Five- Year Resources
and Information Management
Strategic Business Plan
January 2009

"Employees First"

**Information Technology
and Systems**

**Program and Information
Management**

MMS U.S. Department of the Interior
Minerals Management Service

Minerals Revenue Management Strategic Business Plan

Resources and Information
Management Mission Area
Fiscal Years 2008 - 2012

- Human Capital Resources
- Information Technology and Systems
- Program Management
- Information Management

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Written by an MRM Project Team
January 2009

MMS   U.S. Department of the Interior
Minerals Management Service

Associate Director's Message

The Minerals Revenue Management (MRM) Program is entrusted with the collection and disbursement of billions of dollars in Federal and Indian mineral lease revenues. These revenues benefit all Americans. The MRM's fiduciary responsibilities for the Nation's royalty assets have increased as a result of initiatives contained in the Energy Policy Act of 2005 and the Gulf of Mexico Energy Security Act of 2006. This expanded role in national energy initiatives will impact MRM on all operational fronts. The MRM is constantly challenged to improve our processes and procedures and to perform at the highest standard of quality and integrity.

In December 2005, MRM issued the *Strategic Business Plan 2007-2012* to position the Program to meet current and future program challenges and performance expectations. Designed on a foundation of partnership, stewardship, and customer service, the Plan outlines corporate values, guiding principles, and a strategic approach for continuous program improvement. The Plan includes strategic goals, business objectives, and operational strategies for six mission areas - Asset Management, Financial Management, Compliance, Indian Trust, Resource and Information Management, and Production Reporting. The mission areas form the strategic framework for assessment of operations, identification of requirements, and design of business blueprints designed to achieve our strategic vision of excellence in mineral revenue services.

I am pleased and excited to issue this *Five Year Resource and Information Management Strategic Business Plan*. It arrays a formidable suite of program objectives and management actions. I am confident that working together, the MRM staff and our stakeholders in royalty management, Congress, State and Tribal governments, the minerals industry, contractors, and partnering Federal agencies, we can meet these challenging expectations and continue to be a top tier royalty management program of which all Americans can be proud.

Gregory J. Gould
Associate Director
Minerals Revenue Management

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Executive Summary

In response to the December 2005 *MRM Strategic Business Plan (MRM Plan),* the Minerals Management Service (MMS) Minerals Revenue Management (MRM) Program has developed this Resource and Information Management Business Plan (RIM BP). The resources and functions addressed in the RIM BP are:

- Human Capital,
- Information Technology (IT) and Systems,
- Program Management, and
- Information Management.

The MRM's human capital resources are its most important asset. The MRM employees and management embrace continuous improvement and have an organizational culture to perform at the highest standards of quality and integrity.

Coming off of the large-scale reengineering effort in the late 1990s, MRM has reached a point of stabilized IT systems and applications and responsiveness to many externally-driven changes. Thus the vision for RIM, beginning now and over the next 5 years, is for MRM to enhance its human resources, IT systems/applications, program management, and information utilization.

Purpose

This Plan was prepared in response to the December 2005 MRM Plan. That MRM Plan called for the development and issuance of separate 5-year comprehensive business plans to identify process and program improvements. Ultimately, six separate strategic mission areas emerged and are addressed in separate business plans.

The strategic business goal of the RIM BP mission area, common to all focus areas, is to:

> *Manage available resources to promote:*
> *Fiscal accountability*
> *Performance excellence*
> *Delivery of services at best value*

Similarly, the strategic business objective for foundational resources management is to:

> *Manage resources to promote high performance with:*
> *Accountability*
> *Professionalism*
> *Integrity*

RIM Operational Strategies

The *MRM Strategic Plan* identified operational strategies that apply to the MRM resources mission area. For planning purposes, MRM associates these strategies with specific resource focus areas as follows:

Human Capital Resources:
- Manage human resources to promote high performance with accountability, professionalism, integrity; and enhance accounting, auditing, and minerals valuation and compliance expertise.
- Create a culture of "employees first."

Information Technology and Systems:
- Ensure that MRM information technology is aligned with and supportive of the Department of the Interior's enterprise-wide architecture initiative.
- Provide efficient and effective records management, retention, preservation, and security.

Program Management:
- Develop and implement an integrated management information system to support operational and decision-making processes.
- Align future spending with strategic plans using financial data, activity-based costing, and performance measures.
- Improve, expand, and institutionalize an effective program-wide performance metrics system.
- Establish and maintain an MRM program-wide risk assessment program that is integrated with planning, performance, and budget.

Information Management:
- Ensure that accurate mineral revenue information is accessible and available for all MMS users, partners, and stakeholders in a timely manner.

Business Plan Development Approach

The RIM BP is the culmination of a three-phase planning process. The first phase, the Current Operations Assessment Phase, was completed by employees and designated leaders from throughout MRM and the MMS Western Administrative Service Center. The RIM team completed the RIM Mission Area Assessment Phase Report in March 2007. In May 2008, MMS provided the U.S. Government Accountability Office (GAO) a copy of the Human Capital Resources Appendix.

For each resource area, sub-teams identified and compiled information on:

- Current processes, procedures, and output assessments.
- Recommended short-term improvements.
- Proposed blueprint-phase focus areas.

Overall, the resource category sub-teams concluded that many of the current business model processes are effective and related services and products generally meet stakeholder requirements. The sub-team members based their conclusions on several observations and data points. The MRM's various resources are deployed and operating to accomplish the MRM mission and to provide management and other information to a variety of stakeholders.

During the second phase of the RIM Business Planning process, the Blueprint Phase, the team recommended other more significant recommendations be examined in more depth in the Blueprint Development Phase. These were:

- Develop an MRM-wide integrated workforce and succession plan that will guide and identify the future workforce.
- Identify options to expand and deliver training, increase development opportunities for future leaders, and enhance knowledge retention.
- Perform a complete operational analysis of the MRM Support System (MRMSS).
- Scope the development of a management information tool to advance key business objectives.

The final planning phase focused on developing high-level and detailed tasks needed to successfully implement the RIM business model extensions and improvements during the blueprint phase. The tasks and timeline range from Fiscal Year 2008 through Fiscal Year 2012.

High-Level Timeline for 5-Year Business Plan

Below are the high-level timelines for each RIM focus area. They reflect a gradual progression over 5 years of implementing the respective improvements in specific MRM-wide resource and information management processes. More detailed timelines are provided in each focus area chapter.

