BLUEPRINT FOR MANAGEMENT EXCELLENCE ACTION PLAN

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Develop and maintain financial integrity and management and internal controls.	5. Publish in one integrated document Government Performance and Results Act (GPRA) Strategic Plan results and financial reports to demonstrate to the public the relationship of financial and programmatic management.	ODS	ODS	OCFO	31-Mar-03	**Closed 7/8/02** - action item captured under Blueprint #144.
Develop and maintain financial integrity and management and internal controls.	9. Develop a project plan and commission a task force to gather Department-wide requirements for an Executive Information System capable of integrating program, financial, contracts and administrative data. Provide stakeholders with accurate and timely Financial Management Information using Oracle Financials and electronic dissemination techniques.	OCFO	OCIO		31-May-02	**Closed 4/30/02** - This action item has been combined with action item #122.
Develop and maintain financial integrity and management and internal controls.	10. Implement a plan to assure that discretionary and formula grant programs operate with the highest level of efficiency, effectiveness, and integrity.	EMT	Senior Officers		6/30/2002 (One-ED Project)	**Closed 6/18/02** - this action item was modified under One-ED and is now being addressed under Blueprint action item # 228.
Develop and maintain financial integrity and management and internal controls.	11. Award 60 percent of new grants by May 31 each year.	OCFO	Senior Officers		30-Jun-02	**Closed 9/30/02** - action item goals were not met in FY 2002. This item will be monitored in FY 2003.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Develop and maintain financial integrity and management and internal controls.	14. Put a Financial Management Structure in place that is optimal for the Department's needs and requirements.	EMT	FSA/OM		9/30/2002 (One-ED Project)	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 227.
Develop and maintain financial integrity and management and internal controls.	21. Complete the examination of structures for effectively monitoring and holding accountable grantees, other intermediaries and contractors.	ODS	Senior Officers		6/30/2002 (One-ED Project)	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 228.
Improve the strategic management of the Department's human capital	72. Determine employee skills needed by each PO's management to most effectively perform program functions, with consideration given to attrition and retirement over the next five years.	EMT	OM	Senior Officers	30-Jun-02	**Closed 6/18/02** - this action item was modified under One-ED and is now being addressed under Blueprint action items # 223 and #224.
Improve the strategic management of the Department's human capital	86. Implement a development program for senior managers.	OM			30-Jul-02	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 221 and #222.
Improve the strategic management of the Department's human capital	88. Initiate values-based ethics training for non-managers.	OGC	OM		1-Jan-03	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 217.
Improve the strategic management of the Department's human capital	118. Make it clear that managers are responsible for performance and conduct in their work units, including modeling a proper work ethic and appropriately addressing employee performance and conduct problems.	EMT	Senior Officers	OGC/OM	30-Jun-02	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 218.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Improve the strategic management of the Department's human capital	123. Training will be provided for managers on their responsibilities as managers, including values-based ethics training that addresses the specific ethics obligations of managers. All managers will receive this training. (through December 31, 2002)	OGC	OM		31-Oct-02	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 217.
Improve the strategic management of the Department's human capital	125. Improve the evaluation process to provide more meaningful appraisals and feedback to employees.	EMT	MIT	OM	30-Sep-02	**Closed 4/30/02 -** This action was combined with #65, which will address changes in the evaluation process, development of training for managers, and an evaluation of the new EDPAS system.
Develop and maintain financial integrity and management and internal controls.	137. Identify and evaluate the advantages and disadvantages of centralizing the program monitoring function.	EMT	OM		30-Jun-02	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 228.
Develop and maintain financial integrity and management and internal controls.	138. Review and analyze administrative services provided by the Department to ensure responsiveness to customer needs, innovative approaches to problem solving, and best use of scarce resources.	EMT	MIT		30-Jun-02	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 220.
Develop and maintain financial integrity and management and internal controls.	139. After consultation with the community and members of Congress, resolve relationship issues between FSA and other Department offices.	ODS			30-Jun-02	**Closed 6/18/02 -** this action item was modified under One-ED and is now being addressed under Blueprint action item # 225.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Develop and maintain financial integrity and management and internal controls.	23. Initiate a project to implement data-mining to detect possible fraud or abuse, set up a remedial program and increase efficiencies. Suspected fraud or abuse cases will be referred to the OIG.	OCFO	FSA		30-Sep-02	**Completed 9/25/02** - paper on file with MIT that describes data-mining efforts taken by FSA.
