

Management Excellence

The Department's Strategic Plan 2007–2012 is organized into four main Mission Areas. A fifth area, Management Excellence, provides the enabling framework for accomplishing our mission through improved business processes, practices, and tools. Of course, any accomplishments would not be possible without the key element—a highly skilled, diverse, and dedicated workforce.

In FY 2007, Interior continued to make progress in areas targeted by the President's Management Agenda. The PMA is a strategy for improving the management of the Federal Government. The focus is on performance and results. Quarterly reviews by Office of Management and Budget examine six areas in which improvements and progress can be made: human capital, improving financial performance, competitive sourcing, e-government, budget/performance integration, and real property.

OMB uses an Executive Branch Management Scorecard to monitor agencies' status and progress toward attaining PMA goals. Color-coded ratings are provided and included in the discussion of highlighted performance measures from Interior's Strategic Plan for each core area.

For FY 2007, Interior joins an elite group of seven Federal agencies which are not Red for status or progress in all six initiatives. Moreover, Interior anticipates achieving Green for status and progress for the six PMA initiatives by the end of FY 2008.

GOAL: Increase accountability

OUTCOME: Improving Financial Performance

FIGURE 1-55

	FY 2006		FY 2007		Expected FY 2008	
	Status	Progress	Status	Progress	Status	Progress
PMA Scorecard Rating	R	G	Y	G	G	G

The Department’s goal to increase accountability through improved financial management focuses on four individual performance measures. Financial management begins with accounting transactions and encompasses every aspect of our mission and program performance across the agency. The measures we have chosen are the percent of reporting entities’ receiving a clean audit opinion, the percent of entities maintaining an effective internal control environment, percent of material weaknesses or non-compliance corrected within established schedules, and the percent of financial performance metrics met or exceeded.

The Department continues to pursue improved financial management and our senior leadership has defined the Department’s goal to be world-class financial management. Our progress rating above is indicative of our commitment to improving our financial management status as defined by the PMA. Implementation has begun on the integrated financial management system that will significantly enhance the accuracy, timeliness, and usefulness of financial information that drives decision making and results. This system, FBMS, will link critical transaction and budget formulation

systems and allow all levels of management to view consistent real-time data to monitor performance. Implementation issues and challenges come with all initiatives of this nature and complexity, however, we fully expect to overcome those hurdles and maintain our targeted goals for all four measures.

As with every large decentralized organization providing diverse mission-oriented services, the collection of useful and consistent management information is difficult. Our challenge is made even more difficult by the number of independent and unique software systems employed by our Bureaus and offices. We overcome this hurdle from an accounting and reporting perspective with significant manual efforts and other mitigating controls. As referenced in our Office of Inspector General, Top Management Challenges report, the Department has several initiatives underway to improve this area, such as the FBMS implementation discussed above.

Additionally, we have proactively worked to improve our controls and this effort has resulted in no material weaknesses being identified for FY 2007. In addition, Interior has established an OMB approved “Getting to Green Plan” for FY 2008.

Interior Enterprise Architecture Sustained Excellence

For the past three years, the Department of the Interior has been recognized as a leader in enterprise architecture across the federal government. According to the Office of Management and Budget, the DOI EA program was ranked #1 in FY 2005, 2006, and one of the top five rated agencies for 2007. The Government Accountability Office also rated DOI's EA program as the most mature in its last government-wide assessment in 2006 by having completed 97% of all elements.

Over the past few years, the IEA has partnered with DOI's business community in developing modernization blueprints that guide transformation projects aimed at maximizing program performance. Collectively, these blueprints identify over 100 legacy systems/sub-systems that will be retired when the target solutions are deployed.