Table 1. Human Capital Resources High Level Implementation

Business Plan Implementation	Responsible Party	FY2008 1	2	3	4	FY2009 1	2	3	4	FY2010 1	2	3	4	FY2011 1	2	3	4	FY2012 1	2	3	4
MRM Human Capital Leadership	AD																				
Create an MRM Human Capital Governance Board (HCGB)						■															
Training Planning	PSO																				
Implement an MRM-wide IDP input process and needs assessment analysis tool							■		■				■			■					
Training Management	PSO																				
Consolidate and centralize training management functions across MRM										■	■	■	■	■	■	■					
Training Course Development	PSO																				
Consolidate and centralize course development tasks and functions across MRM														■	■	■	■	■	■	■	■
Employee Growth and Development	PSO																				
Utilize existing MMS employee development programs and collaborate with MMS on new employee development initiatives										■	■	■	■								

Table 2. Information Technology and Systems High Level Implementation

Business Plan Implementation	Responsible Party	Timeline				
		FY2008 1 2 3 4	FY2009 1 2 3 4	FY2010 1 2 3 4	FY2011 1 2 3 4	FY2012 1 2 3 4
IT&S	**ITC**					
Implement Business Intelligence	**ITC**					
Improve External Data Exchange	**ITC**					
Advance the Enterprise Architecture	**ITC**					

Table 3. Program Management High Level Implementation

Business Plan Implementation	FY 2008 1 2 3 4	FY 2009 1 2 3 4	FY 2010 1 2 3 4	FY 2011 1 2 3 4	FY 2012 1 2 3 4
Program Management - Performance and ABC Management Information					
Develop and Implement ABC Cost Management Reports and Guidance					
Develop and Implement Performane Metrics Management Reports and Guidance					
Develop and Implement ABC Unit-Cost Management Reports and Guidance					

Table 4. Information Management High Level Implementation

Business Plan Implementation	Timeline				
	FY2008 1 2 3 4	FY2009 1 2 3 4	FY2010 1 2 3 4	FY2011 1 2 3 4	FY2012 1 2 3 4
MRM Information Management					
Identification and Coordination of Information Management Functions					
Complete A-123 Information Management Inventory					
Documentation of processes and internal controls					
Establish necessary communication and coordination across organization					
Implement A-123 recommendations					

Organizational Structure Impacts

The MRM organizations impacted by the RIM Business Plan are:

- Specific Associate Director, (AD), Deputy Associate Director (DAD), and Information Technology Center (ITC) organizations and the functions and business processes they manage.
- MRM-wide organizational and/or staffing changes proposed in the other mission business plans and assessing them from an MRM view to identify an integrated solution.

The RIM BP proposes that MRM designate responsible office(s) to lead and implement the tasks set forth in the RIM BP. The realigned office(s) and responsible manager(s) will champion and facilitate:

- RIM BP changes related to strategic human capital planning; workforce and succession planning; training centralization and consolidation; and knowledge transfer/retention improvements.
- Existing human capital practices that are considered "best practices" within MMS including new employee orientation; special emphasis and diversity programs and Department of the Interior University book forums that are included in the former CE A-76 functions; and the annual Combined Federal Campaign.

Regulatory Change Impacts

For the various RIM functions, no regulation changes are needed.

Information Technology Systems Change Impacts

The actions affecting IT systems are:

- Completing the MRMSS operational analysis.
- Implementing the approved and funded systems changes and other program application changes from the other five mission area business plans.
- Fully implementing the MMS Cost and Performance Management Tool, in coordination with MMS Policy and Management Improvement.
- Extending the web and intranet Pipeline sites with improvements to information management.

The DOI Learn and MRM Training Tracking tool will not require significant changes to implement the RIM BP.

Communications

During 2007, a cadre of MRM employees held formal inreach sessions in all MRM offices and outreach with tribal and state governments about the MRM business planning initiative. A RIM team member attended all of these inreach and outreach communications sessions and presented the RIM focus area highlights. Other than desiring more access to data in the MRMSS Data Warehouse and improved remote access via Citrix, no input or recommendations were received that altered the work of the RIM focus teams.

Future planned communications are addressed within each resource chapter. The internal MRM and other unique organizations, audiences, and resource specialties are specified in the detailed communication plans.

Summary of the Major Implementation Components Contained in the 5-Year Plan

The MRM can provide improved services and products to various internal and external stakeholders. Implementation of RIM BP organizational, policy, and process changes will:

- Increase MRM's ability to develop its workforce through expanded training and knowledge transfer programs and to prepare future managers and leaders.
- Provide reliable IT systems support for mission and administrative work.
- Provide an integrated management information system to support decision-making processes.
- Provide accurate and consistent information to the public and others.

The details for the different, unique resources are contained in chapters as follows:

Chapter 1: Human Capital Resources Focus Areas
Chapter 2: Information Technology and Systems Focus Area
Chapter 3: Program Management Focus Area
Chapter 4: Information Management Focus Area

Chapter 1: Human Capital Resources Focus Areas

The future success of MRM achieving its vision of delivering "Excellence in Mineral Revenues Services" and embracing its corporate value of "employees first" hinges on effective workforce and succession planning and successful training and development of its employees, supervisors, and managers. With over 500 personnel located in five states and over 100 personnel funded through agreements with 11 states and 7 tribal governments, MRM has the challenges of:

- Delivering or making available sufficient and effective technical and non-technical training and employee development programs in multiple locations.
- Remaining diligent in identifying what skills and competencies need to be developed over time to replace personnel eligible to retire.
- Developing employees with necessary skills, knowledge, and experience to become future leaders.
- Retraining personnel to perform new or different work when their previous work changed due to improved processes and/or systems.

Principles and Strategies

The human capital resource principles and corporate values are:

- Corporate Value/Principle—"Employees first."
- Strategic Goal—Manage available human resources to promote fiscal accountability, performance excellence, and delivery of services at best value.
- Business Objective—Manage human resources to promote high performance with accountability, professionalism, and integrity; and to enhance accounting, auditing, minerals valuation, and compliance expertise.

To promote an MRM culture of high performance with accountability, professionalism, and integrity, MRM will expand existing human resource business processes and management tools with the following actions:

- Integrate Workforce and Succession Planning using the DOI Workforce Planning and Assessment Model and continue earmarking sufficient budget to fill vacancies with an eye to future skills and competencies aligned with MRM's business processes.
- Implement MRM-wide Centralized Training Needs Assessment, using tools available in DOI Learn and the recent MRM Training Policy for use in Individual Development Plans,
- Consolidate and centralize training management functions across MRM to standardize, streamline, and improve efficiency and effectiveness of planning, procuring, logistics, tracking, reporting, and storage of training materials and documentation.

