

**FY 2006 Annual Performance Plan**  
***Departmental Management***

**Mission Statement**

The Department of Commerce promotes job creation and improved living standards for all Americans by creating an infrastructure that supports economic growth, technological competitiveness, and sustainable development.

Departmental Management (DM) furthers the Department's strategic management integration goal by supporting the management infrastructure needed to carry out the Department's mission. DM is the central source for development of policies and procedures that guide the administrative management of the Department. The DM budget includes funding to support policy development and centralized services in the areas of security, information management, human resources, civil rights, financial management, administrative services, acquisitions, legal matters, and organizational management. DM's oversight of this infrastructure serves the interests of the American public by assuring judicious acquisition, oversight, and management of the resources that are essential to the accomplishment of the Department's varied missions, and by enhancing the efficiency with which the operating units administer their programs.

**Priorities and Management Challenges**

Meeting the objectives of the President's management agenda continues to be an important management priority. Among other things, the Department is working towards complete and comprehensive identification of competencies for mission-critical occupations. The results of these efforts will be used to perfect workable succession plans to maintain appropriate levels of critical workforce competencies. These products will enable us to expeditiously replace mission-critical employees and fill existing competency gaps. Another important priority is applying the Federal Equal Opportunity Recruitment Program and Disabled Veterans Affirmative Action Program plans that the Department has developed in order to sustain existing diversity in the Commerce workforce and to make significant progress towards meeting hiring goals for minority and disabled candidates. Information security is also a priority, as the Department focuses on implementing effective certification and accreditation practices for its information technology systems. This continues to be a challenge that the Department is making every effort to meet. The Department's efforts are likewise focused on the effective use of competitive sourcing and on furthering the public's electronic access to the Department's products and services. The measures associated with the DM performance goal, discussed below, reflect these challenges and priorities.

**Skill Summary**

Departmental Management staff possess expertise in the following areas: accounting, financial management, human resources management, acquisition management, management and organizational analysis, information systems and technology, facilities management, security, and law.

**Performance Goal**

Identify and effectively manage human and material resources critical to the success of the Department's strategic goals.

This goal represents a significant departure from Departmental Management’s previously reported goals. In order to streamline the reporting of our goals and accomplishments, we have consolidated the original three DM goals into the single goal stated above. In addition, we have discontinued measures that were not useful in conveying mission-oriented outcomes. Additional information about these new measures can be found below in the explanation for each measure. To aid in tracking from the former performance goals to the new ones, we have included tables showing the three previous goals, the related performance measures, and the disposition of each of them. These tables can be found at the end of this section.

**Corresponding DOC strategic goal**

Management Integration Goal: Strengthen management at all levels

**Rationale for performance goal**

The Department of Commerce must have the capacity to do business successfully with the public and its partner agencies, both as worldwide enterprise and as an integrated set of individual programs. This requires that it identify and adopt the practices needed to successfully operate a large and complex organization, use resources wisely, and implement the laws that govern its activities. It is the responsibility of Departmental Management to accomplish this combination of objectives in order to support the men and women who carry out the missions and programs of the Department of Commerce bureaus.

<b>Performance Goal: Identify and effectively manage human and material resources critical to the success of the Department’s strategic goals</b>						
	<b>FY 2001 Actual</b>	<b>FY 2002 Actual</b>	<b>FY 2003 Actual</b>	<b>FY 2004 Actual</b>	<b>FY 2005 Target</b>	<b>FY 2006 Target</b>
a. Provide accurate and timely financial information and conform to Federal standards, laws, and regulations governing accounting and financial management				This measure was not implemented until FY 2005. The actual FM performance indicators may be found below in the table of previously reported measures (1a and 1b).	Eliminate any reportable condition within one year of the determination that there is a reportable condition; 90% of management that have access to the Consolidated Reporting System (CRS) have financial data/reports available within one day of the 15 <sup>th</sup> of the month after submitting the raw data to the CRS	Eliminate any reportable condition within one year of the determination that there is a reportable condition; 95% of management that have access to the Consolidated Reporting System (CRS) have financial data/reports available within one day of the 15 <sup>th</sup> of the month after submitting the raw data to the CRS
b. Effectively use competitive sourcing	Inventory submitted on 6/29/01	1% completed and management plan in place to accomplish cumulative goal for FY 2002/2003	Combined target for FY 2002/2003 was 1203 FTEs. Completed 534 or 6.6% of new target of 800	New Departmental FAIR inventory guidance has been developed.	Complete feasibility studies for 168 commercial FTEs to determine potential new FY 05-06	Complete feasibility studies for 84 commercial FTEs for potential study in FY 06.

