

PMA

The President's Management Agenda

This section outlines the five overarching criteria of the President's Management Agenda (PMA) and two additional initiatives to strengthen and improve Department of Justice performance. The following information provides the Department's status of achieving each goal and initiative and highlights the progress made in implementing the PMA throughout FY 2008 against the criteria. Overall, the Department has made significant progress in achieving the PMA goals and initiatives.

PMA 1. Strategic Management of Human Capital

Overall Status as of 9/30/08: Yellow

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

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> Implemented a comprehensive Human Capital Plan that is kept current and is fully aligned with the agency's overall strategic plan and annual performance goals, and budgetary priorities; demonstrated that Human Capital planning efforts (including workforce succession, accountability, survey action and other Human Capital-related plans) are strategically integrated; analyzed implementation results relative to the plan and used them in decision-making to drive continuous improvement; 	<ul style="list-style-type: none"> Continued to monitor progress of goal accomplishment as outlined in DOJ's Human Capital Strategic Plan FY 2007 - 2012. Developed the DOJ Recruitment Supplement and 1st Edition of DOJ Human Capital Promising Practices (Recruitment). This represents the efforts of the DOJ Human Resources (HR) Community to raise awareness of numerous Department-wide HR activities in support of the recruitment, development, and retention of the Department's workforce. Highlighted activities represent only a sample of DOJ's ongoing efforts. Implemented Quarterly Human Capital Strategic Plan Accomplishments Reports used to inform decision making for Chief Human Capital Officer (CHCO), Deputy, CHCO, Human Capital Executive Committee, and Human Capital Initiatives Owner Council. Earned all required PMA checkmarks for strategic alignment linked to DOJ Human Capital Strategic Plan.
<ul style="list-style-type: none"> Implemented an organizational structure that provides greater efficiencies in serving customers and stakeholders, reduces overall program costs and improves performance. The agency's workforce plan delineates how to effectively deploy, restructure, and/or delayer the workforce; and to use competitive sourcing, E-Gov solutions, as necessary; and the agency has process(es) in place to continuously review the organizational structure and update it to address future changes in business needs in a timely manner; 	<ul style="list-style-type: none"> Conducted analyses of three DOJ organizational restructuring efforts-- the National Security Division; Federal Detention Trustee; and Office of Justice Programs. Conducted analysis of three VERA/VSIPs—Criminal Division, Executive Office for U.S. Attorneys, and Civil Rights Division. Conducted analysis of one functional effort: Learning Management System.
<ul style="list-style-type: none"> Succession strategies, including structured leadership development programs, result in adequate leadership bench strength; agency meets its targets for closing leadership competency gaps; and agency determined that bench strength and competency gap closure support organizational objectives; 	<ul style="list-style-type: none"> Evaluated succession strategies and updated the Department-wide Succession Plan. The Plan identifies a leadership pipeline that is comprised of first line supervisors through Senior Executives and outlines interventions that are necessary in developing a strong leadership pool. Successfully completed inaugural year of the Leadership Excellence and Achievement Program (LEAP). This program is geared toward mid-level management (GS 13-15) employees. Graduated 33 employees (48 percent minority