Develop and maintain financial integrity and management and internal controls.	26. For the period October 1, 2000-September 30, 2001 conduct testing using a representative sampling to ensure that all IT procurements are included in the inventory methodology.	OM	OCFO	OCIO/Senior Officers	4-Feb-02	**Completed 2/06/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	32. Meet regularly with GAO on status of and improvements to the student financial assistance programs' high-risk status.	FSA			Quarterly	**Completed 9/30/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	33. Work with OMB, Treasury, and OGC and OPE, to address the over- award of SFA funds to students.	ODS			15-Nov-01	**Completed 11/19/01**
Modernize the Student Financial Assistance programs and reduce their high-risk status	34. Identify areas for improving compliance effectiveness and take the appropriate steps toward improvement.	FSA			30-Sep-02	**Completed 9/30/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	37. Review baseline budget data and develop a framework for budget requirements using the single appropriation that has been agreed to by the Department and OMB.	Budget Service	FSA		30-Sep-02	**Completed 9/9/02** - included as part of FY 2004 budget submission to OMB.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Modernize the Student Financial Assistance programs and reduce their high-risk status	39. Continue the NSLDS data quality efforts and continue to demonstrate data quality improvement to support the FFEL program financial reporting.	FSA			Monthly	**Completed 9/30/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	41. Implement improved Direct Loan (DL) servicing infrastructure to better support DL financial management reporting (FARS retirement).	FSA			31-Jul-02	**Completed 7/31/02** - FARS is retired. All resulting system updates will occur by 11/15/02.
Modernize the Student Financial Assistance programs and reduce their high-risk status	44. Improve reliability of lender billing data through a redesigned lender payment process.	FSA			31-Oct-02	**Completed 10/15/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	47. Complete items in the FSA Action Plan on time 95 percent of the time in FY 2002 and continuing in FY 2003.	FSA			30-Sep-02	**Completed 9/30/02** - FSA Performance Plan Items, which incorporate the high priority High Risk Plan items, have been completed 95 percent of the time.
Modernize the Student Financial Assistance programs and reduce their high-risk status	48. Develop and Implement Phase IV of the Financial Management System, providing a reliable tool to improve the internal controls and financial management of the programs.	FSA			30-Sep-02	**Completed 10/15/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	50. Institute eligibility check for valid ISIR on file for all Direct Loan recipients (except PLUS).	FSA			30-Sep-02	**Completed 8/9/02**

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Modernize the Student Financial Assistance programs and reduce their high-risk status	53. Demonstrate pursuit of improved default management and prevention strategies.	FSA			30-Sep-02	**Completed 10/15/02** - ED has made significant strides in the area of default management and prevention.
Modernize the Student Financial Assistance programs and reduce their high-risk status	55. Identify trends in risk areas and provide targeted technical assistance to schools.	FSA			30-Sep-02	**Completed 9/30/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	56. Ensure the Department has strong documentation to demonstrate that it has addressed high-risk issues.	FSA			30-Sep-02	**Completed 9/30/02** - Major High Risk initiatives are included in the FSA Performance Plan.
Modernize the Student Financial Assistance programs and reduce their high-risk status	57. Prepare action plans within 60 days of OIG issuance of final reports. Implement 95 percent of accepted OIG and GAO recommendations using action plans within the committed timeframes.	FSA			30-Sep-02	**Completed 9/30/02** - FSA has demonstrated that they have established an effective process to ensure corrective action plans are developed and implemented on a timely basis.
Modernize the Student Financial Assistance programs and reduce their high-risk status	58. Strengthen FSA's Internal Controls and Financial Integrity.	FSA			30-Sep-02	**Completed 9/30/02** - FSA has taken numerous steps to improve their internal controls and financial integrity and has committed to updating the FY 2002 plan and monitoring it in FY 2003.
