

**President's Management Agenda
Department of Commerce**

	Current Status (As of June 30, 2002)	Progress in Implementing the President's Management Agenda	Comments
Initiative Human Capital Agency Lead: Otto Wolff Deborah Jefferson	<p>red </p> <ul style="list-style-type: none"> DOC's chief human capital (HC) challenges are high rates of turnover in key occupations and competency gaps in the existing and emerging environment. Agency has excess layers that may not provide adequate value. Status of these problems has not yet changed, but agency is making progress in its plans to address them. Successfully used HC flexibilities under demonstration projects. <p><u>Yellow</u>--Commerce proposes its status be upgraded to yellow based on the following rationale:</p> <p>The DOC Workforce Restructuring Plan with accountable milestones are in place; an infrastructure has been developed to sustain on-going commitments in HC; mission critical</p>	<p>green </p> <p><u>Actions Taken Since September 30, 2001</u></p> <ul style="list-style-type: none"> Developed standardized Workforce Restructuring Template (with National Academy of Public Administration). Offered seminar on workforce management to SES members. EDA has developed draft restructuring legislation in event that government-wide legislation stalls. Some bureaus (e.g., EDA) are strengthening HC performance management systems. Completed workforce restructuring plans for all bureaus, plus a consolidated Department plan. Developed human capital metrics and performance targets through to FY08 for use in the Annual Performance Plan. Completed the DOC Accountability Plan for FY2003. Deputy Secretary Bodman met with the Bureau Heads of each DOC organization to outline human capital objectives and issues, and hear bureau progress reports on all PMA items. * Strategic human capital initiatives were briefed to the CFO Council and \$2.5 million was approved for FY04 strategic human capital initiatives to include the automated Learning Management System, the e-payroll initiative, WebTA and a new occupational safety and health program. The DOC worker's compensation program was competitively outsourced in Sep 02.. The contract has been finalized and the start date is October 1, 2002. All personnel were successfully placed without the need to 	<ul style="list-style-type: none"> While DOC is still focusing on bureau strategies, it is beginning to address its HC issues from a broader, more strategic perspective, and assuming more of a leadership role in helping to leverage bureau efforts. DOC is taking steps to link HC strategies to other PMA initiatives (e.g., coordinating with CFO Council and Competitive Sourcing Management Team). DOC has begun assessing administrative functions with an eye toward delayering and other means of improving operational efficiency. <p>Comments Q4 FY2002</p> <ul style="list-style-type: none"> Continue refining bureau plans, including metrics for assessing strategic HC management. Issue Secretarial letter to bureau heads outlining HC goals and expectations. * Implement performance and awards system pilot. Implement Department-wide telecommuting policy. Character workgroups to address HC issues related to the identified mission critical areas. <p>All 4th quarter commitments were met.</p>

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	<p>occupations are being tracked with regard to recruitment, retention, training and competency development. Best practices for succession planning have been identified and the Department's succession plan is under development. New programs for a Federal Career Intern Program, a SES Candidate Development Program and a revitalized training program are underway. Critical hires are in place in the Departments OHRM. All bureau plans are in place and the Deputy Secretary has required that each bureau address specific HC issues. Administrative staffing levels are well within reason. Those bureaus with ratios above the norm have been given specific guidance to address consolidation in Q1 FY03. Worker's Compensation Program has been outsourced and all employees placed without RIF. Census has received approval for implementing VERA for the National Processing Center in Jeffersonville.</p>	<p>successfully placed without the need to implement RIF procedures.</p> <ul style="list-style-type: none"> • DOC personnel for the CFO/ASA organization and the bureaus attended the first competitive sourcing conference sponsored in July 2002. • Development of the automated Commerce Performance Appraisal System (ComPAS) is complete in preparation for the pilot test beginning Oct 1, 2002. The Rules of Behavior have been developed for distribution and signature by every employee participating in the pilot. Pilot sites are OHRM, NOAA HR, and ITA Import Control Office. • Mandatory training sessions were provided for all CFO/ASA managers on managing poor performers, conduct issues and the appropriate use of positive and negative consequences. • Charters were developed for the 3 Communities of Practice. Leaders were designated and participating bureaus were assigned. For the Economics and Statistics Practice, Census has begun a competency process and training for the [ESA /BEA statisticians]. For the Management and Leadership Practice, the LMS technology wi a Federal Career Intern program is under development to recruit employees in mission critical positions. Per the instruction of the Deputy Secretary, NIST will co-chair with NOAA for the Science and Technology Community of Practice. Meetings with the LMS vendors are underway to design the CoP websites. • Best practices for succession planning have been identified. The full plan for a new SES Candidate Development Program will be briefed to the CFO/ASA October 1, 2002. 	