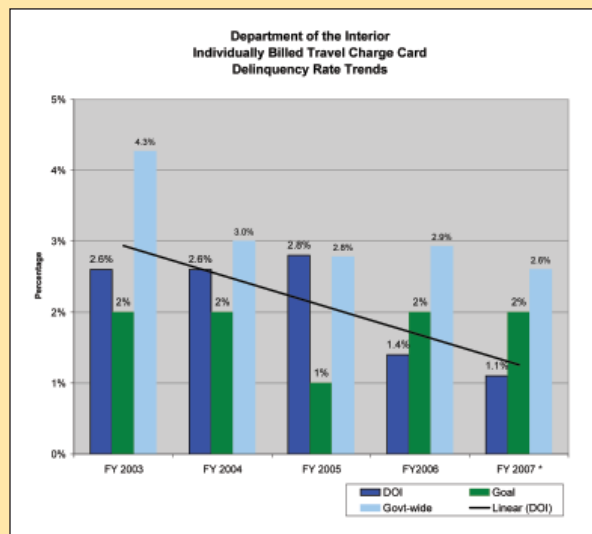
Table 6: Percentage of Framework Elements Satisfied by Department and Agency Architecture Programs within Each Maturity Stage

Departments/Agencies and Maturity Stages	Percent of framework elements satisfied	Percent of Stage 2 elements satisfied	Percent of Stage 3 elements satisfied	Percent of Stage 4 elements satisfied	Percent of Stage 5 elements satisfied
Department of the Interior	97	100	100	88	100
Department of Housing & Urban Development	94	100	100	75	100
Department of the Labor	87	100	100	88	63
Department of the Justice	77	100	100	63	50
Stage 2					
Office of Personnel Management	94	100	83	88	100
Department of Homeland Security	77	100	83	75	50
Department of Agriculture	61	100	67	50	25
Stage 1					
Department of Commerce	87	89	100	88	75
Social Security Administration	87	89	100	100	69
Department of Education	84	89	100	75	75
Department of Energy	77	89	63	88	50
National Aeronautics and Space Administration	71	67	100	63	63
Small Business Administration	71	78	67	75	63
Department of the Treasury	71	78	63	63	63
Department of Health and Human Services	71	89	100	38	63
Environmental Protection Agency	74	86	63	88	38
Department of Defense – Global Information Grid	71	89	67	75	50
Department of Defense – Business Enterprise Architecture	68	78	67	63	63
Department of Veterans Affairs	65	78	63	50	50
Department of Transportation	65	78	63	50	50
Department of State	58	67	67	63	38
General Services Administration	55	67	50	50	50
Nuclear Regulatory Commission	55	67	63	50	25
National Science Foundation	52	78	67	25	38
Department of the Air Force	48	66	67	38	25

GAO-06-831 Enterprise Architecture

OMB has cited DOI's approach – Methodology for Business Transformation – as a best practice that other federal agencies can leverage in developing their architectures.

Delinquency Rate Declines



The Department of the Interior delinquency rate illustrates the Department employees' record for paying their charge card obligations in a timely manner – within 60 days. The Department measures the percent of delinquent payments relative to the total billed amounts. A low delinquency rate accrues cash benefits to the Department in the form of rebates and improves the credibility of the charge card program with both the Congress and the general public. In 1997, the Department's delinquency rate was approximately 13%. The Department undertook aggressive steps to improve this rating, such as becoming the first agency to implement a salary off-set to reduce the number of charged off accounts and maximizing the central billing of rental cars and hotels, thereby reducing the financial burden on employees. As the chart displays, the Department continues to improve, consistently remaining below the Government-wide rating. In FY 2005, the Department delinquencies of 2.8 % on average equaled the government-wide rate. Since then, the Department has improved in this area by reporting a 1.1% delinquency rating for FY 2007.