Improve the strategic management of the Department's human capital	80. Seek authority to provide managers with expanded personnel flexibilities.	OM	OM		31-Mar-02	**Completed 4/2002** - Bill Leidinger (OM Ass't Sec) met with OPM and OPM agreed (verbally) to provide authorities as needed.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Manage information technology resources, using e-gov, to improve service for our customers and partners	92. The Investment Review Board (IRB) will review, approve and prioritize 100 percent of the Department's enterprise-wide significant information system investments.	OCIO	IRB		30-Sep-02	**Completed 7/16/02**
Manage information technology resources, using e-gov, to improve service for our customers and partners	106. Existing and new IT initiatives will have reasonable and reliable cost, schedule, and performance data in their business cases.	OCIO	Senior Officers		30-Sep-02	**Completed 7/16/02**
Manage information technology resources, using e-gov, to improve service for our customers and partners	107. Appropriately integrate IT investment management process with the budget process by the time the FY 2004 budget is submitted to OMB.	OCIO	FSA	Budget Service	30-Sep-02	**Completed 9/4/02**
Manage information technology resources, using e-gov, to improve service for our customers and partners	108. Fully integrate the IRB process with the budget and procurement processes.	OCIO	OCFO	Budget Service	30-Sep-02	**Completed 9/4/02**

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Improve the strategic management of the Department's human capital	113. Every senior officer will reach agreement with the secretary on the program and management results they are responsible for in FY 2002 and the following two years. These agreements will link to the strategic plan, be updated annually, and be used to determine bonuses and other awards in the Principal Offices (PO). Senior leadership will begin to use the agreements in FY 2002 and will use them increasingly as the Department develops practical measures that link individual and organizational performance to the achievement of results.	ODS	PES	OS	31-Jul-02	**Completed 8/22/02** - Mike Petrilli has a copy of the performance agreements.
Develop and maintain financial integrity and management and internal controls.	134. Begin meeting with senior officers to encourage new information sharing mechanisms.	MIT	OM	Senior Officers	31-Mar-02	**Completed 4/18/02.** Date changed from 12/31/01.
Develop and maintain financial integrity and management and internal controls.	8. Submit the audited FY 2001 financial statements for the Department to OMB.	OCFO			27-Feb-02	**Completed 2/27/02**
Develop and maintain financial integrity and management and internal controls.	15. Increase the number of performance-based contract actions to equal 20 percent of actions and 48 percent of all dollars awarded.	OCFO			30-Sep-02	**Completed 9/30/02** - performance goals met; specific numbers on file with the MIT.

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Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Develop and maintain financial integrity and management and internal controls.	20. Reengineer the official process of developing directives, securing program feedback and issuing and disseminating administrative directives. Prepare a project plan for implementation.	OM	MIT		31-Dec-01	**Completed 11/19/01**
Develop and maintain financial integrity and management and internal controls.	24. Annually review internal controls consistent with the Federal Managers Financial Integrity Act (FMFIA) process.	OCFO			30-Jun-02	**Completed 2/27/02**
Develop and maintain financial integrity and management and internal controls.	25. Contract for and support an independent assessment of all physical, safety and security threats and vulnerabilities that may affect Department staff and facilities.	OM	OCIO		31-Jul-02	**Completed 7/30/02** - completed assessments are on file with the Office of Management Security Services.
Develop and maintain financial integrity and management and internal controls.	27. Reconcile the inventory database to determine with reasonable assurance that identified IT purchases have been inventoried according to Department policy.	OM	OCFO	OCIO/Senior Officers	30-Sep-02	**Completed 10/9/02** - IT purchases for the period 4/1/01 - 12/31/02 have been reconciled with inventory database.
Develop and maintain financial integrity and management and internal controls.	28. Prepare action plans that, in accordance with the Strategic Plan Framework, emphasize results and performance.	Senior Officers	PES		31-Mar-02	**Completed 3/29/02**
Improve the strategic management of the Department's human capital	29. Present to the EMT an analysis of the pros and cons of establishing a high-level security office with the responsibility for coordinating all Department security programs and activities.	OM	OCIO	OIG	25-Jan-02	**Completed 2/08/02**

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Develop and maintain financial integrity and management and internal controls.	30. Assist PO staff in developing and implementing corrective action plans to address internal control weaknesses identified by the Department's auditors. (ongoing)	OCFO			29-Apr-02	**Completed 4/23/02** - process in place to ensure effective corrective actions are developed timely.
Develop and maintain financial integrity and management and internal controls.	31. Based on an independent security assessment, prepare a comprehensive physical security plan for the Department.	OM			31-Aug-02	**Completed 8/30/02** - plan is on file with the MIT.