- Consolidate and centralize training course development to ensure excellence in internal subject matter expert course materials.
- Study the feasibility and impacts of implementing employee development programs aligned with MMS developmental programs and expand the MRM intern model of rotations, special assignments, and mentors to develop employees for future supervisory and managerial positions.

Human Capital Resource Processes

The business plan scope includes the following human capital processes that are discussed separately below:

- Human Capital Leadership
- Workforce and Succession Planning
- Training Planning and Training Management
- Employee Growth and Development

Human Capital Leadership

To ensure successful implementation of the RIM BP human capital improvements, MRM should establish a human capital leadership team as follows:

- Assign MRM Human Capital Leadership from the Quality Steering Committee (QSC) to champion MRM-wide human capital issues.
- Charter an MRM Human Capital Governance Board (HCGB) that is modeled, staffed, and operated similar to the Information Technology Governance Board. The role of the HCGB will be to set MRM-wide human capital policies and to ensure that overarching human capital issues are addressed.

The HCGB will address challenging human capital issues including priorities for human resource allocation, funding "Employees first" initiatives and programs, and creating and maintaining a culture within MRM to give recognition, priority, and support for training, development, and succession preparation. The HCGB will not take away first-line supervisory responsibilities.

Detailed Action Plan

Business Plan Implementation	Responsible Party	Timeline				
		FY2008 1 2 3 4	FY2009 1 2 3 4	FY2010 1 2 3 4	FY2011 1 2 3 4	FY2012 1 2 3 4
MRM Human Capital Leadership	**AD**					
Create an MRM Human Capital Governance Board (HCGB)			■			
Name Human Capital XT sponsor						
Name Human Capital QSC lead						
Charter an MRM Human Capital Governance Board (HCGB) modeled after ITGB						

Impacts of Human Capital Leadership

To implement human capital leadership using an HCGB would not add costs. Rather it will benefit MRM's ability to integrate workforce and succession planning to proactively recruit and hire the next-generation MRM workforce and to streamline training and employee development policy and practices throughout MRM. Specific data gathering needed for decision making may be performed by *ad hoc* members rather than permanently assigned staff.

Performance Measures and Internal Controls

The HCGB will develop and monitor the performance measures and internal controls identified in the human capital resource processes discussed throughout Chapter 1.

Organizational Structure Impacts

The MRM will realign within the AD and/or DAD offices to carry out human capital leadership responsibilities. The HCGB, in addition to the Executive Team (XT) sponsor and a QSC champion, would consist of:
- One representative from each of MRM's three core business processes
- One representative from each of MRM's support organizations
- The QSC Champion will act as the Executive Secretary.
- The Western Administrative Service Center (WASC) Human Resource Manager (non-voting member).

The QSC Champion's performance elements will include the human capital leadership role and responsibilities.

Regulatory Impacts

None.

IT and System Support Impacts

No additional IT support is envisioned.

Future Communication

The QSC Champion will communicate and collaborate with members of the HCGB. In addition, the AD or his designee will request non-voting representatives from both MRM offices and the WASC's Human Resource (HR) Office to assist the MRM HCGB on an as needed basis. The *ad hoc* or temporary staff will draft documents and papers such as:

- The HCGB charter,
- MRM Workforce and Succession Plans including updates,

- Employee development policies and plans,
- Competitive sourcing documents, as relevant and appropriate.

In accordance with the envisioned charter, the HCGB will have recurring meetings and document its decisions and action items in meeting minutes for distribution to the QSC and available to all employees through an intranet site.

Workforce and Succession Planning

The MRM is aligning its Workforce Plan with the Department's model and responding to any special data inquiries from the HR offices as they write the MMS workforce plan. The MRM updates its workforce demographics annually in July. Using 2008 data, MRM will begin performing other workforce and succession planning steps in late 2008/early 2009 and publish an MRM Workforce Plan during FY 2009. The published Workforce Plan will project workforce needs and solutions including succession through FY 2012.

Business Plan Implementation	Responsible Party	Timeline FY2008				FY2009				FY2010				FY2011				FY2012			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Workforce and Succession Planning	**AD/HCGB**																				
Update workforce demographics annually in July				█				█				█				█					█
Download current onboard personnel each July from FPPS data																					
Enter data into MRM demographic templates and update with new July data																					
Analyze data and templates to identify risk/vulnerable occupations or skill sets such as supervisor and manager																					
Report analyses and data to the QSC and other managers and supervisors																					
Assess adequacy of workforce competencies to meet future operational needs						█				█				█				█			
Complete tasks set forth in the DOI and MMS workforce planning model/template such as skill gaps in core occupations																					
Issue a FY 2009 - 2012 MRM Workforce Plan including action items																					
Track completion of the MRM workforce plan action items																					
Reallocate human capital resources for most efficient and effective deployment to implement human capital resource operational strategies																					

Impacts of Workforce and Succession Planning

The MRM will use internal resources in coordination with the WASC HR Branch to perform the workforce and succession planning tasks set forth in the DOI Workforce Planning Model. Resources requirements to complete all or some of the steps and to produce a written multi-year workforce plan will depend on the depth of each step in the model.

Each year, the HCGB or a designated temporary team, will assess if any of the following events may require changes to the Workforce Plan:

- changes in workforce demographics,
- improved process and system changes,
- shifts in business focus or emphasis,

Performance Measures and Internal Controls

Performance measures and internal controls that the designated MRM human capital leaders will facilitate include:

- Tracking and trending MRM's core occupations (accountants, auditors, marketers, portfolio analysts, valuation experts, and IT experts) to ensure that staffing levels are sufficient to meet current performance requirements and to train future and replacement workforce members in the core skills and knowledge areas.
- Reviewing the MMS quarterly report on significantly deficient major/mission occupations in MMS and as needed working with the WASC/HRB to ensure that vacancy announcements are advertised broadly, to include targeted groups.

Organizational Structure Impacts

Human capital functions currently being performed in the Special Initiatives Office (SIO) along with new functions identified in this report will be performed by a consolidated organization within the AD/DAD office.

Regulatory Impacts

None.

IT and System Support Impacts

No additional IT support is envisioned beyond extracting workforce and succession data from Federal Personnel Payroll System and from the MRM Continuing Professional Education (CPE) training data base.