			FTEs.		studies.	
c. Obligate funds through performance-based contracting	25% of eligible service contracting dollars	31% of \$795M	24% of \$605M	42% of \$806M	50% of eligible service contracting dollars	50% of eligible service contracting dollars
d. Obligate contracts to small businesses	50% of contracts	52% of contracts	45% of contracts	62% of contracts	45% of contracts	45% of contracts
e. Acquire and maintain diverse and highly qualified staff in mission-critical occupations				This measure was not implemented until FY 2005. The actual OHRM performance indicators may be found below in the table of previously reported measures (2a through 2e).	Assess applicants' and bureaus' satisfaction with new automated application system, compare to COOL, improve as indicated (70%); continue improving representation of underrepresented RNO groups throughout the majority of Bureaus (10%); evaluate implementation of learning management on-line system (10%); maintain fill-time standard of 30 days (10%).	Continue improving representation of each underrepresented RNO group throughout Department (70%); evaluate and improve learning management system (10%); maintain fill-time standard of 30 days (10%) and improve applicants' and bureaus' satisfaction with automated application system.
f. Improve the management of information technology (IT).				This measure was not implemented until FY 2005. The actual IT performance indicators may be found below in the table of previously reported measures (3a through 3g).	For major IT projects, cost and schedule overruns and performance shortfalls average less than 10% for all major IT projects; all national critical and mission critical systems are certified and accredited in accordance with the Department's IT	For major IT projects, cost and schedule overruns and performance shortfalls average less than 10% for all major IT projects; all national critical, mission critical and business essential systems are certified and accredited in accordance with the

					security policy.	Department's IT security policy.
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**Explanation of Measures**

**Measure 1a. Provide accurate and timely financial information and conform to Federal standards, laws, and regulations governing accounting and financial management.**

*Explanation:* This measure has been added to ensure that the Department of Commerce is accountable to the American people. To determine if financial information is being provided in a timely and accurate manner, the Department will assess whether those individuals who can best use the information are receiving it within timeframes that render it relevant and useful in their day-to-day decisions.

**Measure 1b. Effectively use competitive sourcing.**

*Explanation:* Americans have a right to expect a reasonable return on the taxes they invest in their country. Good stewardship of these dollars assures that the American public gets the best products at the best price. Whether those products and services can most effectively and efficiently be provided by federal entities or those in the private sector is a determination that must be made on a case-by-case basis. To ensure that appropriate consideration is given to this issue, the FAIR Act requires all federal agencies to provide OMB with a timely inventory of the activities performed by government employees that could be carried out by commercial sources. The Department has developed an annual reporting process that meets this requirement. In FY 2001 and FY 2002, goals were established by OMB for competing these commercial activities between government's most efficient organizations and private sector providers in order to put taxpayers' dollars to the best use. In June 2003, OMB worked with the Department to establish new and more realistic goals in support of the Department's missions. As part of the President's Management Agenda, in June 2003 Commerce adopted a goal of completing or initiating competitions for 10 percent of the commercial activities on the FY 2000 FAIR Act Inventory.

**Measure 1c. Obligate funds through performance-based contracting.**

*Explanation:* Also part of good stewardship of America's tax dollars is ensuring that the government gets what it pays for, especially when it comes to procurement of goods and services from sources outside of the organization. To help make that goal a reality, federal agencies have begun changing the way in which the procurement process is conducted. The movement toward performance-based contracting—a method of procurement in which the Federal Government defines the results it is seeking rather than the process by which those results are to be attained—is part of that effort. With performance-based contracting, the government also defines the standards against which contractor performance will be measured and identifies the incentives that may be used. The Procurement Executives Council had established an ultimate government-wide goal for federal agencies to award 50 percent of eligible service contracts as performance-based contracts (in 10 percent increments) by FY 2005. The interim government-wide goals were 20, 30, 40, and 50 percent for FY 2002, FY 2003, FY2004, and FY 2005, respectively.

In April 2002, OMB's Office of Federal Procurement Policy (OFPP) convened an interagency task force to study Performance Based Service Acquisitions by agencies. The study was completed in July 2003. As a result of its findings, the task force is recommending to OFPP that agencies be allowed to set their own interim goals, while still being required to reach 50 percent of eligible service contracting dollars by FY 2005.