GOAL: Advance modernization/integration

OUTCOME: E-Government

FIGURE 1-56

	FY 2006		FY 2007		Expected FY 2008	
	Status	Progress	Status	Progress	Status	Progress
PMA Scorecard Rating	Y	R	Y	Y	G	G

Related Strategic Plan Measure: Score achieved on the OMB Enterprise Architecture Framework

In 2007, the Integrated Enterprise Architecture program received a green rating from OMB and was recognized as one of the top five enterprise architecture programs across the Federal government for the third consecutive year. The program issued a Deputy Secretary-approved, Governance Plan that outlined the decisionmaking processes used to develop segment and DOI enterprise architectures. The annually updated DOI Enterprise Transition Strategy was also approved by the Deputy Secretary. IEA also implemented data quality performance measures and objectives for the Departmental Enterprise Architecture Repository. The measures and objectives were incorporated in quarterly evaluations of Bureau Enterprise Architecture programs.

The IEA program released an updated version of its Methodology for Business Transformation which implemented over 100 improvements to the methodology. OMB asked the DOI IEA program to consolidate all of the MBT documentation and post on <www.CORE.gov> as a best practice example for other Federal agencies to use in creating segment architectures.

The IEA program completed and gained approval from the Investment Review Board of two additional modernization blueprints for Human Resource Management, and Land Management Planning and National Environmental Policy Act compliance.

Related Strategic Plan Measure: Percent of completed IT projects for which customers report objectives were met

With 28 major IT investments in the operations and maintenance stage, 24 have conducted operational analyses to determine if customer objectives were achieved. The remaining four have operational analyses underway or planned.

Of the 24 operational analyses that have been conducted, 21, or 87.5 percent, indicate that

customer objectives were met and that business requirements were satisfied. The three investments that did not report customer satisfaction have adequate plans to ensure customer objectives will be met through a combination of system replacements, retirements, and enhancements.

OUTCOME: Human Capital Management

FIGURE 1-57

	FY 2006		FY 2007		Expected FY 2008	
	Status	Progress	Status	Progress	Status	Progress
PMA Scorecard Rating	G	G	G	G	G	G

Related Strategic Plan Measure: Percent of employees who have resolved competency gaps for specified occupational groups representing Departmentwide skill needs.

In 2004, the Department purchased a computer system to help identify competency gaps in specified occupational groups. The Department continues to work with OPM and vendors to configure the system to capture the desired data and address the competency gaps in various occupational groups. When the competency assessment tool is available on the learning management system (DOILEARN),

we will develop baseline data on proficiency levels of selected occupations. We will compare that baseline with occupational outcome criteria and track progress after strategies to close the gaps have been implemented. Until the tool is successfully launched, we will measure our success in terms of staffing level trends in selected occupations and report an aggregate percent change.

Related Strategic Plan Measure: Increase in the percentage of qualified, highly skilled, diverse candidates hired as a result of implementing specified requirements of the DOI Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce, FY 2005–2009.

During FY 2007, DOI invested resources and the following strategies to increase the percentage of highly skilled, diverse candidates hired by the Department:

- ◆ Used a diversity recruitment consortium to help recruit and place students from partner educational institutions
- ◆ Created the Indian Excellence Program to assist managers in outreach and recruitment of Indian students
- ◆ Developed a corporate targeted recruitment tool to locate and hire applicants for mission critical occupations
- ◆ Established linkage with the <www.DisabilityInfo.gov> website as a resource for individuals with disabilities

- ◆ Reinforced communication and collaboration with employee-focused groups
- ◆ Implemented cooperative partnerships with external organizations, such as the National Association for Equal Opportunity and the League of United Latin American Citizens, to strengthen outreach and recruitment to diverse segments of the labor force

Despite these efforts, DOI has experienced a decrease in the number of total hires, and a 3.8 percent decrease in the percent, of women, minorities, and persons with disabilities since the first quarter of FY 2007. In light of this decrease, more remains to be done to fill competency gaps with highly skilled, diverse candidates. Some additional strategies include strengthening training programs to promote an inclusive work environment and more effective marketing of DOI career opportunities.