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	<p>IN. EDA's reorganization is awaiting OMB approval. MBDA's reorganization</p> <p>NIST is actively using competitive sourcing to improve the efficiency of administrative operations. NIST hired and Executive Development Resource Advisor to direct their Leadership and Development Program. The collaboration of bureaus to form Communities of Practice is underway to address the HC issues of recruitment, retention and workforce development in mission critical occupations.</p>	<p>briefed to the CFO/ASA October 4, 2002.</p> <ul style="list-style-type: none"> • The final teleworking policy was approved by Office of General Counsel and is awaiting final CFO/ASA signature. <p><u>Planned Actions for Q1 FY 2003</u></p> <ul style="list-style-type: none"> • Assess the pilot SES Candidate Development Program and implement a revised program plan • Develop prescribed format for conducting analysis of the impact of e-gov, reengineering and competitive sourcing initiatives on organizational structure, position design and competencies. • Reassess bureau restructuring plans, and as appropriate task those that have insufficient or inconsistent plans to reassess and reconcile supervisory ratios and organizational layers • Develop and implement SHC Communications Plan • Conduct assessments of recruitment trips and staffing appointments Department-wide. • Expand outreac 	

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<p>Competitive Sourcing</p> <p>Agency Lead: Otto Wolff Edna Campbell</p>	<p>red</p> 	<ul style="list-style-type: none"> Public-private or direct conversion competition has not been completed for 15% of FTE on FAIR Act inventory. While DOC has not met current target requirements, it appears poised to meet the 15% target in FY 2003. 	<p>green</p> 	<p><u>Actions Taken Since September 30, 2001</u></p> <ul style="list-style-type: none"> DOC has one of the strongest competitive-sourcing plans of any agency. Plans exceed OMB established targets for FY02 and FY03. DOC agreed to provide an implementation schedule and provide justification for (or revised) cost estimates in January 2002. DOC submitted revised plan 3/22/02, addressing scheduling and cost estimates concerns. <p><u>Planned Actions for Q4 FY 2002</u></p> <ul style="list-style-type: none"> Under its revised plan, DOC will study or directly convert over 20 percent of commercial FTE during the FY 02-03 period. DOC has requested OMB comments on its newly developed 2-hour briefing seminar "Introduction to Competitive Sourcing and A-76." Some slippage in scheduled cost comparisons will be addressed in Q4. To date the slippage is not significant. 	<ul style="list-style-type: none"> We have encouraged DOC to further increase its FAIR Act inventory by looking beyond administrative positions (e.g., scientific and technical positions). DOC needs to reach the 15% level for a yellow status rating; this appears likely in FY 2003. DOC should develop a strategy for reaching the 50% target for competitions, which is the government-wide criterion for a green status rating. DOC is working with experts and consulting with other Federal agencies in developing their strategy for reaching the 50% target over the next several years. OMB Management staff have been using DOC's planning material as a model for other agencies.

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<p>Financial Performance</p> <p>Agency Lead: Otto Wolff James Taylor</p>	<p>red</p>  <ul style="list-style-type: none"> Financial systems fail to fully meet requirements for a single, integrated financial management system under the Federal Managers' Financial Integrity Act and Federal Financial Management Improvement Act. DOC is working on the implementation of the Commerce Administration Management System (CAMS) to fulfill this requirement. DOC received unqualified opinions on its Consolidated Financial Statements for the last three years. Its only material weakness involves the financial management system (needs integration improved IT security). 	<p>green</p>  <p><u>Actions Taken Since September 30, 2001</u></p> <ul style="list-style-type: none"> The CAMS implementation schedule has been adjusted to reflect congressional cuts to FY 2002 CAMS funding. However, DOC still expects to meet its completion targets. Full implementation of CAMS is expected by October 2003. DOC provides quarterly reports on CAMS to ensure implementation stays on schedule. NOAA (largest DOC bureau) is ahead of schedule and has implemented components for grants management, overhead allocation and data warehousing. <p><u>Planned Actions for Q4 FY 2002</u></p> <ul style="list-style-type: none"> NOAA will begin full implementation of CAMS ahead of schedule and close out FY 2002 using CAMS. According to DOC, all deliverables are on or ahead of schedule as of mid-June 2002. 	<ul style="list-style-type: none"> DOC currently has a corporate database system that integrates all financial information for year-end reporting activities. It is working to develop systems that will tie financial reporting with program performance reporting. DOC has provided OMB with its latest CAMS status report. If DOC stays on track with its planned schedule, it will likely achieve a yellow status in the 1st quarter of FY2003. Both (i) full implementation of CAMS (scheduled 10/2003) and (ii) integration of performance information with financial reporting (in a manner that is effective for managers) are needed for a green status.