**Measure 1d. Obligate contracts to small businesses**

*Explanation:* Equally important as protecting American resources is ensuring that all segments of American society have an opportunity to compete for the business that is contracted out by federal agencies. This measure monitors the Department's ability to increase opportunities for small businesses to participate in Commerce acquisitions. Historically, this has included small, small disadvantaged, 8(a), and women-owned businesses. In FY 2001, three new categories were added: HUBZone, veteran-owned, and service-disabled veteran-owned small businesses (a subset of veteran-owned small businesses). Every two years, the Small Business Administration (SBA) negotiates procurement goals with each federal agency in an effort to increase contract and subcontract awards to small businesses.

Through FY 2001, DM reported under GPRA on the percentage of contracts awarded in each of three categories: (1) small businesses, (2) women-owned businesses, and (3) minority-owned businesses, which included small disadvantaged and 8(a) businesses. To avoid making this measure overly cumbersome by adding categories, beginning with FY 2002 Commerce simplified the method used to track its GPRA progress. It now reports on the percentage of procurement funds awarded to the umbrella group described as small businesses.

**Measure 1e. Acquire and maintain diverse and highly qualified staff in mission-critical occupations**

*Explanation:* This modified measure represents a combination of two indicators previously appearing under the strategic management of human capital goal, as well as a new indicator of the Department's efforts to achieve and maintain a diverse workforce. The previous indicators (e.g., one relating to the learning management system and another relating to the automated application and referral system, COOL) provide two perspectives on progress in ensuring a competent workforce. The RNO indicator provides a more direct measure of the Department's progress in achieving diversity than previously used measures of recruitment efforts. This modification of the measures permits a more comprehensive assessment of the Department's efforts. Such an assessment is critical if we are to ensure that we have the right people in the right place at the right time to carry out the Department's critical work for the American people.

**Measure 1f. Improve the management of information technology (IT)**

*Explanation:* The Department's significant annual investment in information technology (IT) requires careful management and monitoring as part of the overall program to effectively manage IT resources to meet the mission needs of the Department and to fulfill our obligation to the taxpayer. Through the use of Earned Value Management and Operational Analysis, systems in the development and/or operational phases are monitored to ensure the required functionality is delivered on the schedule and at the cost projected. Program offices regularly report on the progress and status of their efforts against the cost, schedule and performance goals, a process that provides early warning signals for corrective actions. Where needed, program managers are required to develop and implement corrective actions to meet the program goals.

The successful implementation of each program critical to the Department's missions depends in some way on the adequacy and security of the information technology systems that operate throughout the Department. If security of any of these systems were to be compromised, the effective accomplishment of the Department's mission would be in jeopardy. To ensure that these systems are adequately protected (and the Nation reaps the benefits of the Department's work), certification and accreditation requirements have been established. Certification represents the complete testing of all management, operational, and technical controls that protect a system. These controls are documented in the security plan. By approving the plan, the system owner warrants that the controls provide adequate protection for the system. Certification verifies the adequacy of these controls and also validates that the controls are implemented and functioning effectively. Accreditation is the senior program official's acknowledgement of the risk of operating the system. It provides official approval to run the system in the operational environment. Recertification and reaccreditation follow updates of risk assessments and security plans every three years or upon major system modification.

### **FY 2005-2006 Targets**

Our targets have changed for 2005 and 2006 (see, below, the tables depicting the previous measures). We will still be tracking most of the previous DM performance measures (since many have been consolidated into new measures, or still remain useful for tracking purposes), but we will no longer report individually on them.

### **Program Evaluations**

The Department of Commerce uses reviews and reports generated by the Office of Inspector General, the Office of Management and Budget, the Office of Personnel Management, the General Accounting Office, other congressional organizations, government-wide task forces, and other objective sources to evaluate performance goal 1 activities. For example, we work closely with OMB on implementing the five government-wide management initiatives established in the President's Management Agenda and are rated quarterly on their implementation. In addition, many of the laws pertaining to these activities have separate reporting requirements that involve program reviews, and evaluations that identify program strengths and weaknesses. The results of these efforts are used to assess the quality and effectiveness of the administrative management of the Department.

### **Cross-Cutting Activities**

*Intra-departmental:* Under the Departmental Management function, the Office of the Secretary regularly works with all the bureaus across the full range of administrative policy development and program management issues.

*Other government agencies:* Under the Departmental Management function, the Office of the Secretary regularly works with all other federal agencies across the full range of administrative policy development and program management topics.