Criteria	FY 2008 Progress
	<ul style="list-style-type: none"> and 72 percent female) from 17 DOJ Components. Launched second year of LEAP. Thirty-one candidates are participating in the FY 2009 program. Forty-eight percent of our leadership pipeline participated in the FCAT-M.
<ul style="list-style-type: none"> Demonstrates that it has performance appraisal and awards systems for all Senior Executive Service (SES) and managers, and more than 70 percent of the workforce, that effectively: link to agency mission, goals, and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance (i.e., multiple performance levels with at least one summary rating above Fully Successful); and provide consequences based on performance. 	<ul style="list-style-type: none"> The Department SES Program was granted provisional certification. Submitted 22 Performance Appraisal and Assessment Tool (PAATs) to OPM for scoring. The number of DOJ employees under cascading work plans increased by 32 percent to 102,629 or 97.5 percent of the DOJ total workforce. This increase of 32 percent meets stated objective to have more than 70 percent of the workforce on cascading work plans.
<ul style="list-style-type: none"> Implemented a performance pilot, providing evidence that at the pilot site clear expectations are communicated to employees; rating and awards data demonstrate that managers effectively planned, monitored, developed and appraised employee performance; and the pilot site is ready to link pay to the to the performance appraisal systems. In addition, the agency significantly increased the number of employees covered under the pilot systems; and achieved a score of 80 or above on PAAT on the original and expanded performance pilots; 	<ul style="list-style-type: none"> The DOJ Beta Site, Antitrust Division, has met the PAAT requirements by scoring 90+ in their second PAAT, and thus has met the OPM requirement of scoring at least 80 points on their PAAT as the beta site. DOJ began collaboration with its Components to explore options for developing a new performance management system and policies.
<ul style="list-style-type: none"> Implemented programs that are designed to recruit broadly, attract a diverse applicant pool and use the talents of the agency's workforce; has a process to sustain workforce diversity; 	<ul style="list-style-type: none"> EEO launched DOJ's first ever EEO Strategic Plan detailing strategies for recruiting a diverse pool of applicants as well as retaining its current level of workforce diversity. Continued to participate in targeted recruitment fairs.
<ul style="list-style-type: none"> Met targets for closing competency gaps in mission critical occupations (i.e., human resources management, information technology, acquisition and agency-specific occupations), significantly reduced the number of vacant positions in MCOs, and used appropriate E-Gov solutions within the gap closure strategy; demonstrates how gap closure supports organizational objectives; 	<ul style="list-style-type: none"> Submitted required Competency Gap Charts for Government-wide and mission critical occupations. Identified no significant gap in occupational competencies. Submitted Leadership Bench Strength Charts showing no significant gaps in the leadership pipeline.
<ul style="list-style-type: none"> Implemented a comprehensive strategy for improving hiring process and ensuring highly qualified candidates are recruited and retained; at least 70 percent of agency hires are made and applicants notified of their status within 45 business days, achieved a significant reduction in the time to hire employees in MCOs; met aggressive SES hiring timelines, and met targets for hiring process improvements based on the Hiring Satisfaction Survey; integrated Career Patterns initiative into its recruitment and hiring strategy; optimized the use of hiring flexibilities including category rating; and 	<ul style="list-style-type: none"> DOJ successfully met its hiring timeline for each quarter of FY 2008. Developed plan to initiate hiring process improvements. Developed a DOJ Recruitment Supplement to identify a set of recruitment objectives and strategies that can supplement ongoing Department-wide recruitment efforts
<ul style="list-style-type: none"> Took corrective and improvement action, within prescribed timeframes, based on the results of the accountability activities. 	<ul style="list-style-type: none"> The Department's Human Capital Accountability Program continues to grow and expand. DOJ completed and submitted the annual Human Capital Management Report to OPM and OMB on schedule. Program successfully conducted six audits of Component Human Capital Programs. DOJ also conducted three follow-up audits of Components in need of additional assistance with Human Resources Programs. 100 percent of audit reports issued in 90 work days. The Program earned all three PMA required scorecard checkmarks including the Green check for taking corrective actions when program deficiencies were identified.

PMA 2. Commercial Services Management

Overall Status as of 9/30/08: Green

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

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

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> Has an OMB approved "green" competition plan to compete commercial activities available for competition or to perform business process reengineering including high performing organizations. 	<ul style="list-style-type: none"> In compliance with the DOJ green plan, BOP completed its high performing organization effort of 109 legal instrument examiners and 99 computation and classification specialists. JMD performed a feasibility study to determine if we should compete building maintenance which resulted in this work not being competed.
<ul style="list-style-type: none"> Publicly announces standard competitions in accordance with the schedule outlined in the agency "green" competition plan; 	<ul style="list-style-type: none"> All scheduled standard competitions have been completed.
<ul style="list-style-type: none"> Since January 2001, has completed at least 10 competitions (no minimum number of positions required per competition) or has completed a sufficient number of large competitions to demonstrate meaningful use of competitive sourcing; 	<ul style="list-style-type: none"> The Department has completed 3 standard competitions, 12 streamlined competitions, and 1 high performing business organization effort.
<ul style="list-style-type: none"> In the past four fiscal quarters, completed 90 percent of all standard competitions in a 12-month timeframe or timeframe otherwise approved in accordance with the Circular; 	<ul style="list-style-type: none"> We did not have any standard competitions to be completed in this fiscal year.
<ul style="list-style-type: none"> In the past four fiscal quarters, completed 95 percent of all streamlined competitions in a 90-day timeframe or timeframe otherwise approved in accordance with the Circular; 	<ul style="list-style-type: none"> 100 percent of all the Department's streamlined competitions were completed within the 90 day timeframe.
<ul style="list-style-type: none"> In the past year, canceled fewer than 10 percent of publicly announced standard and streamlined competitions; 	<ul style="list-style-type: none"> No cancellations.
<ul style="list-style-type: none"> Has OMB reviewed written justifications for categories of commercial activities determined to be unsuitable for competition; 	<ul style="list-style-type: none"> All justifications submitted to OMB.
<ul style="list-style-type: none"> Structures competitions in a manner to encourage participation by both private and public sectors as typically demonstrated by receipt of multiple offers and/or by documented market research, as appropriate; and 	<ul style="list-style-type: none"> All competed activities structured to encourage competition.
<ul style="list-style-type: none"> Regularly reviews work performed once competitive sourcing studies or business process reengineering efforts, including high performing activities, are implemented to determine if performance standards in contract or agreement with agency provider are met and takes corrective action when provided services are deficient. 	<ul style="list-style-type: none"> All reviewed as appropriate.