Modernize the Student Financial Assistance programs and reduce their high-risk status	35. Provide continued support to channels for design and development of modernization projects by achieving 90 percent of the annual major modernization milestones that have been approved by the Information Technology Investment Review Board.	FSA			30-Sep-02	**Completed 9/30/02** - achieved 92& of the annual major modernization milestones.
Modernize the Student Financial Assistance programs and reduce their high-risk status	36. Update the SFA High-Risk Action Plan for FY 2002.	FSA	OPE		31-Oct-01	**Completed**
Modernize the Student Financial Assistance programs and reduce their high-risk status	38. Develop FY2002 plan to strengthen FSA internal controls and financial integrity.	FSA			30-Nov-01	**Completed 11/30/01**

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Modernize the Student Financial Assistance programs and reduce their high-risk status	40. Use student demographic information to identify institutions that may be abusing the SFA programs. Refer suspected cases of fraud or abuse to the OIG.	FSA	OIG		31-Dec-01	**Completed 12/31/01**
Modernize the Student Financial Assistance programs and reduce their high-risk status	42. Ensure a Departmental team is established as a forum for working with external parties (including GAO, CBO, OMB, Congress and the education community) and for working through outstanding issues surrounding risk in student aid.	ODS	FSA	EMT	30-Apr-02	**Completed 4/30/02.** Date changed from 3/31/02. OPE named Dan Pollard as their point person. Initial meeting held 4/30/02.
Modernize the Student Financial Assistance programs and reduce their high-risk status	43. Implement a common business process and system for aid origination and disbursement of Pell Grants and Direct Loans to provide the infrastructure to improve school reporting, cash management and internal control processes.	FSA			15-Sep-02	**Completed 9/30/02** - accounting issues have been addressed.
Modernize the Student Financial Assistance programs and reduce their high-risk status	45. Implement Phase II of the Financial Partners Data Mart. This phase will provide self-monitoring and oversight tools and focus on the data load, and link with the new FMS to provide a continuous stream of financial data and selected NSLDS elements necessary to augment data comparisons and lender risk management assessment.	FSA			1-Jun-02	**Completed 6/19/02** - migrated into full production 6/19/02.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Modernize the Student Financial Assistance programs and reduce their high-risk status	52. Identify areas for regulatory and legislative changes in the Title IV programs (including improvements to strengthen program integrity).	FSA	OPE	OGC	30-Sep-02	**Completed 10/9/02** - FSA will ensure that the FY 2002 Annual Plan contains information as required by legislation.
Modernize the Student Financial Assistance programs and reduce their high-risk status	54. Expand the use of the National Directory of New Hires database matching program to recover $200 million in defaulted student loans.	FSA			30-Sep-02	**Completed 6/26/02** - NDNH collection totals have exceeded the $200 million goal for FY 2002. As of the end of May 2002, collections exceeded $233 million.
Modernize the Student Financial Assistance programs and reduce their high-risk status	59. Consistent with the Department's strategic plan, utilize established trade association work groups to emphasize data integrity through consistent standards, and develop improved data reporting to FSA systems.	FSA			30-Sep-02	**Completed 9/30/02** - this action item is part of FSA's daily operations; a list of trade associations with which FSA worked in FY 2002 are on file with the MIT.
Modernize the Student Financial Assistance programs and reduce their high-risk status	60. Develop a design for providing consistent data across FSA from modernized systems to deliver consistent answers to customers and provide consistent information for employees for program oversight.	FSA			30-Sep-02	**Completed 7/3/02**
Modernize the Student Financial Assistance programs and reduce their high-risk status	61. Expand the FSA enterprise-wide solution for electronic signatures (PIN, Digital Signature, Smart Cards, etc.) to several other business applications.	FSA	OCIO		30-Sep-02	**Completed 7/31/02** - electronic signatures expanded to Perkins enotes and notification of cohort default rates.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Improve the strategic management of the Department's human capital	63. Develop an overarching vision of human capital that ties to the strategic plan and the Department's mission.	EMT			6/30/2002 (One-ED Project)	**Completed 6/18/02** - this action item was addressed in the One-ED report.
Improve the strategic management of the Department's human capital	64. Develop a workforce plan framework as a first step in completing the long-term workforce plan.	EMT	OM	Budget Service	22-Feb-02	**Completed 3/6/02**
Improve the strategic management of the Department's human capital	65. Perform a five-year workforce planning and restructuring analysis and include it as part of the FY 2003 Budget submission and annual performance plan. The EMT will identify the specific organizational changes proposed. The allocation of resources and the organization structure must support the strategic plan.	Budget Service	OM		31-Aug-02	**Completed 8/22/02** - The One-ED budget is being submitted to OMB as a separate "project."