*Government/private sector:* Under the Departmental Management function, the Office of the Secretary regularly works with the private sector and other elements of the public sector across the full range of administrative policy development and program management issues.

### **External Factors and Mitigating Strategies**

The Department of Commerce faces a number of changing circumstances that demand flexibility and responsiveness. For example, the growing diversity of the civilian labor force requires that the Department seek innovative ways to recruit top minority candidates; the increasing technological orientation of the work of the Department requires an intensifying engagement in the highly competitive marketplace for individuals with skills in science and technology; maintaining the security of IT systems continues to increase in importance; and the rapidly changing IT environment, including developments in hardware, software, applications, Internet use, and the user community, all affect our IT functions and activities.

In response to these challenges, the Department is establishing relationships with educational institutions, including minority-serving colleges and universities, to encourage applications from students in areas of study that prepare them for critical Commerce occupations. The Department is also focusing attention on planning how IT funds will be invested, ensuring that IT architecture is cohesive and well constructed, and that the integrity and availability of IT systems are safeguarded.

### **Data Validation and Verification**

To a great extent, DM measures depend on input provided by multiple sources—typically, Commerce's bureaus—and a combination of techniques is used to validate and verify the data received. For example, financial performance at all levels is subject to review by Department auditors. Data input by the bureaus relating to acquisition activities, e.g., performance-based contracts and small business awards, is screened at the Department level during the reporting cycle. As progress is made and objectives evolve, DM continues to refine its reporting structure and techniques.

<b>Performance Measure</b>	<b>Data Source</b>	<b>Frequency</b>	<b>Data Storage</b>	<b>Internal Control Procedures</b>	<b>Data Limitations</b>	<b>Actions to Be Taken</b>
1a. Provide accurate and timely financial information and conform to federal standards, laws and regulations governing accounting and financial management	Consolidated financial statements and Office of Inspector General (OIG) reports	Annual	Bureau or department financial systems	OIG Audits	None	Continue to comply with Federal Financial Management Improvement Act of 1996 (FFMIA)
1b. Effectively use competitive sourcing	Federal Activities Inventory Reform (FAIR) Act inventory and Competitive Sourcing Management Plan		DM chronology files	Executive Secretariat	None	Request updates quarterly
1c. Obligate funds through performance-based contracting.	Commerce procurement data system	Annual	Commerce procurement data system	Supervisory audit	None	None
1d. Obligate contracts to small businesses	Small Business Administration, the Department of Commerce's Office of Small and Disadvantaged Business Utilization OSDUBU, General Services Administration (GSA)	Annual	OSDBU and GSA federal procurement data systems (FPDS)	OSDBU and GSA FPDs	None	Continue outreach efforts
1e. Acquire and maintain diverse and highly qualified staff in mission-critical occupations	Inventory transmittal letters; Department plan for strategic employee training and development	Annual	Office chronology files; OHRM, bureaus	Executive Secretariat,	None	Measure trends over time
1f. Improve the management of information technology (IT).	Bureau IT offices	Annual	Bureau IT offices, Bureau files, and DM CIO files	Departmental and outside reviews	None	Review bureau processes to assess need for action; review security plans for completeness and conformance with National Institute of Standards and Technology SP 800-18

### Previous Departmental Management Performance Goals and Measures

The tables that follow show the goals and measures that have been consolidated into the new Departmental Management goals and measures (shown above). The table addresses the disposition of the former goals and, in certain cases, the reason for discontinuation of a goal.

#### Previous DM Performance Goal 1: Ensure effective resource stewardship in support of the Department's programs.

	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target	FY 2006 Target
a. Clean audit opinion on Department's consolidated financial statements	100%	100%	100%	100%	100%	Discontinued <sup>1</sup>	Discontinued
b. Consolidate Commerce-wide integrated financial management system platforms	N/A	N/A	N/A	Reduce platforms from 5 to 3.	Platforms reduced from 5 to 4.	Discontinued <sup>1</sup>	Discontinued
c. Implement competitive sourcing	Inventory submitted on 6/29/01	1% completed and management plan in place to accomplish cumulative goal for FY 2002/2003	Combined target for FY 2002/2003 was 1203 FTEs. Competed 534 FTEs or 6.6% of new target of 800 FTEs	Multi-year plan under development.	New Departmental FAIR inventory guidance has been developed	(Now measure 1b) <sup>2</sup>	(Now measure 1b)
d. Funds obligated through performance-based contracting	25% of eligible service contracting dollars	31% of \$795M <sup>1</sup>	24% of \$605M <sup>1</sup>	40% of eligible service contracting dollars	42% of \$806M	(Now measure 1c) <sup>3</sup>	(Now measure 1c)
e. Small purchases made using credit cards	92% of actions below \$25,000	95% of actions below \$25,000	97% of actions below \$25,000	90% of actions below \$25,000	> 90% of actions below \$25,000	Discontinued <sup>4</sup>	Discontinued
f. Increase percentage of total obligations awarded	Small business 50%	Small business 52%	Small business 53.34%	Small business 44.80%	Small business 61.95%	(Now measure 1d)	(Now measure 1d)



