

# MANAGEMENT INTEGRATION GOAL

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*Achieve organizational and  
management excellence*

DEPARTMENT OF COMMERCE



UNITED STATES OF AMERICA

# Management Integration Goal

Achieve organizational and management excellence

**T**he Department has established a management integration goal, applicable with equal importance to all bureaus. This goal is in line with the driving trend toward more effective organizational management in both public and private settings.

## Offices Contributing to this Goal

DM provides policy direction, oversight, and administrative services to bureaus within Commerce. Bureau managers work collaboratively with DM to ensure that administrative functions, such as budgeting and financial management, information technology, procurement and financial assistance, and human resources management, operate efficiently and uniformly across organization lines. Success in these efforts enables our bureaus to maximize the effectiveness and efficiency with which programmatic activities are carried out and service is provided to the American public.

The OIG continues to work closely with the Department and bureaus in many of the critical areas identified in this strategic plan.

### *Performance Outcomes*

- Ensure effective resource stewardship in support of the Department's programs (DM)
- Ensure retention of highly qualified staff in mission-critical positions (DM)
- Acquire and manage the technology resources to support program goals (DM)
- Promote improvements to Commerce programs and operations by identifying and completing work that (1) promotes integrity, efficiency, and effectiveness; and (2) prevents and detects fraud, waste, and abuse (OIG)

### *Ensure effective resource stewardship in support of the Department's programs*

The Department must have the capacity to do business as successfully as possible with the public and its partner agencies, both as a \$5 billion, worldwide enterprise and as an integrated set of individual programs. This requires that it identify, adopt, and maintain the business practices needed to successfully operate any such organization; use its resources wisely; and effectively implement the laws that affect it. Because this performance goal inherently encompasses a wide range of administrative and operational tasks, the measures used to assess DM's progress are by necessity highly diverse. DM is continuing efforts begun in FY 2003 to ensure that these measures are meaningful and reflect particularly significant activities.

***Ensure retention of highly qualified staff in mission-critical positions***

There is no issue more critical to the Department's continued effective functioning than that of current and projected turnover in mission-critical positions, and the domino effect it precipitates. Separation projections are high among economists, fish biologists, mathematicians, statisticians, meteorologists, and engineers. By 2007, 71 percent of the Department's existing Senior Executive Service corps and 39 percent of the senior staff in grades 13 through 15 will become eligible for retirement. Departures from the Department due to retirement only represent approximately 21 percent of overall turnover. In the prior fiscal year, transfers to other federal agencies represented approximately 23 percent of separations and resignations comprised another 49 percent. These conditions could produce an unprecedented drain on its institutional memory, on its capacity to provide mature leadership to the next generation of employees, and, thus, on its capacity to serve the public.

***Acquire and manage the technology resources to support program goals***

As American society becomes increasingly oriented toward using electronic means of communication and information dissemination, federal agencies must ensure that they continue to be as responsive as possible to the needs of the public, private sector, other levels of government, and other federal agencies. This requires that DM develops and implements new approaches to electronic communication and that its existing systems are able to perform at the highest levels.

***Promote improvements to Commerce programs and operations by identifying and completing work that (1) promotes integrity, efficiency, and effectiveness; and (2) prevents and detects fraud, waste, and abuse***

Commerce's diverse mission and critical programs and operations are administered in a dynamic environment—one that is greatly influenced by ever-changing conditions. As the Department works to accomplish its mission, the OIG provides a unique, independent voice to the Secretary and other senior Commerce managers, as well as Congress, in keeping with its mandate to promote integrity, efficiency, and effectiveness and prevent and detect waste, fraud, and abuse in Department programs and operations. This work is primarily accomplished through audits, inspections, evaluations, and investigations and a variety of activities geared toward averting problems. Moreover, OIG strives to ensure that it:

- Performs high quality, timely work.
- Concentrates its efforts on the Department's most critical programs, operations, challenges, and vulnerabilities.
- Achieves results that allow government funds to be put to better use and address criminal, civil, and other wrongdoing.

***Program Evaluation***

The Department uses reviews and reports generated by the OIG, OMB, GAO, other congressional organizations, government-wide task forces, and other objective sources to evaluate all activities of the Department. For example, DM works closely with OMB on implementing the five government-wide management initiatives established in the President's Management Agenda and is rated quarterly on its success in implementing them. In addition, many of the laws pertaining to these activities have separate reporting requirements, which highlight both strengths and weaknesses of the Department's administrative functions. The Department uses the results of these efforts as needed to assess achievement of performance targets.