Improve the strategic management of the Department's human capital	66. Determine the specific actions needed to implement the workforce and restructuring plan, including a timetable for each action.	OM	Senior Officers	EMT	30-Jun-02	**Completed 6/18/02** - this item was addressed through the One-ED report. EMT revised scheduled date from 1/31/02. Date changed from 02/10/02.
Improve the strategic management of the Department's human capital	67. Publicize and expand the use of strategically targeted recruitment and retention bonuses.	OM			31-Oct-01	**Completed 12/20/01**
Improve the strategic management of the Department's human capital	68. Provide information to OMB indicating how the Department will meet the 5 percent (FY 2002) and 10 percent (FY 2003) competition goals required by the President's Management Agenda.	EMT			30-Jun-02	**Completed 6/18/02 -** this item was addressed through the One-ED report. Date changed from 11/15/01. To be closed-out through One-ED report.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Improve the strategic management of the Department's human capital	69. Complete the development of "EDHires," an automated recruitment system.	OM			30-Nov-01	**Completed 12/7/01**
Improve the strategic management of the Department's human capital	70. Detail estimated costs and/or savings from the first through fifth year of implementing the changes in the organization structure.	EMT	Budget Service	OM	30-Jun-02	**Completed 6/18/02** - this item was addressed through the One-ED report.
Improve the strategic management of the Department's human capital	71. Estimate the impact of the workforce restructuring on the Department's plan for improving program performance outcomes.	EMT	Senior Officers	PES	30-Jun-02	**Completed 6/18/02** - this item was addressed through the One-ED report.
Improve the strategic management of the Department's human capital	73. Encourage employees to use tuition reimbursement to pursue work-related off-site college courses.	OM	Senior Officers		31-Dec-01	**Completed 12/11/01.** Additional marketing efforts are ongoing.
Improve the strategic management of the Department's human capital	74. Encourage and more effectively publicize the leadership coaching and mentoring programs.	OM			31-Dec-01	**Completed 1/7/02.** Additional marketing efforts are ongoing.
Develop and maintain financial integrity and management and internal controls.	75. Develop a plan for ensuring that contracting officials, contracting officer representatives (CORs) and others responsible for monitoring contracts receive proper training and certification.	OCFO	CORs		31-Dec-01	**Completed**
Manage information technology resources, using e-gov, to improve service for our customers and partners	76. Develop training curricula and a program to train executives on their IT investment management responsibilities. New leadership will receive IT investment management training within two months of arrival.	EMT	OCIO		31-Jul-02	**Completed 7/16/02** - Training provided in 7/16/02 IRB meeting.

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Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Improve the strategic management of the Department's human capital	78. Develop and employ recruitment materials focusing on the benefits of working for the Department of Education.	OM			31-Jan-02	**Completed 12/17/01**
Improve the strategic management of the Department's human capital	79. Initiate competitive sourcing of appropriate tasks performed by employees, consistent with the FAIR Act.	EMT	Senior Officers	OCFO	30-Jun-02	**Completed 6/18/02 -** this item was addressed through the One-ED report. Date changed from 03/31/02.
Develop and maintain financial integrity and management and internal controls.	81. Develop and administer internal control training initiatives for presentation at all levels within the Department.	OCFO	OM		30-Apr-02	**Completed 4/30/02.** Date changed from 3/31/02. Completion rate was 85%. The non-completers have been referred to Assistant Secretaries for action.
Improve the strategic management of the Department's human capital	82. Create a national recruitment network with key university programs, especially graduate programs in public affairs, public administration, financial management and information technology.	OM	Senior Officers		31-Jul-02	**Completed 7/30/02**
Improve the strategic management of the Department's human capital	83. Initiate revised ethics training for non-managers, incorporating financial management issues, and being consistent with ethics assessment results.	OGC	OM		30-Apr-02	**Completed 4/29/02**
Improve the strategic management of the Department's human capital	84. Expand innovative strategies to recruit employees, including notification in trade publications and state agencies.	OM	Senior Officers		31-Jul-02	**Completed 7/30/02**

By Closed and Completed Items

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Manage information technology resources, using e-gov, to improve service for our customers and partners	91. After close consultation with state and local education agencies, the Department will establish and publish agreed-upon data dictionary elements for recommended use by federal, state and local education agencies.	ODS	OCIO		30-Sep-02	**Completed 9/27/02** - ED's data dictionary is published at www.educationadvisor.info.