Future Communication Practices

The MRM human capital leaders and the existence and operations of the HCGB will ensure collaboration and will generate communication regarding MRM workforce and succession planning throughout MRM. Also, as needed, the HCGB can establish temporary *ad hoc* project teams to gather data, facts, and other input as needed and draft documents to address:

- Annual demographics.
- Demographic occupational and retirement projections and trends.
- Targeted surveys to gain insight from MRM employees and supervisors regarding specific workforce and succession issues such as "one-deep" critical positions.
- New and modified skill sets resulting from changing business processes and building competencies for succession into team leader, supervisory, and managerial positions.

Final summary papers and documents resulting from data collection and analysis will be distributed to the QSC and available to all employees through an intranet site.

Training Planning, Training Management and Course Development

The MRM is well along in consolidating and centralizing training planning, management, and development because MMS has:

- Designed and implemented a methodology to capture consistent data about training courses and an accompanying and unique MRM CPE training data base that tracks training data not available in the Department's learning management system, DOI Learn;
- Issued an MRM-wide training policy effective since August 1, 2007; and
- Gradually implemented features of DOI Learn.

Further expansion of DOI Learn will allow:

- Completion of mandatory training at each employee's convenience via computer based training;
- Reminding, recording, and documenting employees' completion of mandatory and other courses for which the registration capability was used;
- Employee registration for other courses and classes contained in the DOI Learn catalog;
- Availability of reports for managers and supervisors that identify course completion and non-completion;
- Features to document and track individual learning plans and continued service agreements;
- Standardized "course-authoring" software.

Detailed Action Plan for Consolidating Training Planning, Management, and Development

The next table provides the actions needed to consolidate and streamline training planning and training management support for all of MRM. The timeframes in the table below reflect and support implementation of the MRM-wide Training Policy that was effective August 1, 2007, and the other strategic mission area business plans.

Business Plan Implementation	Responsible Party	Timeline FY2008 1 2 3 4	FY2009 1 2 3 4	FY2010 1 2 3 4	FY2011 1 2 3 4	FY2012 1 2 3 4
Training Planning	**TBD**					
Implement an MRM-wide IDP input process and needs assessment analysis tool			■ ■	■	■	■
Determine best solution for a tool to gather training needs for input into DOI Learn (IDP/Learning Plan) and an analysis process to identify training needs for output from DOI Learn			▨			
Define and test process for downloading information from DOI Learn			▨			
Identify number of resources including budgets needed to plan, procure and deliver training as identified in the needs assessment process			▨			
Training Management	**TBD**					
Consolidate and centralize training management functions across MRM			■ ■ ■ ■	■ ■ ■		
Receive input from HCGB on implementation schedule. Schedule and level of effort to be based on available resources (FTE and budget) needed to implement and administer consolidated management of centralized training			▨			
Develop and communicate policy and implementation schedule for the conversion, consolidation and centralization of training planning, tracking and management functions			▨			
Assist/coordinate/facilitate each organizational area to develop occupational training plans, communication strategy and implementation guidance one organization at a time				▨ ▨ ▨	▨ ▨ ▨	
Identify tracking needs and unique training requirements for each organization then either modify MRM CPE data base or download data from DOI Learn in order to provide management information and ongoing training and guidance for new and existing training policy/procedure				▨ ▨	▨ ▨	▨ ▨
Training Course Development	**TBD**					
Consolidate and centralize course development tasks and functions			■ ■ ■ ■	■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Receive input from HCGB on implementation strategy. Level of effort will be based on available resources (FTE and budget) needed to implement and administer policy and process for centralization of course development			▨	▨ ▨ ▨	▨ ▨ ▨	▨ ▨ ▨
Facilitate course development that follows learning principles and acquires information from Subject Matter Experts (SME) around the organization			▨			
Enhance expertise on learning principles and course authoring software			▨	▨ ▨ ▨	▨ ▨ ▨	▨ ▨ ▨
Identify qualified resources			▨			
Organizations would provide SMEs for training courses upon request and as needed			▨	▨ ▨		
Train designated employees on course-authoring software			▨	▨ ▨ ▨	▨ ▨ ▨	▨ ▨ ▨

Impacts of Training Planning, Management, and Course Development

As training planning and management services are centralized and delivery of training support is expanded, MRM will realize tangible cost savings and streamlined and consistent training services which will benefit MRM and partner state and tribal staffs. By tracking MRM-required or preferred credentials, certifications, and licensing and other position-specific requirements, management can:

- Monitor compliance with position requirements;
- Forecast training needs and associated costs; and
- Project potential staffing shortages in critical competency areas.

The centralization of training course development will increase the consistent application in performing MRM mission functions.

Performance Measures and Internal Controls

The human capital leadership and the HCGB will have access to essential management information about training programs. The CPE data base reports and the DOI Learn reports will:

- Provide essential management information for the HCGB to make budgetary allocation decisions
- Capture and provide the data to comply with the Department's and Office of Personnel Management various training data calls and reports.
- Provide the ability to monitor compliance with the Departmental, MMS, and MRM training policies.

The DOI Learn, using automatically generated follow-up course evaluations, will provide data for MRM to determine a return-on-investment for each course. The evaluation data (individual assessments regarding the course effectiveness and whether it changed their performance and/or productivity) can assist MRM in planning future training.

Regulatory Impacts

None.

IT and System Support Impacts for Training Planning, Management, and Course Development

The CPE data base and DOI Learn may require IT support on occasion, mostly to meet any IT systems' requirements, changing platforms, and related support activity. However, the support is envisioned to be minimal and part of normal ongoing IT process.

The MRM currently maintains the CPE data base to support the Compliance and Asset Management's CPE requirements set forth in the Generally Accepted Government Auditing Standards and in MRM's internal CPE policies. This CPE data base is capable of and will be expanded to track other MRM required or preferred credentials, certifications, and licensing and other position-specific requirements including:

- Certified Public Accountants, Certified Internal Auditors, Project Management Professionals, Certified Fraud Examiners, etc.
- Federal Information Security Management Act for designated MRM personnel
- Indian trust for designated MRM personnel
- Mandatory supervisory requirements

Future Communications

The MRM will consolidate its training planning, management and development and other human capital functions into one MRM organization that will lead the work to be done to implement training expansion. Using the existing intranet training pages, MRM will continue to communicate training policy, procedures, course catalogs, vendors, job aids, etc.