In addition, many of the laws pertaining to IT management have separate reporting requirements, which highlight both strengths and weaknesses of the Department's IT programs. The Department uses the results of these efforts as needed to assess achievement of performance targets. Although the operating units assess and report their progress on each of the measures, the Department's Office of the Chief Information Officer (CIO) is requiring that operating units develop corrective action plans (CAPs) to achieve performance targets, to provide regular reports on their progress, and to undergo independent reviews to verify accuracy of reporting. With CIOs established and in place at all the operating units, the structure will be in place to strengthen the management of IT at all levels.

### ***External Factors***

Many external factors affect Commerce's ability to achieve these goals.

- The Department's customers are diverse and often have a broad array of needs and expectations that cannot be adequately addressed by a universal approach.
- The Department's programs face continually increasing demands for greater productivity and increased services against a backdrop of limited federal funds. Program operations are adjusted as needed to meet these evolving needs.
- The Department's programs must be managed from within aging physical facilities (including its headquarters building and other facilities across the nation), which require modernization in order to meet technical and scientific needs and to ensure the safety of staff, information, and customers.
- The growing technological orientation of its work means DM is increasing its engagement in a highly competitive marketplace for individuals with skills in science, technology, and related fields.
- The increasing diversity in the U.S. workforce requires DM to recruit, train, and retain workers in new ways.
- The public sector's perception of the federal government is that it is unattractive and lacks the flexibility sought by new professionals.
- The rapidly changing IT environment, including changes in hardware, software, applications, Internet use, and the user community, all impact the DM's IT function. The activities that are described above will assist the Department in responding to these challenges by planning how it will invest IT funds, ensuring that it has a cohesive and well-constructed IT architecture, and safeguarding the integrity and availability of the Department's IT systems.

**Management Integration Goal: Achieve Organizational and Management Excellence**

Bureau	Outcome	Performance Measure
<b>DM</b>		
	Ensure effective resource stewardship in support of the Department's programs	<ul style="list-style-type: none"> <li>Clean audit opinion on Department consolidated financial statements</li> <li>Deploy Commerce-wide integrated financial management system</li> <li>Consolidate Commerce-wide integrated financial system platforms</li> <li>Implement competitive sourcing</li> <li>Funds obligated through performance-based contracting</li> <li>Small purchases made using credit cards</li> <li>Use of online procurement to publish synopses and solicitations for proposals to contract with the Department</li> <li>Increase percentage of total obligations awarded as contracts to small businesses</li> <li>Reduce energy consumption per square foot from 1985 baseline</li> <li>Ensure a secure workplace for all Department of Commerce employees</li> <li>Ensure a safe workplace for all Department of Commerce employees</li> </ul>
	Ensure retention of highly qualified staff in mission-critical positions	<ul style="list-style-type: none"> <li>Strategic competencies—ensure competency in leadership and in mission-critical occupations</li> <li>Strategic competencies—ensure comprehensive training and development strategies</li> <li>Strategic competencies—ensure diverse candidate recruitment</li> <li>Efficiency and effectiveness of hiring systems using the Commerce Opportunities Online (COOL) system</li> <li>Increase the alignment of performance management with mission accomplishment</li> <li>Implement a telecommuting program</li> </ul>
	Acquire and manage the technology resources to support program goals	<ul style="list-style-type: none"> <li>Transactions converted to electronic format</li> <li>IT planning and investment review program maturity (on a scale of 0-5)</li> <li>IT architecture program maturity (on a scale of 0-5)</li> <li>IT security program maturity (on a scale of 0-5)</li> <li>Percentage of IT system security plans completed</li> <li>Percentage of IT system security plans certified and accredited</li> <li>Percentage of unsuccessful intrusion attempts</li> </ul>
<b>OIG</b>		
	Promote improvements to Commerce programs and operations by identifying and completing work that (1) promotes integrity, efficiency, and effectiveness; and (2) prevents and detects fraud, waste, and abuse	<ul style="list-style-type: none"> <li>Percentage of Commerce's management challenges, stakeholder concerns, and other critical issues addressed by OIG work products</li> <li>Percentage of OIG recommendations accepted by departmental and bureau management</li> <li>Dollar value of financial benefits identified by OIG</li> <li>Percentage of criminal and civil matters that are accepted for prosecution</li> </ul>