

# Departmental Management

## Targets and Performance Summary

The Department has reexamined the performance measures used to monitor its progress in providing policy oversight and administrative support services, which represent the bulk of its activity under DM. Substantial changes have been made to better reflect our most significant activities and to more closely correspond to the government-wide management initiatives established in the President's management agenda for FY 2003.

Measure	FY 1999 Actual	FY 2000 Actual	FY 2001 Target	FY 2001 Actual	FY 2002 Target	FY 2003 Target	FY 2004 Target	FY 2005 Target	FY 2006 Target	FY 2007 Target	FY 2008 Target
Strategic Competencies-- Ensure Competency in Leadership and in Mission Critical Occupations	Vacancies Monitored	Plan Developed and Tools Identified	Automated Tools Used by 3 Pilot Test Offices	Automated Tools Used by 3 Pilot Test Offices	Develop Comprehensive Department-wide Workforce Restructuring Plan that Addresses Competency Gaps	Develop Succession Plans and Staffing or Retention Targets for Mission Critical Occupations	Enrollment of new SES Candidate Development Program participants	New SES graduates begin developmental assignments outside of their position of record	Evaluate the effectiveness of the program using survey methodology	Program is expanded to develop leadership competencies for all GS-14/15 positions in the Department	Program is expanded to include all GS12/13 supervisory positions, as well as mission critical occupations
Strategic Competencies-- Ensure Comprehensive Training and Development Strategies	New	New	New	New	Analyze and Update Training and Development Policies to Enhance competencies	Implement Training and Development Tracking System  Note: the system is a Learning Management System (LMS)	Institute Annual Assessment Program	Implement distance learning and knowledge management program for the Department	Align individual IDP's and competency development with organizational needs	Evaluate cost and utilization of distance learning and knowledge management program	Assess organizational impact of learning and knowledge management program
Strategic Competencies-- Ensure Diverse Candidate Recruitment	Greatest Diversity Voids Determined and Workforce Has 3% Hispanic Origin	Finalized Memoranda of Understanding with 9 Hispanic Serving Institutions and Marketed 121 Resumes with Commerce Managers	Develop or Implement Resume Database, Sponsor 9 Recruitment Activities, Marketed More than 140 Resumes	Sponsored 19 Recruitment Activities and Marketed More than 352 Resumes with Department of Commerce Managers	Refine Resume Database, Sponsor 20 Recruitment Activities, Market 350 Resumes, and Implement a Marketing or Awareness Campaign for Commerce Managers	Assess Effectiveness of Recruitment Activities and Determine Hiring Baseline	Asses Efficacy of Recruitment Approaches	Develop and implement new approaches to significantly increase Hispanic representation on par with other agencies	Assess efficiency and effectiveness of targeted recruitment strategies	Based on performance baseline decrease under-representative in targeted areas by 2%	Based on performance baseline decrease under-representative in targeted areas by 2%
Efficiency	COOL Phase	COOL	Create	COOL Phase	Create COOL	Reduce Fill	Maintain Fill	Implement	Reduce fill time	Ensure use of	Reduce fill tim

and Effectiveness of Hiring Systems Using the Commerce Opportunities Online (COOL) System	I Created	Phase II Created and Fill Time Identified at 44 Days	COOL Phase III and Reduce Fill Time to 34 Days	III Created and Fill Time of 38 Days	Phase IV and Reduce Fill Time to 32 Days	Time to 30 Days and Assess Quality of Candidates Processed by the System	Time Standard of 30 Days and Assess Applicants Satisfaction with COOL	System Improvements based on satisfaction data	to 29 days and Assess supervisor satisfaction with the system	COOL by every Bureau and Office	and assess customer satisfaction
Increase the Alignment of Performance Management with Mission Accomplishment	Information Entered with 95% Accuracy	Combined Performance Management and Awards Handbook Completed	Design Tracking System for Aligning Ratings with Mission Accomplishment or Overall Recognition	Tracking System for Aligning Ratings with Mission Accomplishment or overall Recognition Designed	Implement a New Senior Executive Service Performance Management System that Explicitly Links Senior Executive Service Performance Plans with Strategic Goals and Annual Performance Plan Measures	For Each Bureau General Schedule or Equivalent Performance System, Ensure Each System Explicitly Links Employee Performance Plans with Strategic Goals and Annual Performance Plan Measures	Implement the ComPas System Department-wide	Evaluate ComPAS to identify improvements	Assess Percentage of recognition for high performing employees	Assess retention rate of high performing employees	Assess effectiveness of performance appraisal process for dealing with poor performers
Implement a Telecommuting Program	Managers Made Aware	3 Pilot Programs Established	25% of Eligible Workforce <sup>1</sup> Is Involved in Program	13.5% of Total Workforce <sup>1</sup> Currently Tele-commuting	50% of Eligible Workforce Is covered by Program	75% of Eligible Workforce Is covered by program	100% of Eligible Workforce Is covered by the Program	100% of Eligible Workforce Is covered by the Program	100% of Eligible Workforce Is covered by the Program	100% of Eligible Workforce Is covered by the Program	100% of Eligible Workforce Is covered by the Program