Employee Growth and Development

The MRM must maintain its effective and high performing workforce. To sustain MRM's effectiveness in the future, employee growth and development opportunities are essential. In

addition to strong technical skills, employees must also possess effective interpersonal skills. As employees advance in the organization, they must possess soft skills including listening, speaking, writing, and presenting.

The MRM will determine the appropriate approach and resources necessary to meet learning and developmental needs of its employees. The MRM will evaluate the use of:

- Existing MMS and Departmental development programs for supervisors, managers, and executives.
- Job rotations, details, special assignments, mentoring, shadowing, coaching and other tools to develop personnel who aspire to become leaders or aspire to have job growth through new permanent or temporary assignments and projects.
- Modeling certain aspects of various internship programs.

The MRM will earmark funds each year for employees to participate in soft skills training and development programs and activities.

Detailed Action Plan

Business Plan Implementation	Responsible Party	Timeline FY2008 1 2 3 4	Timeline FY2009 1 2 3 4	Timeline FY2010 1 2 3 4	Timeline FY2011 1 2 3 4	Timeline FY2012 1 2 3 4
Employee Growth and Development	**PSO**					
Utilize existing MMS employee development programs and collaborate with MMS on new employee development initiatives				██ ██ ██ ██		
Receive input from HCGB on implementation schedule. Schedule and level of effort to be based on available and additional resources (FTE and budget) needed to implement and administer the programs related to employee growth and development			░░ ░░ ░░	░░ ░░ ░░ ░░		
Define an MRM-wide employee development policy for coaching, mentoring and rotational programs				░░ ░░ ░░ ░░		
Develop and administer rotational opportunities program including training on coaching and mentoring principles and communication of opportunties and interested employees/managers				░░ ░░ ░░ ░░		

Impacts of Employee Growth and Development

The MRM will receive input from the HCGB to decide how aggressively it can implement employee job growth activities. Cost, number of available effective mentors, coaches, availability and cost of formal programs, etc., will factor into the annual decision on number of participants and styles of learning programs.

Performance Measures and Internal Controls

Potential performance measures include percentage completion rate of participating employees and satisfaction level of participants, supervisors, and managers.

Organizational Structure Impacts

Organizational impacts are minimal as implementation will occur through the HCGB.

Regulatory Impacts

None. However, use fair and open participation following guidance from WASC/HR and **Equal Employment Opportunity** (EEO).

The IT and System Support Impacts

None.

Future Communication

The MRM will announce its annual plan to the workforce regarding the nature, scope, size, and extent of participants and how to apply.

Summary of the Human Capital Action Plan

The MRM will decide how best to align its human capital resource staffs within the AD/DAD Office to most effectively and efficiently implement the human resource actions described in this MRM Plan. In addition to managing a new HCGB, the QSC champion would be responsible for:

- Identifying and seeking permanent and *ad hoc* resources to centralize and expand the delivery of training and employee development.
- Facilitating business plan tasks related to knowledge transfer/retention, including drafting policies.

The table below identifies the major tasks and timeline to complete the efforts in the Human Capital Focus Area.

Business Plan Implementation	Responsible Party	Timeline																			
		FY2008				FY2009				FY2010				FY2011				FY2012			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
MRM Human Capital Leadership	**AD**																				
Create an MRM Human Capital Governance Board (HCGB)						■															
Training Planning	**PSO**																				
Implement an MRM-wide IDP input process and needs assessment analysis tool								■		■				■				■			
Training Management	**PSO**																				
Consolidate and centralize training management functions across MRM										■	■	■	■	■	■						
Training Course Development	**PSO**																				
Consolidate and centralize course development tasks and functions across MRM													■	■	■	■	■	■			
Employee Growth and Development	**PSO**																				
Utilize existing MMS employee development programs and collaborate with MMS on new employee development initiatives										■	■	■	■								

Chapter 2: Information Technology and Systems Focus Area

The MRM's Information Management and Systems business processes are managed by the ITC. Significant input and assistance is provided by the MMS WASC for procurement and facilities activities and by the MMS Chief Information Officer's (CIO) office. The CIO office works closely with ITC for the management of the Shared Services Contract, investment reporting, and mandated security activities, strategy, and coordination with MMS and the Department, and reporting related to Certification and Accreditation and Federal Information Security Management Act.

Principles and Strategies

Principles – Enable excellence in mission performance through information technology and systems. The guiding principles from the December 2005 MRM Plan of stewardship, partnerships, customer service, and aggressive pursuit of best practices also apply.

Strategies – Manage available resources to promote fiscal accountability, performance excellence, and delivery of services at best value.

Goals and Objectives

- Ensure that the MRM information technology environment is aligned with and supportive of the Department's enterprise-wide architecture initiative.
- Provide efficient and effective records management, retention, preservation, and security.
- Coordinate with other MMS program and MRM mission areas to support information technology and systems initiatives identified in each of those business plans.

Processes Employed

During the previous phases of the business planning process, the RIM Team reviewed the following business processes and associated components:

- Contractor Oversight and Re-competition of MRM contracts provide many of the vital IT services for MRM to carry out its mission.
- Capital Planning Investment Control (CPIC) ensures funding for MRM's major applications – the MRMSS and MRM's portion of the shared services Minerals Management Service Network.
- Continuity of Operations Plan and Business Recovery Plans are required by Office of Management and Budget (OMB), Federal Information Security Management Act of 2002, (FISMA) and Certification and Accreditation (C&A).

- Security Controls must be addressed in the CPIC process. The OMB Exhibit 300 is required for MRMSS to be operated and to be funded.
- Infrastructure, Operations, and Client Services require ITC oversight and operational duties related to the MRM infrastructure including desktop configuration and setup.
- Enterprise Architecture (EA) documentation and analysis are mandated by OMB and the Department is addressed as part of CPIC and C&A.
- Metadata Administration is an extension of EA specific to data and data documentation -- what and where it is, and how it is used.
- Records Retention and Preservation is incorporated into MRM's ongoing Records Management Improvement Project and therefore it is not part of this business plan.

The IT and Systems support is also required for several initiatives identified in other business plans:

- CAM Business Plan – Information Management and Systems Support Focus Area
- FM Business Plan – Systems Focus Area
- Asset Management Business Plan – optimize market intelligence collection and use in MRM

During outreach, users expressed the desire for improved remote access via Citrix. The ITC is analyzing this matter separately from the strategic business plan.