PMA 3. Improved Financial Performance

Overall Status as of 9/30/08: Yellow

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

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> Receives an unqualified audit opinion on its annual financial statements; 	<ul style="list-style-type: none"> The Department received an unqualified opinion on its FY 2008 consolidated financial statements. All nine of the Department's components that produced financial statements received unqualified opinions as well.
<ul style="list-style-type: none"> Meets financial statement reporting deadlines; 	<ul style="list-style-type: none"> The Department met OMB's November 17th due date for submission of consolidated financial statements. For FY 2008, the Department continued to emphasize the importance of meeting year-end requirements including key dates for the FY 2008 audit and critical deadlines for submission of financial data to the OMB and the Department of the Treasury. On August 18th, the Department revised and reissued the annual Financial Statement Requirements and Preparation Guide (Guide). The Guide includes a Department-wide timeline of critical dates for preparation of the FY 2008 financial statements. Other significant factors includes quarterly financial statement preparation, quarterly confirmations of intra-Departmental business activity and preparation of draft Component Formatted Draft Financial Statement Packages including the Management's Discussion and Analysis were circulated for comment on May 9, 2008.
<ul style="list-style-type: none"> Reports in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act (FFMIA); 	<ul style="list-style-type: none"> The Department assessed its financial systems requirements applicable to the FFMIA and determined that, when taken as a whole, they substantially comply with the requirements of FFMIA. In addition, efforts continue to implement a Department-wide unified financial management system.
<ul style="list-style-type: none"> Has no chronic or significant Anti-Deficiency Act Violations; 	<ul style="list-style-type: none"> The Department has no Anti-Deficiency Act violations of any kind, nor are any foreseen. Through careful oversight by Departmental management, funds continued to be obligated and disbursed in compliance with appropriations law.
<ul style="list-style-type: none"> Has no material auditor-reported internal control weaknesses; 	<ul style="list-style-type: none"> The Department auditors did not report any material weaknesses at the consolidated level, although they did identify two significant deficiencies. The Department has corrective action plans in place to remediate the significant deficiency findings.
<ul style="list-style-type: none"> Has no material non-compliance with laws or regulations; 	<ul style="list-style-type: none"> The Department auditors did not report any material non-compliance with laws and regulations. The Department has no programs that are susceptible to improper payments exceeding both 2.5 percent of program payments and \$10 million. The goal of the Department's recovery audit program is to identify and collect improper payments in a timely manner. The Department continues to comply with Prompt Payment regulations. Notably, the Department's commitment in the overall disbursement management process remains strong.
<ul style="list-style-type: none"> Has no material weaknesses or non-conformances reported under Section 2 and Section 4 of the Federal Managers' Financial Integrity Act that impact the 	<ul style="list-style-type: none"> During FY 2008, the Department continued to perform rigorous oversight to ensure that targeted corrective actions plans are in place and milestones are met; to further improve