Manage information technology resources, using e-gov, to improve service for our customers and partners	97. Produce standards and guidelines for agreed-upon national education data requirements.	ODS	OCIO		30-Sep-02	**Completed 9/27/02** - guidelines posted on web at www.ed.gov/offices/OCIO/info_quality and posted in 10/1/02 federal register.
Manage information technology resources, using e-gov, to improve service for our customers and partners	99. Draft and submit to OMB a comprehensive IT Security Corrective Action Plan reflecting all relevant OIG audit findings, GAO reviews, A-130 security reviews, Critical Infrastructure Protection vulnerability assessments, and Government Information Security Reform Act (GISRA) reviews.	OCIO	Senior Officers		31-Oct-01	**Completed 2/1/02.** Report available for review.
Manage information technology resources, using e-gov, to improve service for our customers and partners	100. Complete the Department's Critical Infrastructure Protection Plan, Phase 2, Vulnerability and Threat Assessment; and begin Phase 3, Remedial Action Plans, which are expected to be completed by spring 2002.	OCIO	Senior Officers		30-Sep-02	**Completed 9/27/02** - IT and Physical assesstments completed and are on file with the MIT. Phase 3 is being addressed through the GISRA remedial action plans for IT and through the physical assesstment.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Manage information technology resources, using e-gov, to improve service for our customers and partners	101. Conduct a Department-wide IT security awareness campaign, including mandatory completion by all employees of a new computer-based security awareness training program, and a Computer Security Day in November 2001.	OCIO			15-Apr-02	**Completed 4/15/02.** Date changed from 2/28/02. Completion rate was 93%. Remaining 7% referred to Asst Sec for action.
Manage information technology resources, using e-gov, to improve service for our customers and partners	102. Make known the approximate amount of funding available for significant IT initiatives at the beginning of the IT investment management process.	OCIO	FSA	Budget Service	Ongoing	**Completed 4/21/02.** Date changed from 3/31/02. Consistent with Budget Service guidance, OCIO provided POs with estimates of PO-level FY 04 budget amounts available for purposes of the Spring 02 IT Investment Management Select Phase.
Manage information technology resources, using e-gov, to improve service for our customers and partners	103. The contracting officer, project sponsor, and project manager will approve the business cases for significant IT initiatives before consideration by the IRB.	OCIO	OCFO	POs	30-Jun-02	**Completed 6/10/02.** Relates to 104 and 105.
Manage information technology resources, using e-gov, to improve service for our customers and partners	104. Contracting Officers will ensure 100 percent of significant IT procurements, (e.g., hardware, software, and services) are tied to an approved business case before processing.	OCIO	OCFO	POs	30-Sep-02	**Completed 9/30/02** - policies and procedures governing IT procurements were disseminated to program managers with IT investments and Procurement Officials and will be incorporated into the OCFO Contract Operations Procedures website.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Manage information technology resources, using e-gov, to improve service for our customers and partners	105. Appropriate integration of the IT investment management process with the acquisition process.	OCIO	OCFO	POs	30-Sep-02	**Completed 9/30/02** - policies and procedures governing IT procurements were disseminated to program managers with IT investments and Procurement Officials and will be incorporated into the OCFO Contract Operations Procedures website.
Manage information technology resources, using e-gov, to improve service for our customers and partners	109. Track significant IT initiatives against cost, schedule, and performance goals with the target that variances will be below 10 percent.	OCIO	Senior Officers		31-Dec-02	**Completed 10/3/02** - process in place to ensure data is being monitored on an on-going basis. Guide and policy documents on file with the MIT.
Manage information technology resources, using e-gov, to improve service for our customers and partners	110. Establish a core of project management professionals with the necessary training and skills to manage the Department's IT initiatives.	OM	OCIO	Senior Officers	31-Dec-02	**Completed 9/27/02** - OM has developed and institutionalized a training program for project management.