The IT&S business plan addresses the following components:

- Business Intelligence
- External Data Exchanges
- Advance the Enterprise Architecture

Business Intelligence

The gap analysis performed in the assessment phase of the strategic planning process identified the need for improved access to, and analysis capabilities for, data in the MRMSS Financial System and the Data Warehouse. This includes query capabilities, reporting capabilities, data mining, statistical and trend analysis, and addresses the comment made during outreach that users desire more access to data in the MRMSS Data Warehouse.

Providing these capabilities removes much of the incentive to create offline data bases and spreadsheets which create issues of inconsistency, redundancy, and management control. These capabilities will provide the basis for:

- Improved customer service to states, tribes, industry, and other Federal agencies,
- Increased automated data validation, verification, and cleansing,
- Reduced inconsistency and duplication, and
- Reduced employees' time.

This component also includes providing training on the tools, as well as training in PeopleSoft and Data Warehouse data structures, so users will know the location and the meaning of the data with which they are working.

Detailed Action Plan

Business Plan Implementation	Responsible Party	Timeline																			
		FY2008				FY2009				FY2010				FY2011				FY2012			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
IT&S	ITC																				
Implement Business Intelligence	ITC								█	█	█	█	█								
Define Requirements and Evaluate Products																					
Procure Products, Implement and Train																					

This action plan schedule assumes that FY 2010 funding will be available.

External Data Exchanges

The MRM has extensive data exchange with reporters, Offshore Energy and Minerals Management, and other Federal agencies. This component seeks to improve existing data exchange and provide the foundation for additional exchange, both in terms of technology (e.g. Extended Markup Language) and additional content.

Specific targeted exchanges are:

- The Royalty Policy Committee recommendation 3-9 which states, "BLM should work with MRM to develop and implement a system that electronically transmits information on lease establishment and any follow-up leasing actions affecting lease status."
- The Financial Management Business Plan includes using the E-Gov website pay.gov as a way to collect payment lease rentals, and then potentially expand to other collections.

Detailed Action Plan

Business Plan Implementation	Responsible Party	Timeline																			
		FY2008				FY2009				FY2010				FY2011				FY2012			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
IT&S	ITC																				
Improve External Data Exchange	ITC						█	█	█	█	█	█	█	█	█	█					
RPC Recommendation 3-9																					
Design and Implement improvements for data exchange																					

Advance the Enterprise Architecture

Enterprise Architecture is influencing information technology to:

- Improve alignment of systems and mission requirements.
- Take advantage of new technologies integrating IT support of business processes.

- Improve data stewardship through data quality initiatives, authoritative data sources, and identifying and removing redundancies.

This component includes annually performing an operations analysis as part of the OMB Exhibit 300. The operations analysis will document the continued effectiveness of IT in supporting mission requirements, minimizing the cost of asset ownership of existing systems, and taking action where mission requirements are not be met or where operations costs are high. These actions align mission requirements with Enterprise Architecture.

The operations analysis will also look at advancing the Enterprise Architecture. Service Oriented Architecture is an umbrella term for integrating modern technology architecture through concepts identified in the Federal Enterprise Architecture Service Component Reference Model. It is inclusive of such technologies as business process management, monitoring and work flow. At the heart of the architecture is a component called an enterprise service bus.

Outcomes from the analysis include:

- A roadmap to what might replace or evolve PeopleSoft, and what components make sense in the MRM environment, and
- An evaluation of software products to make MRM more productive and cost effective through data integration services, business process management, services oriented middleware, and so on.

Detailed Action Plan

Business Plan Implementation	Responsible Party	Timeline																			
		FY2008				FY2009				FY2010				FY2011				FY2012			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
IT&S	ITC																				
Advance the Enterprise Architecture	ITC				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Perform Operations Analysis					▓			▓			▓			▓			▓			▓	
Evaluate Products					▓	▓															
Develop and Implement Roadmap to the future Financial System									▓	▓	▓										

Overall Focus Area Responsibility

The ITC has overall responsibility for the IT and System Support Impacts (IT& S) focus area. Other entities are responsible for specific actions including:

- End user management is responsible for ensuring that requirements are adequately and correctly specified, and that user acceptance testing is completed; and
- The FM is responsible for the Royalty Policy Committee recommendations regarding increased communication and coordination with BLM.

Organizational and Regulatory Impacts

No organizational or regulatory impacts are foreseen.

<u>IT and System Support Impacts</u>

These are described throughout the IT&S business plan in this chapter.

<u>Communication and Outreach</u>

As the responsible party for each of the IT&S Action Plan components, ITC will perform communication and outreach within MRM, to the MMS CIO Office, States, Tribes, and other bureaus within the Department. Existing communication mechanisms will be the primary mode of communication. These include but are not limited to:
- the Information Technology Governance Board,
- the MMS Council of Information Management Officials,
- the Tripartite Memorandum of Understanding, and
- State and Tribal Royalty Audit Committee (STRAC).

Summary of the IT&S Action Plan

The individual tasks for each component in the focus area are shown in the table below.

Business Plan Implementation	Responsible Party	Timeline																			
		FY2008				FY2009				FY2010				FY2011				FY2012			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
IT&S	ITC																				
Implement Business Intelligence	ITC				■	■	■	■	■	■	■	■	■								
Improve External Data Exchange	ITC			■	■	■	■	■	■	■	■	■	■	■	■	■	■				
Advance the Enterprise Architecture	ITC			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Chapter 3: Program Management Focus Area

To promote high performance with accountability, professionalism, and integrity, MRM has established several business processes and management tools including:

- Program direction through strategic planning, policy development, and guidance, and external briefings, testimony, and correspondence.
- Budget and performance integration through budget formulation and execution that is fully aligned and linked with performance measurement and activity-based costing.
- Internal control and risk management through internal control assessment and improvement, risk management and mitigation, and liaison with external auditors and reviewers.

Only budget and performance integration is discussed further in this Plan. After careful analysis of all above program management business processes and management tools, the MRM Executive Team (X-Team) determined that the primary focus during the Business Planning phase should be on improved management information tools that impact budget and performance integration business processes. The business planning documents demonstrate that MRM is well along in program direction, and MRM has a well-developed program for implementing OMB Circular A-123, which evaluates internal control and risk management.

Principles and Strategies

Principles--Manage resources to promote high performance with accountability, professionalism, and integrity.

Strategies--Manage available resources to promote fiscal accountability, performance excellence, and delivery of services at best value.