Criteria	FY 2008 Progress
agency's internal control over financial reporting or financial systems;	data integrity; to enhance financial management performance through improved accounting and financial reporting procedures; and to sustain the reduction of deficiencies in general controls over information systems supporting financial processes.
<ul style="list-style-type: none"> • Is implementing a single accounting system agency-wide; 	<ul style="list-style-type: none"> • Progress in FY 2008 regarding the Department's implementation of its Unified Financial Management System included: Asset Forfeiture Program (AFP) pilot project went live in November 2007; Drug Enforcement Administration (DEA) completed requirements, design, and configuration phases and plan to go live in December 2008; Federal Bureau of Investigation (FBI) continued work on preparation for UFMS and assessing the UFMS contract writing tool; and the Alcohol, Tobacco, Firearms and Explosives (ATF) has begun to plan for its UFMS implementation.
<ul style="list-style-type: none"> • Currently produces accurate and timely financial information that is used by management to inform decision-making and drive results in key areas of operations; and 	<ul style="list-style-type: none"> • The Department continues to produce and enhance its reporting methodology on certain key information. This key information facilitates decision-making, meets management goals, and drives results. The Department's components will continue to perform self-assessments of their current business processes to drive results in key areas of operations.
<ul style="list-style-type: none"> • Is implementing a plan to continuously expand the scope of its routine data use to inform management decision-making in additional areas of operations. 	<ul style="list-style-type: none"> • The Department continues to refine its financial and performance reporting, training materials on systems operations, and financial management activities to inform management decision-making and strengthen business practices. With the use of ad-hoc reporting and other reporting tools, the Department is able to track and measure financial and performance data to determine potential risk areas and manage financial challenges. Each of the Department's components will continue to monitor its use of routine data in areas of operations to facilitate management decision-making.

PMA 4. Expanding E-Government

Overall Status as of 9/30/08: Yellow

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

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> Has an Enterprise Architecture linked to the Federal Enterprise Architecture (FEA) with a score of "3" in both the "Completion" and "Use" sections or at least "3" in the "Results section. 	<ul style="list-style-type: none"> DOJ achieved higher than the required scores in the "Completion" and "Use" sections, to remain Green according to the FEA enterprise architecture assessment performed in March 2008. DOJ's enterprise architecture is linked to the federal enterprise architecture (FEA) and follows FEA best practices.
<ul style="list-style-type: none"> Has acceptable business cases for all major systems investments; 	<ul style="list-style-type: none"> In FY 2008, DOJ submitted acceptable business cases for all major systems investments. The business cases were rated "Green" since Quarter 1 FY 2007.
<ul style="list-style-type: none"> Has demonstrated appropriate planning, execution, and management of major IT investments using Earned Value Management (EVM) or operational analysis, and has portfolio performance within 10 percent of cost, schedule, and performance goals; 	<ul style="list-style-type: none"> All major DOJ IT developmental projects have been validated for compliance with the ANSI/EIA-748A EVM standard. Currently, the DOJ portfolio is performing within 10 percent of cost, schedule, and performance goals.
<ul style="list-style-type: none"> Inspector General verifies the effectiveness of the Department-wide IT Security Remediation Process and rates the agency certification and accreditation process as "Satisfactory" or better; 	<ul style="list-style-type: none"> In the Department's FY 2008 Federal Information Security Management Act (FISMA) Report, the Inspector General found the Department's certification and accreditation process as "good" and includes adherence to Federal Information Processing Standards (FIPS) and National Institute of Standards Technology (NIST) standards.
<ul style="list-style-type: none"> Has 90 percent of all IT systems properly secured (certified, and accredited); 	<ul style="list-style-type: none"> As reported in the Department's FY 2008 FISMA Report, the Department Chief Information Officer has ensured that 100 percent of all Department systems are certified and accredited. Known IT security weaknesses associated with IT systems are tracked and managed through plans of actions and milestones to ensure weaknesses are addressed in a timely manner and receive appropriate resources.
<ul style="list-style-type: none"> Has implemented all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives and has transitioned and/or shut down investments duplicating these initiatives in accordance with the OMB-approved implementation plan. 	<ul style="list-style-type: none"> The Department continues to implement E-Gov/Lines of Business/SmartBUY initiatives in accordance with the OMB-approved plan, to improve internal efficiencies, increase access and effectiveness, and enhance services to the public. In 2008, the Department collaborated with the appropriate E-Gov/Lines of Business(LOB) initiatives; migrated over to a single enterprise LMS architecture; electronically transmitted technically compliant DOJ EHRI training data to OPM; complied with submission of no less than 95 percent of the SF-86 (National Security) investigation in e-QIP; developed a strategic plan for implementing the Grants Management (GM) LOB objectives, and signed an agreement with the Department of Education (ED), a GM LOB consortia lead, for the DOJ Community Oriented Policing Services Office to collaborate with ED to achieve the GM LOB objectives; submitted a DOJ 5-year plan to optimize the End User Systems and Support area of IT infrastructure that is aligned with the IT Infrastructure LOB Business Case; and, posted on the GovSales.gov portal the forfeited assets available for sale through the DOJ Asset Forfeiture Program.