Improve the strategic management of the Department's human capital	114. Each senior officer will have performance agreements with the managers (SES) reporting to them that are consistent with the Department's strategic plan. These agreements will link to the strategic plan, be updated annually, and be used to determine bonuses and other awards.	Senior Officers	OM	PES	31-Mar-02	**Completed 3/1/02**

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Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Improve the strategic management of the Department's human capital	115. The Department's employee performance agreements and bonuses/awards will link to the Department's Strategic Plan, Blueprint for Management Improvement, and Culture of Accountability Team Report.	OM	PES	Senior Officers	30-Jun-02	**Completed 6/18/02** - this item was addressed through One-ED Report. Date changed from 3/31/02.
Improve the strategic management of the Department's human capital	116. Establish a mandatory process for managers to consult with OM on disciplinary issues to ensure consistent and appropriate discipline.	OM	OGC		30-Nov-01	**Completed 12/17/2001**
Develop and maintain financial integrity and management and internal controls.	117. Publish new 5-year Department of Education Strategic Plan (FY 02-07).	ODS	PES	OS	28-Feb-02	**Completed 3/12/02**
Improve the strategic management of the Department's human capital	119. Finalize SES model performance agreements approved by OPM with results and accountability focus for use by the assistant secretaries and other senior managers.	OM			31-Dec-01	**Completed 2/26/02**
Improve the strategic management of the Department's human capital	120. Implement a five-tier performance appraisal system.	OM			31-Aug-02	**Completed 8/29/02 -** implementation plan is on file with the MIT.
Improve the strategic management of the Department's human capital	121. Develop and disseminate a Department-wide core values statement.	EMT			30-Jun-02	**Completed 6/18/02** - this item was addressed through the One-ED report. Date changed from 1/31/01. Date changed from 5/31/02.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Develop and maintain financial integrity and management and internal controls.	122. Implement a "dashboard"-like monthly reporting system that the Secretary and the deputy secretary can use to track progress on each major Departmental performance goal.	EMT	ODS	OCIO	30-Sep-02	**Completed 10/3/02** - MS Project Server used to link existing tracking databases and a reporting tool will be used to generate consolidated reports.
Develop and maintain financial integrity and management and internal controls.	127. Establish the Executive Management Team (EMT).	ODS			31-Oct-01	**Completed 11/07/01**
Develop and maintain financial integrity and management and internal controls.	128. Continue the Management Improvement Team (MIT), composed of senior career staff representing key principal offices that will work as staff to the EMT. The MIT will prepare the EMT for decisions and actions needed to address issues that arise out of the performance tracking system for the strategic plan. The MIT will implement and update the Blueprint, as necessary. The MIT will track progress in meeting the secretary's management improvement goals. It will monitor adherence to project plans for the Blueprint actions.	ODS			31-Oct-01	**Completed**

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Develop and maintain financial integrity and management and internal controls.	129. Establish MIT-like teams for each Blueprint goal facilitated by an MIT member who meets regularly with the deputy secretary, senior officers and steering committee to report on accomplishments and problems requiring high-level attention.	ODS	EMT	MIT	31-Oct-01	**Completed**
Develop and maintain financial integrity and management and internal controls.	132. Assign Council for Excellence in Government fellows to MIT initiatives.	MIT			31-Oct-01	**Completed**
Develop and maintain financial integrity and management and internal controls.	133. Modify the current "dashboard" report to track progress implementing the Blueprint.	MIT	Senior Officers		31-Dec-01	**Completed 11/20/01**
Modernize the Student Financial Assistance programs and reduce their high-risk status	135. Review the existing FSA/ED MOUs to determine what is and is not working as intended. Execute responsibilities as outlined in the MOUs, or change the agreements.	ODS	OGC	MIT	30-Jun-02	**Completed 6/18/02** - The strategic investment process outlined in the One-ED report will address the FSA/ED MOUs during Phase I.

Objectives	Actions	Action Owners (1)	Action Owners (2)	Action Owners (3)	Scheduled Dates	Comments
Modernize the Student Financial Assistance programs and reduce their high-risk status	136. Review FSA's current strategy for monitoring schools, lenders, guaranty agencies and third-party servicers; identify the various levels and types of monitoring, including where performed and by whom; and develop an improvement plan. Determine which kinds of monitoring are linked to the basic administration of the student financial aid programs.	EMT	MIT	FSA	30-Jun-02	**Completed 6/28/02** - FSA provided a report that addresses monitoring for schools (not lenders and guaranty agencies). This report will help inform the Strategic Investment Process conducted under One-ED.