OUTCOME: Organizational Reviews and Acquisitions (Competitive Sourcing)

FIGURE 1-58

	FY 2006		FY 2007		Expected FY 2008	
	Status	Progress	Status	Progress	Status	Progress
PMA Scorecard Rating	G	R	G	Y	G	G

Related Strategic Plan Measure: Number of FTE in competitive sourcing studies completed during the fiscal year

Through the end of FY 2007, DOI had completed competitions on 2,725 FTEs, and directly converted another 1,773 FTEs. In all those efforts, only one employee was impacted by involuntary actions. These studies have resulted in current cumulative annualized savings over \$6M. Efficiencies that resulted in savings include resource sharing arrangements and right-sizing, right-skilling, and right-grading of staffing requirements. Savings have been reinvested in deferred maintenance projects, upgrading utility systems, absorption of increased fuel costs, upgrading equipment, and purchasing supplies in larger quantities to take advantage of quantity discounts. We completed competitions impacting 223 FTEs during FY 2007, and studies impacting 466 FTEs are still in progress. Included in that number is an NPS-wide review of human capital functions. This competition is being

conducted concurrent with an organizational review of all human capital functions, which could result in dramatic change and improvement in how those critical services can enhance NPS missions.

Status of Competitions

- ◆ Completed to Date
 - Standard = 510 FTEs
 - Streamlined = 2,215 FTEs
 - Direct Conversions = 1,773 FTEs
- ◆ In Progress
 - Standard = 466 FTEs
 - Streamlined = 100 FTEs

Related Strategic Plan Measure: Percent savings compared to relevant GSA Federal Supply Schedule prices for contracts awarded through Strategic Sourcing

The FY 2007 GPRA Strategic Sourcing Initiative target was to achieve an overall savings of 2 percent compared with the General Services Administration's Federal Supply Schedule. Strong partnerships were developed with offices and bureaus to advance this initiative. By collaborating across the Department, we exceeded the goals to streamline the procurement process, reduce administrative and commodity costs, improve management efficiency, and maintain the

Department's commitment to small business and environmental objectives. The following Strategic Sourcing commodities were completed in FY 2007 and realized significant savings compared to the Federal Supply Schedule: IT Equipment (23%); Office Supplies (15%); Relocation Services (9%); Domestic Delivery (25%); and Wireless Equipment and Services (5%). We plan to sustain this level of performance in FY 2008.

OUTCOME: Real Property Asset Management

FIGURE 1-59

	FY 2006		FY 2007		Expected FY 2008	
	Status	Progress	Status	Progress	Status	Progress
PMA Scorecard Rating	Y	G	Y	G	G	G

Related Strategic Plan Measure: Overall condition of buildings and of structures (as measured by the FCI) that are mission critical and mission dependent, (as measured by the API) with emphasis on improving the condition of assets with critical health and safety needs.

Over the past three years, since the development, approval and implementation of the Asset Management Plan, processes, and tools, the Department of the Interior has significantly improved the overall condition of its constructed asset portfolio. Specifically, the AMP, implemented in 2005, provided guidance on the conduct of comprehensive and annual facility/asset condition

assessments. The AMP also provided the framework and initial guidance used to gather facility/asset data and populate the Federal real property profile database. As the process of data collection and analysis has matured, use of data to make daily business decisions that improve the overall condition of assets has increased.



Restoring Essential Assets

The Sacramento Landing is located on the shores of 12-mile long Tomales Bay at the Point Reyes National Seashore in Northern California. The Sacramento Landing pier was a deteriorated timber pier that provided access to a floating dock used to moor NPS vessels. The pier had deteriorated to such an extent that it was condemned for public use after a 40-foot section of the pier collapsed.

This completed project provides an all-weather safe anchorage for the park emergency response boats and enables the boats to respond during any tide cycle.