PMA 5. Performance Improvement Initiative

Overall Status as of 9/30/08: Green

The Administration began formally integrating a review of performance with budget decisions in FY 2004 with the intent of linking program performance to budget decisions and improve tracking, management, and performance. Re-named in July 2007 as the Performance Improvement Initiative (PII) to reflect the focus of improving program performance, it is expected through this initiative that agencies will be able to identify and report effective outcome measures, monitor their progress, and accurately present the associated costs of the program.

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that cover all major responsibilities of the Department. Agency works to improve program performance and efficiency each year; 	<ul style="list-style-type: none"> The Department continued its Quarterly Status Review (QSR) of component-level financial and performance information. Component meetings took place on a quarterly basis with the Assistant Attorney General for Administration and members of the Associate and Deputy Attorney General's staff. The outcomes of the meetings are shared with the Deputy Attorney General, via memorandum. The results of all quarterly reviews are used to guide Departmental decision making and inform leadership when corrective actions may be necessary.
<ul style="list-style-type: none"> Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate measures identified in the PART and focus on the information used in the senior management report described in the first criterion; 	<ul style="list-style-type: none"> The Department's Strategic Plan (FY 2007-2012) contains a three-goal structure that includes specific long-term measurable outcome goals in key priority areas. In addition, the Department's budget submissions, as well as QSR documents, include all the performance measures identified as a result of the OMB PART process.
<ul style="list-style-type: none"> Reports the full cost of achieving performance goals accurately in budget and performance documents and can accurately estimate the marginal cost of changing performance goals; 	<ul style="list-style-type: none"> The Department's budget and performance documents report the full and marginal cost of achieving performance goals.
<ul style="list-style-type: none"> Has at least one efficiency measure for all PARTed programs; 	<ul style="list-style-type: none"> The Department has OMB-approved efficiency measures for 35 programs assessed by the PART. In addition, an efficiency measure has been established for a program scheduled to undergo PART in 2012.
<ul style="list-style-type: none"> Uses PART evaluations to direct program improvements and hold managers accountable for those improvements, and PART findings and performance information are used consistently to justify funding requests, management actions, and legislative proposals; and 	<ul style="list-style-type: none"> The PART review results are used to improve our programs and aid in refinement of long-term measurable outcome goals, where appropriate. In FY 2007, PART follow-on actions were discussed on a quarterly basis during the QSR meetings with the leadership and the components.
<ul style="list-style-type: none"> Less than 10 percent of agency programs receive a Results Not Demonstrated rating for two years in a row. 	<ul style="list-style-type: none"> Justice Management Division, Budget Staff continues to work with OMB and the components to assess if programs previously receiving an assessment of "results not demonstrated" (RND) should be reassessed. The Department is currently below the 10 percent of threshold for RNDs.

