				  • FISMA status
				  • High Risk projects
				• Ensured investments identified in segment architectures were included in FY 2010 budget exhibits.
				• Submitted Exhibit 53 and Exhibit 300s for FY2010 submission through ITWeb
				• Reported USACE FDCC compliant desktops through the Army/DOD
				
				Planned actions for next quarter:
				• Submit quarterly reports for:
				  • Cost/Schedule/Performance
				  • Enterprise Architecture (EA)
				  • E-Government Implementation
				  • FISMA status
				  • High Risk projects
				• Submit a remediation plan for business cases initially identified for the FY 2010 Management Watch List
				• CORPS must upload its section of the FY09 Report to Congress on the Benefits of the President's E-Gov Initiatives to their page on the MAX Federal Community by November 7th, 2008.
				
				*Federal Information Security Management Act
					Corps remains Red for status because its entire investment portfolio is on the Management Watch List. The Corps progress remains Green.
					All business cases remain on the MWL due to the IG assessment of the DOD's Certification and Accreditation (C&A) Process in the FY2007 DOD Annual FISMA report of October 2007.
					
					• Before starting activities for the new fiscal year, Corps must remediate, or have an acceptable remediation plan for investments remaining on the Management Watch List for FY 2009.
					• All projects associated with any investment on the FY 09 Management Watch List will automatically be placed on the High Risk List.
					• OMB Policy Memo M-06-22: Corps will continue to work with OMB to submit baseline cost estimates for any additional legacy investments impacted by an ongoing or planned future E-Gov or LoB initiative implementation.
					
					Key Data:
					• 10 high risk projects
					• 10 of 10 investments on the MWL
					• 61 government systems
					• 0 contractor systems
					• 35 of 35 E-gov implementation milestones

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INITIATIVE **Real Property** **Senior Real Property Officer Wayne Arny (DoD)** **Agency Career Official Lead: Jose E. Sanchez** **Lead RMO Examiner: Tommy Williams** **Lead OFFM Analyst: Andrea Zook**	Yellow Next ↑ est. by **Q4 09**	• Asset management plan (AMP) _X_ in place by Q3 06 (Y) _X_ consistent with Federal Real Property Council (FRPC) standards by Q3 06 (Y) _X_ OMB-approved by Q3 06(Y) _X_ 3 year timeline for meeting plan goals/objectives by Q2 07(G) _X_ evidence that plan is being implemented to achieve improved real property management by Q2 07(G) • Accurate and current inventory _X_ in place by Q1 04(Y) _X_ consistent with FRPC standards by Q3 06(Y) _X_ provided to govt.-wide real property database by Q3 06(Y) __ used in daily management decision-making by Q4 09(G) • Real property performance measures _X_ in place by Q3 06(Y) _X_ consistent with FRPC standards by Q3 06(Y) __ used in daily management decision-making by Q4 09(G) • ___ Evidence that real property management is consistent with agency strategic plan, AMP, and performance measures by Q4 09(G)	Green	<u>Actions Taken Since June 30, 2008</u> • Updated and submitted the Asset Management Plan and Three-Year Timeline. • Created and presented to OMB a tracking sheet for current and envisioned business-line oriented real property initiatives, including description, purpose, timeline, status update, and funding details. • Initiated coordination within the Corps for the establishment of standardized maintenance requirements and the creation of a national risk-based tool for the assessment of infrastructure assets in the navigation and flood risk management business lines, which will be used for daily decision-making. • Established a partnership agreement with Reclamation (BOR) to coordinate real property asset management initiatives related to water resources infrastructure. • Submitted updated property disposal list for Q4FY08 and planned disposal target for FY09. • Conducted a coastal structure asset management workshop to develop national standards for prioritization of coastal structure assets (e.g. breakwaters, jetties) • The Corps began using the SF13327 to report on surplus real property assets in accordance with government-wide standards. <u>Planned Actions for Q1 FY 2009</u> • Make the Real Estate Management Information System (REMIS) compliant with FY08 FRPC Reporting Guidance. • Ensure successful reporting of inventory and performance data on all assets to the FRPP government-wide database by 15DEC08. • Submit updated property disposal list of assets for Q1FY09 and planned disposal targets for FY09, 10 and 11. • Implement the use of the SF13327.	• <u>The Corps status remains yellow and progress remains green.</u> The Corps continues to make progress toward meeting the green standards and met all milestones in the Three-Year Timeline and Proud to Be 6. • The Corps' recently developed a draft charter and Memorandum of Understanding between two major inland navigation Divisions (MVD & LRD). Through a national standard assessment and evaluation process using best practices, this will help the Corps deliver a reliable level of service, scheduling maintenance, plant utilization, and acquisitions. It will also help identify potential additional cost savings, allow for crosscutting project comparisons, and establish a standard baseline for minimum acceptable levels of service. • Completed benchmarking study that will help inform the Corps on ways to improve its asset management of integrated water resource infrastructure by introducing an approach to prioritize funding recommendations based on risk, benefits, and mission significance. **Key Data** FY 08 Target Disposals $6.9M FY 08 Actual Disposals $24.7M FY 09 Target Disposals $1.1M FY 09 Actual Disposals $TBD Cumulative Disposals $24.7M