It also provides an environmentally safe fueling station. In addition to being the only pier within the park suitable for use of law enforcement and emergency response operations, the Tomales Bay Marine Station is the only marine facility for research on Tomales Bay and crucial to promoting many research and monitoring studies on coastal resources. Tomales Bay specific studies include monitoring water quality, fish, seals and invasive non-native species. The facility will also accelerate the All Taxa Biodiversity Inventory of Tomales Bay, which had documented over 2,000 marine species in the past four years.

OUTCOME: Performance-Budget Integration (Performance Improvement)

FIGURE 1-60

	FY 2006		FY 2007		Expected FY 2008	
	Status	Progress	Status	Progress	Status	Progress
PMA Scorecard Rating	Y	G	Y	G	G	G

- ◆ The development and application of Representative (Strategic Plan) Performance Measures, as displayed in this report, provide a clearer overview of progress being made against the Strategic Plan. Related costs associated with the pursuit of individual objectives are reported by matching costs to individual Strategic Plan performance measures.
 - The graphs and tables in this report display, as available, past trends and a preview of what is expected in the near future in achieving the Department's set of goals. The addition of relative funding, provided via use of activity-based costing, offers insight into the relationship of funding with realized and planned performance.
 - Many of the relationships between funding and performance are not linked to the extent that one dollar achieves a unit of achieved performance in a single year. While annual performance targets and annual appropriations focus our attention on a single year, funding over several years may be needed to attain the final achievement of an acre of land to desired condition or the stabilization of an endangered species.
 - While some of the selected Representative Performance Measures do not display much past history, their presence signals the onset of continued, routine tracking of performance. We will continue to emphasize these measures in future PARs and report on their results year after year.
- ◆ Program Reviews
 - Under the President's Management Agenda for Budget and Performance Integration, specific program-level reviews are conducted in consultation with the Office of Management and Budget using the Program Assessment Rating Tool. While the following table (Figure 1-61) lists the ratings of the programs that have been reviewed, more detailed information regarding findings and follow-on actions that are under way can be found on the <www.ExpectMore.gov> website.
 - In FY 2007, progress in implementing follow-on actions continued, most notably in terms of six programs previously rated as "Results Not Demonstrated" successfully accomplishing ratings of "Adequate to Moderately Effective." The overall progress made is reflected in the programs that have been reassessed with higher ratings (the subsequent rating identified in parentheses). A higher level of direct engagement of senior management significantly helped this year's conduct of program assessments and is a continuing practice. The perspective and guidance provided by these senior individuals were invaluable to ensuring a more thorough response to questions that were policy in nature, providing overall programmatic context, ensuring attention of the related OMB examiner, and providing related support to the associated program personnel.

Take Pride in America

Achieving Our Goals

From October 2006 through September 2007, approximately 350,000 volunteers contributed 15 million hours of service on public land for NPS, FWS, BLM BOR, USGS, along with Natural Resource Conservation Service, the U.S. Forest Service, and the U.S. Army Corps of Engineers.

The Thomson Causeway Recreation Area Cleanup held on Earth Day 2007 in Thomson, Illinois is an excellent example of dedicated volunteerism on our Nation's public land. Forty-five volunteers, including Boy Scout Troops and local high school students, planted trees, picked up one truck load full of trash, cleared debris, and landscaped. In total, 92 hours of service were contributed by the community to this U.S. Army Corps of Engineers recreation area. Their service represents the spirit of citizen stewardship of the



Nation's valuable resources. These volunteers exercise the purest form of civic action by taking pride in their country.

- The most significant challenges that remain for those programs with ratings of "Results Not Demonstrated" include successfully revising some legislation, identifying mutually agreeable performance measures, and attaining

adequate performance results data to demonstrate the amount of progress that is being made. Preparations are already underway to graduate more programs out of the ranks of "Results Not Demonstrated" next year.