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

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> Has implemented a comprehensive outreach and technical assistance strategy for enhancing opportunities of Faith-Based and other Community Organizations (FBCOs) to compete for federal funding, including working with state and local officials to expand access to federal funding awarded through them. This strategy employs all seven best practices focusing on educating non-governmental organizations and expanding the number of programs open to them; 	<ul style="list-style-type: none"> The DOJ continues to provide technical assistance to FBCOs through a Task Force Web site, email notification service, and tailored advice in person and by telephone. Presented workshops on DOJ grant programs, discretionary and formula, at White House conferences in four cities. Trained new grantees and federal/state grant managers in how and why to partner with FBCOs. Recorded Webinar with National Institute of Corrections on FBCO opportunities in prisoner reentry and recorded tutorial with Bureau of Prisons on how FBCOs may apply for contract to operate a halfway house.
<ul style="list-style-type: none"> Provides and facilitates education on the equal treatment principles at the Federal, State and local levels, assists Federal programs within their purview in developing mechanisms for assessing compliance with appropriate regulations and in addressing violations once they are brought to the agency’s attention, and works to enable State- and locally-administered programs to implement equal treatment principles using proven models for partnering with FBCOs. Employs all nine best practices , targeting grant administrators and their understanding of the law; 	<ul style="list-style-type: none"> Created and loaded onto DOJ Web site an on-line tutorial on Equal Treatment Regulations. Presented plenary addresses to potential grant applicants on legal rules for use of grant funds. Taught rules to state and local administrators of DOJ formula and block grants at four White House conferences as well as numerous regional and national training conferences of DOJ’s grant-making agencies, as well as to program staff and peer reviewers in Washington DC.
<ul style="list-style-type: none"> Collects accurate and timely data on participation of FBCO and other applicants, including government entities, in selected federal non-formula grant programs; and 	<ul style="list-style-type: none"> Reported on measurable results of Initiative for White House Results Conference in June; FY 2007 non-formula grants; and list of all training events since 2001.
<ul style="list-style-type: none"> Implements pilot programs to strengthen the partnership between FBCO and the federal government to deliver services and inform implementation of the Initiative, and expands the use of pilots to test new strategies when appropriate. 	<ul style="list-style-type: none"> Spearheaded concept for a pilot national database of agencies that provide reentry services for returning ex-offenders. Helped design legal parameters for voluntary in-prison residential reentry program.

Real Property Asset Management

Overall Status as of 9/30/08: Green

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

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> Has a Senior Real Property Officer (SRPO) who actively serves on the Federal Real Property Council (FRPC); 	<ul style="list-style-type: none"> The Director, Facilities and Administrative Services Staff (FASS) serves as the Senior Real Property Officer (SRPO) for the DOJ.
<ul style="list-style-type: none"> Established asset management performance measures, consistent with the published requirements of the Federal Real Property Council; 	<ul style="list-style-type: none"> Performance measures and targets are reviewed and completed for the Department through the DOJ Real Property Management Council (RPMC). Currently, DOJ uses the Federal Real Property Council (FRPC) Performance Measures (PM) of Utilization, Condition Index, Mission Dependency, Annual Operating and Maintenance Costs. In FY2007, the Department added the PM of Operating Costs for Energy Consumption to gauge our success in energy savings. Additional performance measures and targets are explored on an annual basis and adopted based on review and concurrence by the DOJ RPMC. During Second and Third Quarters of FY 2008, the performance measures and targets were reviewed again by the RPMC, but no additional targets were added at that time.
<ul style="list-style-type: none"> Completed and maintained a comprehensive inventory and profile of agency real property, consistent with the published requirements of the Federal Real Property Council; 	<ul style="list-style-type: none"> DOJ has maintained a comprehensive inventory and real property profile since the inception of EO 13327 and currently is in the process of collecting FY 2008 Federal Real Property Profile (FRPP) data. DOJ has a quality control data validation process in place entitled the "Real Property Inventory Data Validation Methodology" which was developed to achieve accurate and complete reporting of real property asset data to the FRPP. Quality control activities ensure accuracy and completeness of the collected data and for each annual FRPP data submission, DOJ analysts follow a comprehensive quality control process to ensure that the Departmental data set complies with the requirements set forth by FRPC's annual guidance. The "Real Property Inventory Data Validation Methodology" represents the successful accomplishments the Department has made in its management and direction of Executive Order 13327 to ensure all Bureaus and Components are effectively and consistently working toward the goal of improving real property data inventory.
<ul style="list-style-type: none"> Provided timely and accurate information for inclusion into the government-wide real property inventory database; 	<ul style="list-style-type: none"> During the Fourth Quarter of FY 2008, the following timeline and guidance was distributed to the Bureaus and Components for the FY 2008 FRPP Data Collection. As the Department's coordinator for this initiative, the JMD/FASS manages this effort for the Department and oversees the entire data collection. Currently, all Bureaus and Components are on track and successfully complying with the timeline highlighted below:

Criteria	FY 2008 Progress
	<ul style="list-style-type: none"> • FRPP FY 2008 Submission - Timeline: • August 1, 2008: "FY2008 FRPP Data Request Template" distributed to Bureaus and Components. • September 26, 2008: First 2008 data submission from the Bureaus and Components to JMD/FASS using the FRPP template. • October 17, 2008: JMD/FASS sent the validated data back to Bureaus and Components in order to obtain any additional information required. • November 14, 2008: Bureaus and Components to submit back to JMD/FASS any additional information that was requested. • December 1, 2008: Final Data ready for upload into the FRPP.
<ul style="list-style-type: none"> • Developed an OMB-approved comprehensive asset management plan that: complies with guidance established by the FRPC; includes policies and methodologies for maintaining property holdings in an amount and type according to agency budget and mission; seeks to optimize level of real property operating, maintenance, and security costs; 	<ul style="list-style-type: none"> • The Asset Management Plan (AMP) was initially approved by OMB in December of 2005 and the document complies with the guidance established by the FRPC. DOJ has committed to maintaining an updated Real Property Asset Management Plan and providing necessary updates to the document on an annual basis. • During the Third Quarter of FY 2008, DOJ reviewed the AMP to ensure relevancy and utilization of the plan throughout the Department. DOJ then updated the document to include new organizational structures, new and revised metrics and Three Year Timeline plan updates. During the Fourth Quarter, DOJ submitted the revised AMP to OMB for review and approval.
<ul style="list-style-type: none"> • Established an OMB-approved three-year rolling timeline with date certain deadlines by which agency will address opportunities and determine its priorities as identified in the asset management plan; 	<ul style="list-style-type: none"> • In accordance with the Federal Real Property Asset Management Initiative Framework and Executive Order 13327, the Department created the Three Year Timeline to identify the Key Initiatives which are intended to enhance the Department's real property policies, procedures and processes with a long term goal of improved management of DOJ real property assets. • In February of 2007, this document was approved by OMB and it supports the implementation of the goals and objectives in the AMP. On a quarterly basis, DOJ focuses on specific, planned action items which are used to address and ultimately complete each of the Key Initiatives. These action items are called the Implementation Milestones. • DOJ successfully completed milestones within the following number of Implementation Milestones during FY 2008: <ul style="list-style-type: none"> • Quarter 1: Twenty-Two Milestones • Quarter 2: Eleven Milestones • Quarter 3: Eight Milestones • Quarter 4: Twenty Milestones • A specific overview of each of the Key Initiatives that these 2008 Milestones support is summarized in the response below.
<ul style="list-style-type: none"> • Demonstrated steps taken toward implementation of asset management plan as stated in yellow standards (including meeting established deadlines in three-year timeline, meeting prioritized management improvement actions, maintaining appropriate amount of holdings, and estimating and optimizing cost levels); 	<ul style="list-style-type: none"> • During FY 2008, DOJ focused on the following Three Year Timeline Key Initiatives, which demonstrates its ability to implement the AMP and provide solid evidence of its efforts to meet prioritized management improvement, maintain the appropriate amount of holdings, and estimate and optimize cost levels.

Criteria	FY 2008 Progress
<ul style="list-style-type: none"> • Accurate and current asset inventory information and asset maximization performance measures are used routinely in management decision-making (such as reducing the amount of unneeded and underused properties); and 	<ul style="list-style-type: none"> • DOJ is currently in the process of gathering this information using the FY2008 FRPP data submission. DOJ will look closely at those assets where improved performance measures have not been reported and hold the necessary conversations with the reporting Bureau or Component to discuss next steps.
<ul style="list-style-type: none"> • The management of agency property assets is consistent with the agency's overall strategic plan, the agency asset management plan, and the performance measures established by the Federal Real Property Council as stated in the Federal Real Property Asset Management Executive Order. 	<ul style="list-style-type: none"> • Since the inception of EO 13327 and the PMA, the Department, with leadership by its SRPO and support of the senior staff in the JMD, has employed an integrated, life-cycle real property asset management process in support of the Department's mission and strategic objectives. DOJ uses the AMP, three-year timeline and FRPC performance measures to help succeed in the daily management of its real property assets. These tools allow DOJ to ensure that real property inventories are leveraged at the right size, operated at the right cost and maintained in the right condition to support agency missions and objectives. • The AMP is reviewed on an annual basis and in the Third Quarter of 2008, the document was updated to include new organizational structures, new and revised metrics and three-year timeline updates. This revised document was submitted to OMB during the Fourth Quarter. • Additional performance measures and targets are explored by the DOJ RPMC on an annual basis. During the Second Quarter of FY 2008, DOJ submitted the performance measure targets and results comparison based on the FY 2007 FRPP data to OMB, which included results on operating costs for energy consumption. At the present time, the Department has no additional performance measure targets to add but will continue to review and make any necessary additions as deemed appropriate by the RPMC.