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INITIATIVE
 	
Performance Improvement
 	
Agency Lead (Career):
Mary Gauker
 	
Lead RMO Examiner:
Tommy Williams
 	
Lead PII Analyst:
Daren Wong
	Yellow
	
	Next ↑
	est. by
	FY 2010
	Q1
		Executive Order Implementation Plan
		— GREEN – Demonstrates effectiveness/efficiency and utilizes PIC best practices (06/09)
		√ YELLOW -- On track to implement EO plan. (08/08)
		Agency Planning
		— GREEN -- **At least one** outcome measure for each strategic goal **and program**. (03/09)
		√ YELLOW -- Plans contain outcome measures for each strategic goal (08/08)
		Reporting and Transparency
		— GREEN -- Annual budget and performance documents include:
		  √ at least one outcome-measure covering each major area;
		  √ at least one efficiency measure for each program.
		  √ a discussion of performance gains /shortfalls;
		  __ the full cost of achieving performance goals including marginal cost analyses;
		  __ evaluation study results (11/09)
		√ YELLOW-- Annual budget and performance documents do not meet all green criteria include (08/08):
		Regular Assessment
		— GREEN -- Qtrly meetings examine **each strategic goal** area. (01/09)
		√ YELLOW -- Qterly meetings examine **most** strategic goal areas. (08/08)
		Improvement Actions.
		— GREEN -- Completes program improvement actions and ensures managers held accountable (12/09)
		√ YELLOW -- Regular program assessments direct program improvement actions and managers are held accountable (08/08)
			Green	Actions taken this quarter:
				• Developed schedule for quarterly meetings with senior agency officials to examine achievements in making periodic program management decisions in each strategic goal area
				• Corps drafted new Civil Works Strategic Plan, containing at least one outcome-oriented measure for each strategic goal and program. This draft is informed by scenario-based planning efforts as well as consultation with stakeholders.
				• Finalized rePART of Inland Waterways Navigation, moving the program from Results Not Demonstrated to ADEQUATE
				
				Planned Actions for next quarter:
				• Complete update of the USACE Campaign Plan, which describes the Corps' corporate vision and strategic direction. The new CW Strategic Plan, to be completed by July 2009, will articulate the linkages between the goals of the evolving Civil Works mission and the goals enumerated in the Campaign Plan.
				• Prepare for OMB a summary on Corps financial and performance results
				• Prepare FY08 Performance Report as part of the Army's Annual Financial Statement
				• Agree with OMB on which PART performance goals to address in the quality improvement process & develop action plan to improve those measures
					The Corps status remains yellow and progress remains green.
					• In the area of Asset Management, initiated coordination within the Corps for the establishment of standardized maintenance requirements and the creation of a national risk-based tool for the assessment of infrastructure assets in the navigation and flood risk management business lines. This is critical to progress on the Performance Improvement Initative.
					• With the finalization of the Inland Navigation rePART, the Corps will be able to develop specific improvement actions to improve the performance of this program.
					• Corps hydropower, flood, and navigation business lines are using a common risk assessment model for development of future budgets to allow for a more effective prioritization of projects within each business line.
					
					Key Data:
					Agency Planning:
					Programs with at least one outcome-oriented measure: 100%
					Programs with efficiency measure: 100%
					
					Improvement Plan Completion: Cumulative # of improvement actions completed: 17
					Total # planned:45
					Completed on time: 75%
					
					Program Results (FY2007):
					Performance measures improved over prior year: 33%
					Measures that met or exceeded their targets: 57%
					Programs with evaluations fully showing results: 83%

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