FIGURE 1-61

Summary of PARTs and Ratings (parenthetic ratings are RePARTs)	BY 2004	BY 2005	BY 2006	BY 2007	BY 2008	BY 2009
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
IA						
Indian Land Consolidation	Mod. Eff.					
K-12 School Operations	Adequate					
K-12 School Construction	RND		(RND)			(Adequate)
Forestry Management		Adequate				
Law Enforcement		RND				(Adequate)
Tribal Courts		RND				
Job Placement and Training			Mod. Eff.			
Tribal Colleges			Adequate			
Operation and Maintenance of Roads			RND			
Economic Development Guaranteed Loans				Adequate		
Housing Improvement				RND		
Dam Safety and Dam Maintenance				Mod. Eff.		
Operation and Maintenance of Irrigation Projects				RND		
Human Resources					Adequate	
Natural Resources					Adequate	
Real Estate Trust Services					RND	
BLM						
Wildlife Habitat Restoration	Mod. Eff.					
Energy & Minerals Mgmt		Adequate				
Recreation Management		Adequate				
Realty and Ownership Management			Adequate			
Southern Nevada Land Sales			RND			
Land Use Planning				RND		
Mining Law Administration				RND		
Resource Management					Adequate	
BOR						
Hydropower	Mod. Eff.	(Effective)				
Rural Water Supply Projects	RND					
Water Reuse and Recycling	Mod. Eff.					
Science and Technology (S&T) Program		Effective				
Water Management Project Planning and Construction			RND			(Mod.Eff.)
Recreation and Concessions			Adequate			
Water Management Operations and Management				Adequate		
Safety of Dams Program				Effective		

Summary of PARTs and Ratings (parenthetic ratings are RePARTs)	BY 2004	BY 2005	BY 2006	BY 2007	BY 2008	BY 2009
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Site Security				Mod. Eff.		
CALFED					Adequate	
CVPIA					Adequate	
Water Management & Environmental Mitigation						Adequate
FWS						
National Wildlife Refuge System		RND				(Adequate)
Migratory Bird Management & Conservation			RND			
Endangered Species				RND		
Wildlife & Sport Restoration				RND		
Fisheries					Effective	
Habitat Conservation					Adequate	
MMS						
Outer Continental Shelf Environmental Studies	Mod. Eff.					
Minerals Revenue Management		RND				(Mod.Eff.)
Outer Continental Shelf Minerals Evaluation and Leasing			Mod. Eff.			
Outer Continental Shelf Minerals Regulation and Compliance				Effective		
NPS						
Natural Resource Stewardship	Mod. Eff.					
Facility Management	RND	(Adequate)				
Grants		RND				
National Historic Preservation		Mod. Eff.				
Cultural Resource Stewardship			Adequate			
Technical Assistance				Adequate		
Heritage Partnership				RND		
Visitor Services				Mod. Eff.		
Concessions Management				Adequate		
Park Police					Adequate	
OSM						
State-managed Abandoned Coal Mine Land Reclamation	RND					(Mod.Eff.)
State-managed Regulation of Surface Coal Mining		RND			(Effective)	
Federal-managed Regulation of Surface Coal Mining			RND		(Effective)	

Summary of PARTs and Ratings (parenthetic ratings are RePARTs)	BY 2004	BY 2005	BY 2006	BY 2007	BY 2008	BY 2009
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
USGS						
Geographic Research, Investigations, and Remote Sensing	RND		(Effective)			
Geologic Hazards Assessments		Mod Eff.				
Mineral Resource Assessments		Mod Eff.				
Energy Resource Assessments		Mod Eff.				
Water Information Collection and Dissemination			Mod Eff.			
Water Resources Research			Mod Eff.			
National Cooperative Geological Mapping				Mod. Eff.		
Biological Research and Monitoring				Mod. Eff.		
Biological Information Management and Delivery				Mod. Eff.		
Coastal and Marine Geology					Mod. Eff.	
DOI						
Wildland Fire Management	RND			(RND)		
Central Utah Project				Adequate		

Programs are rated:

- Results Not Demonstrated (RND)**
- Ineffective**
- Adequate**
- Moderately Effective (Mod. Eff.)**
- Effective**