as contracts to small businesses							
g. Ensure a secure workplace for all Commerce employees	Conducted 32 studies of classified computer systems	Established DOC COOP; 47 risk assessments completed	Reviewed COOPs for 16 Commerce components, including the Office of the Secretary, the Office of the Inspector General, and U.S. Patent and Trademark Office. Conducted compliance reviews of over 450 security containers and 550 sensitive documents. Conducted 40 risk assessment surveys.	Conduct 40 compliance reviews of security programs and classified systems, develop comprehensive COOP compliance and oversight program, and identify Commerce-specific security concerns.	Conducted compliance reviews of 368 security containers and 1,762 sensitive documents. Additionally, conducted 141 physical security risk assessment surveys. Further performed reviews and tests (to include deployment exercises related to DOC/Bureau COOP Plans. Lastly, completing final coordination of Departmental Administrative Order relating to foreign visitors, which has been designed to mitigate the Department's espionage risk.	Discontinued <sup>4</sup>	Discontinued
h. Ensure a safe workplace for all	N/A	Developed safety action plan,	Employee education and awareness	Implement a facility safety assessment	Conducted 13 facility assessments and 5	Discontinued <sup>4</sup>	Discontinued

Commerce employees		reinvigorated the Commerce Safety Council to communicate safety issues, appointed a new agency safety and health official to spearhead safety efforts, established performance element for senior executives, and developed a web-based safety awareness training program.	training activities were implemented, including safety awareness training at the SES and supervisory levels, and evacu-chair training. Implemented safety website, published safety reports, and distributed safety brochures.	program and conduct 10 facility safety assessments and 2 industrial hygiene surveys at DOC facilities, and provide safety training for 100 DOC employees.	industrial hygiene surveys at DOC facilities, provided escape hood training, fire extinguisher training, and new safety training for new employee orientation .		
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**Previous DM Performance Goal 2: Strategic management of human capital**

	<b>FY 2001 Actual</b>	<b>FY 2002 Actual</b>	<b>FY 2003 Actual</b>	<b>FY 2004 Target</b>	<b>FY 2004 Actual</b>	<b>FY 2005 Target</b>	<b>FY 2006 Target</b>
a. Strategic competencies – ensure competency in leadership and in mission-critical occupations.	Automated tools used by 3 pilot test offices.	Completed final workforce restructuring plan in June 2002. Mission-critical competencies identified. Candidate development program (CDP) implementation plan was developed, which provides	Implemented succession-planning strategies, identified staffing and retention targets for 20 mission critical occupations, announced SES CDP, and received 204 applications.	Enroll new SES CDP participants.	The SES CDP kick-off began in September 2004 with 35 candidates selected from 270 applicants in mission critical occupations through an OPM assessment center process.	Discontinued <sup>5</sup>	Discontinued

		for the identification of gaps.					
b. Strategic competencies—ensure comprehensive training and development strategies.	N/A	General and supervisory training policies implemented.	The Department completed needs assessments for targeted employee groups, and successfully implemented over 1200 e-learning courses in the learning management system (LMS).	Implement learning management system online system in the Office of the Secretary.	The Learning Management System was implemented in the Office of the Secretary. In addition, a memorandum of understanding was signed by all bureaus for Departmentwide implementation which began in July 2004.	Discontinued <sup>5</sup>	Discontinued
c. Strategic competencies—ensure diverse candidate recruitment.	Developed and implemented resume data base. Sponsored 19 recruitment activities and marketed more than 350 resumes with Department managers.	Completed refining resume data base, participated in 25 recruitment activities, implemented awareness campaign with Department managers.	Completed a survey of effectiveness and utilization of recruitment activities, and determined Department’s hiring baseline, including analysis by race and national origin, and occupation.	Assess efficacy of recruitment approaches.	Corporate recruitment strategy implemented to include training and deploying 25 diverse recruiters to 45 career fair events. Four members of the SES met with university administrators to initiate 12 partnerships with Hispanic-serving institutions and minority-serving institutions. Results were	Discontinued <sup>5</sup>	Discontinued