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E-Government Agency Lead: Tom Pyke Karen Hogan	yellow 	<ul style="list-style-type: none"> • Commerce provided business cases for 43 percent of their IT investments. DOC and OMB will resolve issues on the few business cases requiring additional work. • DOC's information technology security was a material weakness under the Federal Managers' Financial Integrity Act in 2001. • DOC is actively involved in several of the E-gov initiatives. DOC's International Trade Administration is the managing partner of the international trade streamlining initiative, and NOAA and Census are actively involved in the goepsatial one stop initiative. DOC is also participating in the integrated project team of Project SAFECOM. 	yellow 	<p><u>Actions Taken Since September 30, 2001</u></p> <ul style="list-style-type: none"> • DOC has submitted an IT security corrective action plan, undertaken key initial actions, and will be providing quarterly updates to OMB. • E-government initiatives are currently underway in ITA (export.gov), PTO (trademark and patent processing), and NOAA (permits). • DOC is developing a federated IT architecture, which includes an overarching component for the Department. • DOC provided a plan for export.gov; while progress has lagged, recent actions suggest that progress will be good. <p><u>Planned Actions for Q4 FY 2002</u></p> <ul style="list-style-type: none"> • The export.gov plan will include a detailed allocation of workload and resources among the partner agencies. • DOC's headquarters will ensure that the DOC IG is an integral part of security oversight efforts to ensure the accuracy of the DOC annual security report and corrective action plans. • DOC headquarters will provide close oversight of the bureaus to ensure that all security weaknesses are identified and are reflected in DOC's corrective action plans, and that corrective actions are made in a timely manner. • DOC will submit an updated Capital Planning and Investment Control process, Enterprise Architecture, and Information Resources Management plan that evidences their use to make FY04 Budget decisions about IT Investments. • By end of July, DOC will submit a draft listing of projects to be moved to the "major systems" category. OMB and DOC will negotiate which projects should provide business cases with the FY04 budget submission, with the understanding that the long-range goal is for all major projects to provide business cases. 	<ul style="list-style-type: none"> • OMB has some concerns about the IT security plan and progress, however, these issues should be resolvable in follow-up discussions. • DOC needs to make the export.gov plan more detailed, to link the project's solution architecture to improved export promotion services, and to ensure milestones are met. • DOC should increase efforts to identify IT activities that are related to the cross-agency e-gov initiatives both (i) to better leverage these initiatives and (ii) to ensure an efficient approach to development of agency "back-end" components that will complement the cross-agency "front-end" components. • Completion of all planned actions for Q4 will move this component to a green progress rating. • DOC needs to stay within 110% of cost targets and meet at least 90% of performance targets, fix security weaknesses, improve weak business cases, and complete development of the enterprise architecture to achieve green status rating.

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<p>Budget & Performance Integration</p> <p>Agency Lead: Otto Wolff Barbara Retzlaff</p>	<p>red</p> 	<ul style="list-style-type: none"> • Performance measures warrant improvement in several areas (i.e., fisheries, climate research, economic development). • Budget recommendations are based more on the inertia provided by the base than by analysis of performance. 	<p>green</p> 	<p><u>Actions Taken Since September 30, 2001</u></p> <ul style="list-style-type: none"> • Revised some performance measures for FY03 President's Budget. Established clearer measures for fisheries. • Completed a constituent/stakeholder workshop to further improve fisheries management indicators for FY 2004 Budget. • The DOC Annual Performance Plan and Annual Program Performance Report (APP/APPR) was published in March, consistent with deadlines. Presentation of performance and budget information has improved. • The CFO is establishing guidance for the FY 2004 budget/planning process that will fully integrate performance information in resource requests, including the requirement that bureaus incorporate changes identified in the human capital restructuring and competitive outsourcing plans. • DOC is participating in the OMB-led budget Alignment Network. <p><u>Planned Actions for Q4 FY 2002</u></p> <ul style="list-style-type: none"> • DOC is developing improved performance measures in several areas, in response to OMB interest. • DOC budgets and programs are already fairly well aligned at the strategic goal level. Therefore, DOC may be a candidate to present FY04 Budget as a performance-integrated budget. • For budget accounts that contribute to many performance goals, DOC will continue its work using program activity lines to indicate the budgetary resources going to each goal. DOC will use and develop the framework developed for the recently published Annual Performance Plan and Annual Program Performance Report (APP/APPR) to support the FY 2004 budget. 	<ul style="list-style-type: none"> • DOC should include more unit-cost data as part of its performance reporting for programs where such measures can be usefully reported. DOC is working on pilot measures for this reporting. • We encouraged DOC to evaluate its organizational structure and processes to identify where changes are needed to promote integration of budget and performance staffs. The evaluation is complete and we will meet with DOC shortly to review the findings. • OMB is working closely with DOC leadership on the Program Assessment and Rating Tools (PARTS) for performance assessment. • DOC plans to present a performance-integrated budget for FY 2004. This would raise the status score to yellow. For 2004, the goal is to develop improved information for budget decisionmakers about the relationship between DOC funding, outputs, and outcomes. The framework used in the APP/APPR is likely to be a major element of this presentation. OMB will work closely with DOC on this effort.