Goals and Objectives

- Develop and implement an integrated management information system to support operational and decision-making processes.
- Align future spending with strategic plans using financial data, activity-based costing (ABC), and performance measures.
- Improve, expand, and institutionalize an effective program-wide performance metrics system.

Processes Employed

Budget and performance integration business processes require utilization of ABC and performance data as interfaced with the budget. Processes employed include budget formulation, budget execution, performance measures and metrics, and ABC.

Process and Component Specifics

Since its inception, MRM has focused on program management information and its usefulness in determining where MRM should dedicate its next continuous improvement efforts. For example, even before there was a government requirement for bureaus to implement ABC system tools, MRM developed an internal tool as a way to gather important management information.

The MRM managers have requested improved access to program management information to better manage their decisions and accountability. The detailed action plan follows.

Detailed Action Plan

Business Plan Implementation	FY 2008 1 2 3 4	FY 2009 1 2 3 4	FY 2010 1 2 3 4	FY 2011 1 2 3 4	FY 2012 1 2 3 4
Program Management - Performance and ABC Management Information					
Develop and Implement ABC Cost Management Reports and Guidance	████	████			
Complete Standard Reports	▓				
Complete Custom Reports; coordinate with managers to determine requirements	▓▓				
Develop procedures, identify accountable staff, write business rules, identify internal controls	▓				
Pilot, test, and implement	▓				
Develop and Implement Performane Metrics Management Reports and Guidance		████	██		
Complete Standard Reports		▓			
Complete Custom Reports; coordinate with managers to determine requirements		▓			
Develop procedures, identify accountable staff, write business rules, identify internal controls		▓	▓		
Pilot, test, and implement	▓				
Develop and Implement ABC Unit-Cost Management Reports and Guidance		████	██		
Complete Standard Reports		▓			
Complete Custom Reports; coordinate with managers to determine requirements		▓			
Develop procedures, identify accountable staff, write business rules, identify internal controls		▓	▓		
Pilot, test, and implement		▓			

1) Performance and ABC Management Information. During FY's 2008 - 2009, MRM will fully implement MRM-specific standard and custom reports and provide user training for MMS Cost and Performance Management Tool (CPMT). The CPMT has been designed to achieve the objectives of managerial cost information as specified in the Statement of Federal Financial Accounting Standards 4: Managerial Cost Accounting Standards and Concepts. The objectives are to:

- Provide program managers with relevant and reliable information relating costs to activities and outputs.
- Provide relevant and reliable cost information to assist Congress and executives in making decisions about allocating federal resources.
- Provide consistency between costs reported in general purpose financial reports and costs reported to program managers.

2) Other Management Information Components. During FYs 2009 - 2012, MRM will determine whether it would be valuable to provide other MRM business data components to MRM managers in a web-based format.

Performance Measures. The MRM will determine, by survey or other appropriate tool:
- Amount of usage,
- Level of usefulness, and
- What would make the online management information more useful for management and decision-making purposes.

Internal Controls. Key A-123 internal controls for ABC and performance management information (within the new Cost and Performance Management Tool (CPMT)) have been identified and were tested in FY 2008 and follow-up action items are being completed. For any additional management information component implemented, MRM will identify subject matter accountability, document procedures, and identify and implement information-specific internal controls.

Responsibility

The DAD and Chief of Staff Office's have lead responsibility, in coordination with MMS's PMI program. As other management information components are added, other MRM offices, including ITC, will have responsibility. Accountable subject matter experts, from various MRM offices who are associated with specific management information, will also be identified as needed.

Organization and Regulatory Impacts

There are no organizational or regulatory impacts, although there may be Full Time Equivalent (FTE) considerations if additional management information tools are added beyond the ABC and performance tools.

Information Technology and System Support Impacts

The ABC and Performance Data. The MMS CPMT that the MMS Executive Council approved in FY 2007 became operational in 2008. The MMS Policy and Management Improvement Office (PMI) own the CPMT and are coordinating all IT contracts for development and implementation. The MRM is coordinating with PMI to ensure documentation of CPMT procedures, and to develop and implement MRM-specific reports and user training for its managers and employees.

Additional Management Information Components. As MRM may decide to expand implementation of more management information tools, beyond the ABC and performance tools, MRM will utilize appropriate information technology, as already available within MRM. Overarching responsibility/accountability and internal controls will be identified and implemented jointly by MRM's Planning and Accountability Office and ITC. A formal requirements document needs to be drawn up and signed, documenting roles, scope, security, workflow, etc. In addition, ITC will need to address issues with configuration management and other development process issues.

Functional Areas Impacted

All of the MRM program offices will benefit from online access of business management data and information. Ultimately, because many of these business processes interface and integrate with similar business process in other MRM programs, strong coordination with PMI and Offshore Energy Minerals Management will be involved.

Timing and Funding of Proposed Changes

Refer to the detailed action plan above. The PMI is managing funding for CPMT. The estimated funding needs will be minimal for any additional components implemented during FY's 2009 - 2012, utilizing already available software to minimize costs, to implement management access to other management information beyond the cost and performance data.

Communication and Outreach

Program Management Focus Area Communications Held and Planned

Business Plan Communication Sessions - Program Management				
Date	Title of Communication, Meeting or Workshop	Constituents Represented	Purpose and/or Topic(s) covered	Operational Plan Involved
2006-2007	Technical Design Sessions	MRM/P&A, PMI, OMM, A&B, Consultant	Functional requirements, review deliverables, test, status, training	RIMBP
11/14/2007	MMS Director's Retreat	MMS 15s and above	CPMT Functionality	RIMBP
2007-2010	MRM Users Training - CPMT	MRM Managers/Employees	Train users; ensure proper reporting and use of reports	RIMBP

Summary of Program Management Action Plan

This table shows the implementation schedule for providing online access to MRM management on various business components.

Business Plan Implementation	FY 2008 1 2 3 4	FY 2009 1 2 3 4	FY 2010 1 2 3 4	FY 2011 1 2 3 4	FY 2012 1 2 3 4
Program Management - Performance and ABC Management Information					
Develop and Implement ABC Cost Management Reports and Guidance	███	███			
Develop and Implement Performane Metrics Management Reports and Guidance	██	███	█		
Develop and Implement ABC Unit-Cost Management Reports and Guidance	█	███	██		

Chapter 4: Information Management Focus Area

The collection and dissemination of information is an important responsibility of all organizations and functional groups throughout MRM. The Information Management (IM) focus area relates to requests for information from external parties.   The IM focus area will explore and possibly implement new business process concepts to ensure the consistency, accuracy and integrity of information that MRM provides.