					26% or 146 of 561 hires in June 2004 were members of minority groups, including 61 (3.7%) Hispanic hires. The Post Secondary Intern program was used to develop a pipeline for entry-level diverse hires through the Student Career Employment Program (formerly the Coop Program).		
d. Efficiency and effectiveness of hiring systems using the Commerce Opportunities On-Line (COOL) System.	COOL phase III created and fill time identified at 38 days.	Incomplete data.	Reduced fill time to 21 days, and completed an assessment survey of the 304 managers who used COOL.	Maintain fill time standard of 30 days and assess applicants' and bureaus' satisfaction with COOL.	Maintained fill time at 21 days. Reviewed survey data of applicants' and bureaus' satisfaction with COOL	Discontinued <sup>5</sup>	Discontinued
e. Increase the alignment of performance management with mission accomplishment.	Tracking system for aligning performance management with mission accomplishment and overall recognition designed.	All SES were placed on new performance management system in June. The system links management of PMA, individual, and organizational	Commerce GS and equivalent performance management systems are linked through the use of performance	Cascade new performance elements to 60% of the supervisory ranks.	Performance elements that align critical elements to the strategic plan were cascaded to 100% of the supervisory ranks. Com-	Discontinued <sup>5</sup>	Discontinued

		performance and results.	metrics tied to the APP.		merce applied for provisional approval of new SES plans.		
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**Previous DM Performance Goal 3: Acquire and manage the technology resources to support program goals.**

	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Target	FY 2004 Actual	FY 2005 Target	FY 2006 Target
a. Transactions converted to electronic format	28 (23% of 123 total)	67 (54% of 123 total)	107 (50% of 214 total)	149 (70% of 214 total)	172 (80% of 214 total)	Discontinued <sup>4</sup>	Discontinued
b. IT planning and investment review program maturity (on a scale of 0-5)	2	41% at 3 or higher	73% at 3 or higher; 5% at 4 or higher	60% at 3 or higher; 10% at 4 or higher	68% at 3 or higher; 18% at 4 or higher.	Discontinued <sup>6</sup>	Discontinued
c. IT architecture program maturity (on a scale of 0-5)	1.5	82% at 2 or higher; 59% at 3 or higher	91% at 2 or higher; 77% at 3 or higher	60% at 3 or higher; 10% at 4 or higher	77% at 3 or higher; 36% at 4 or higher	Discontinued <sup>6</sup>	Discontinued
d. IT security program maturity (on a scale of 0-5).	100% at 1 or higher; 60% at 2 or higher	70% at 2 or higher; 48% at 3 or higher; 26% at 4 or higher.	100% at 2 or higher; 79% at 3 or higher; 7% at 4 or higher	85% at 3 or higher; 33% at 4 or higher	100% at 3 or higher; 36% at 4 or higher	Discontinued <sup>6</sup>	Discontinued
e. Percentage of IT system security plans completed	61%	98%	100%	100%	100%	Discontinued <sup>6</sup>	Discontinued
f. Percentage of IT systems certified and accredited.	N/A	N/A	N/A	85%	97%	Discontinued <sup>6</sup>	Discontinued
g. Percentage of unsuccessful intrusion attempts.	86% (1,380 of 1,620 intrusion attempts)	87% (1,441 of 1,655 intrusion attempts)	85% (560 of 661 intrusion attempts)	85%.	94% (1,486 of 1,587 intrusion attempts)	Discontinued <sup>6</sup>	Discontinued

<sup>1</sup> The Performance Measure was consolidated into the new measure 1a, "Provide accurate and timely financial information and conform to Federal standards, laws, and regulations governing accounting and financial management."

<sup>2</sup> This performance measure was revised to reflect the progress that had been made with the competitive sourcing initiative.

<sup>3</sup> These dollar amounts represent eligible service contracting dollars

<sup>4</sup> This performance measure has been consistently met or exceeded since reporting began. We will continue to track this indicator, but will no longer include it as an individual performance measure.

<sup>5</sup> This performance measure was consolidated into the new measure 1e, "Acquire and maintain diverse and highly qualified staff in mission-critical occupations.

<sup>6</sup> This performance measure was consolidated into the new measure 1f, "Improve the management of information technology (IT)."