The IM areas to be considered as part of this plan are:

- Freedom of Information Act (FOIA)
- Statistical information as published on the MMS website (MRM)
- Budget justifications
- Litigation responses
- Specific data requests (via the MRM data request mailbox)
- Official responses to Office of the Inspector General (OIG), GAO, Department of Justice, and media requests
- Information provided for the Office of Management and Budget (OMB) Program Assessment Rating Tool (PART), Government Performance and Results Act (GPRA), Congressional Committees, and testimony for the MMS Director and other officials.

Principles and Strategies

Strategic Goal - Managing available resources for performance excellence and delivery of services at best value.

Business Objective - To have exceptional customer service through the application of organization values of professionalism, integrity, accountability, responsiveness, and innovation.

Information Management (IM) is a Tier 1 A-123 process which requires a high level of documentation, internal controls, and rigorous testing.

Process Components

The MRM has divided the IM focus area into two components for completion in a 5-year planning period. These components are:

- Identification and coordination of IM functions
- Expanded Publicly Available Information via the Web

The components will move toward an information management framework that will ensure that accurate, current mineral revenue information is provided to external entities and available for all MMS users, partners, and stakeholders in a timely manner. The MRM will

look for opportunities to provide additional information on the MRM website and, through the A-123 process, identify all instances of data being provided for the areas listed above.

Coordination of Information Management Functions

The Identification and Coordination of IM Functions component seeks to identify areas where external information exchanges are occurring and how these requests are processed. The main objective will be to determine a process by which requests are handled and tracked and information provided. It is anticipated that a new process may be developed that enhances communications between contact points and ensure processes and procedures meet A-123 requirements and are in line with the MRM published procedures for handling data requests.

In Fiscal Year 2009, as part of the A-123 process, an inventory will be conducted to determine data being provided to external parties, by whom, processes and procedures in place, internal controls, and potentially result in recommendations for improvements.

Action Plan

The table below identifies the major tasks associated with the Coordination of IM Functions throughout MRM.

Business Plan Implementation	Timeline																			
	FY2008				FY2009				FY2010				FY2011				FY2012			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
MRM Information Management																				
Identification and Coordination of Information Management Functions						■	■	■	■	■										
Complete A-123 Information Management Inventory						■	■	■												
Documentation of processes and internal controls						■	■	■	■											
Establish necessary communication and coordination across organization						■	■	■	■	■										
Implement A-123 recomenndations								■	■	■										

Performance Measures/Internal Controls

Develop documentation as an A-123 process with internal controls. (This will be accomplished in conjunction with the completion of procedures and policy implementation.)

Overall IM Responsibility

Deputy Associate Director and all MRM Senior Managers

Organizational Structures Impacted - None

Regulatory Impacts - None

The IT and System Support Impacts – None

Communication and Outreach/Inreach

All MRM functional groups will be affected and therefore will have to be included in collaboration and communication.

Activities will include:

- Participation in A-123 inventory
- Documentation of processes, internal controls
- Establishing necessary communication and coordination across organization

Expansion of Publicly-Available Information

The Expansion of Publicly-Available Information component of the IM Focus Area seeks to make additional information readily available to MRM staff and MRM customers. This will be accomplished by enhancing the information and data available on the MRM web site. This will make MRM a more "transparent" organization, and allow for a standard base of data that all requests can be measured against. The constraints on this portion of the plan are very similar to those already mentioned earlier in the document; resources and priority within the various program areas for the initial effort as well as maintaining the information and keeping it current. This portion of the plan may also have some additional guidelines based on the web publishing 8 in 08 report.

Listed below are specific steps for completing work on the Expansion of Publicly-Available Information:

- Determine additional information to make available on the Web
- Determine responsibility and tasks for specific information selected, which will include at a minimum
    1. Determine the frequency and develop a process for updating information on the web which will ensure information is current
    2. Determine any additional documentation needed for support of web published information and include this documentation as part of the material available on the web site

The following lists the benefits of expanding publicly available information:

- Immediate availability of information
- Greater consistency of information
- Reduced "ad hoc" work effort
- Aligns with Presidential direction to "make Government more transparent"
- Providing a positive view of MRM – "telling our story"

Action Plan

The table below identifies the major tasks needed to complete the Expansion of Publicly-Available Information throughout MRM. Task responsibility may vary depending on the specific information being added and the projected time period needed to complete each task will depend on availability of program resources and priority of the given area. The tasks will probably be iterative over several years, as the program is able to address various information needs.

Business Plan Implementation	Responsible Party	Timeline FY2008				FY2009				FY2010				FY2011				FY2012			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
MRM Information Management	**Program Mgrs**																				
Expansion of Publicly Available Information	**Program Mgrs**																				
Determine additional information to make available on the Web	**Program Mgrs**									■	■	■	■								
Assign responsibility and tasks for specific information selected	**Program Mgrs**																				
Determine the frequency and develop a process for updating information on the web which will ensure information is current	**Program Mgrs**									■	■	■	■								
Determine any additional documentation needed for support of web published information and include this documentation as part of the material available on the web site	**Program Mgrs**									■	■	■									
Update the Web	**Program Mgrs**																				

Performance Measures/Internal Controls

Develop documentation as an A-123 process with internal controls (this will be accomplished in conjunction with the completion of procedures and policy implementation)

Overall Focus Area Responsibility

Deputy Associate Director and all MRM Senior Managers

Organizational Structures Impacted

 None.

Regulatory Impacts

 None.

IT and System Support Impacts

- Creation of more efficient process for web publication
- Creation of a process and policy for what data is made available and how it is kept current

Communication and Outreach/Inreach

All MRM functional groups will be affected.

Activities will include:

- Developing process and policy related to web publishing
- Determine what additional data to make available
- Participation in web publishing development
- Develop process and determine responsibility for keeping data on web current

Summary of the IM Action Plan

The table below identifies the major tasks needed to complete the efforts in the Information Management Focus Area as displayed by component in the Focus Area, and indicates the projected time period needed to complete each task.

Business Plan Implementation	Timeline																			
	FY2008				FY2009				FY2010				FY2011				FY2012			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
MRM Information Management																				
Identification and Coordination of Information Management Functions							█	█	█	█										
Complete A-123 Information Management Inventory							█	█	█	█										
Documentation of processes and internal controls							█	█	█											
Establish necessary communication and coordination across organization							█	█												
Implement A-123 recommendations								█	█	█										

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