

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

Initiative	Current Status (As of December 31, 2003)	Progress in Implementing the President's Management Agenda	Comments
<p><b>Human Capital</b></p> <p><b>Agency Lead: Otto J. Wolff</b></p> <p><b>Deborah Jefferson</b></p> <p><b>Lead RMO Examiner: Erin Wuchte</b></p> <p><b>OPM HC Officer: Delmar White</b></p>	<p align="center"> Yellow</p> <p>Next ↑ est. by 4<sup>th</sup> Qtr FY 2004</p> <ul style="list-style-type: none"> <li>• Comprehensive human capital plan ✓ developed, on <u>June 2002</u> for FY2003-FY2007 for the Department and Bureaus. ✓ results analyzed &amp; used. ✓ plans updated in <u>Q3 FY 2003</u> for FY2004 through FY 2008.</li> <li>• Organizational structures ✓ current structure analyzed and restructuring begun <u>June 2002</u>. ___ structure optimized &amp; process in place to address future challenges <u>on-going</u>.</li> <li>• Succession strategies ✓ implemented in <u>Q2 FY2003</u> ✓ continuously updated talent pool assured in <u>Q3 and Q4 FY2003</u>.</li> <li>• Performance appraisal plans link, differentiate, and provide consequences for ✓ SES &amp; mgrs. <u>Q1 FY 2003</u> ✓ 60%+ of agency <u>Q3 FY 2004</u></li> <li>• Under representation ✓ implemented strategies to address in <u>Q3 FY 2003</u>. ___ reduced &amp; established process to sustain diversity <u>on-going activity in place led by CFO/ASA/CHCO</u> <ul style="list-style-type: none"> <li>• Skill gaps ✓ workforce planning system implemented in <u>Q3 FY 2003 in Office of the Secretary</u>. ___ significant reduction in mission critical gaps on <u>9/22/03</u></li> </ul> </li> <li>• Accountability system ✓ system developed on <u>9/30/02</u> ✓ used to make decisions on <u>ITA-FCS in Q3 FY2003</u></li> </ul>	<p align="center"> Green</p> <p><u>Actions Taken Since Sept. 30, 2003</u></p> <ul style="list-style-type: none"> <li>• Evaluated completion of FY GPRA targets. Met 5 of 6 targets for performance measures.</li> <li>• Completed assessment of the National Institute of Standards and Technology (NIST) competitive sourcing study of administrative functions.</li> <li>• Implemented Learning Management System (LMS) Department-wide.</li> <li>• Rolled-out supervisory performance management training Department-wide.</li> <li>• Evaluated ComPAS Pilot (automated performance and awards program) and added enhancements such as an Awards Module.</li> <li>• Implemented Demonstration Expansion Project for CFO/ASA.</li> <li>• Evaluated FY 2003 performance metrics for recruitment activity.</li> <li>• Assessed goals for supervisory ratios</li> <li>• Implemented Department-wide training for telecommuting program.</li> <li>• Deployed automated Individual Development Plans Department-wide.</li> <li>• Implemented Annual Bureau Accountability Reviews.</li> </ul> <p><u>Planned Actions for Q2 FY 2004</u></p> <ul style="list-style-type: none"> <li>• Pilot a human capital management reporting system (CRS) to executives and bureau heads.</li> <li>• Develop a plan to conduct manpower utilization studies of administrative functions.</li> <li>• Develop non-supervisory succession plans for mission critical occupations.</li> <li>• Implement continuous development programs for employees, supervisors, and managers to address workforce needs.</li> <li>• Implement Recruitment and Retention Plan activities for new entrants and incumbents for school year 2003-2004.</li> <li>• Utilize automated Communities of Practice</li> <li>• Identify FY 2003 targets not met and implement corrective action.</li> </ul>	<p>Proud to Be milestones have been met for Q1 FY2004.</p> <p>--Efforts to optimize structure on-going and process in place to address future challenges through the use of Voluntary Early Retirement Authorities (VERAs)/Voluntary Separation Incentive Payments (VSIPs) to maximize restructuring, reorganizing and delayering. Booz-Allen is currently conducting a study of NOAA HQ administrative functions to identify opportunities for centralization and delayering.</p> <p>--Completed Federal Equal Opportunity Requirements Program (FEORP) plan, completed the Disabled Veterans Affirmative Action Program (DVAAP) plan, participated in both OPM job fairs and DOC job fairs for targeted mission critical positions; completed comprehensive analysis of attrition by RNO, gender, occupation and hiring authorities in order to decrease under-representation and sustain diversity.</p> <p>--Identified competencies for mission critical occupations. Utilized the Learning Management System and other e-learning tools and systems to deploy the Individual Development Plan module and offer over 1,100 courses on-line to employees, particular emphasis on significant reduction in mission critical gaps.</p>

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<p><b>Competitive Sourcing</b></p> <p><b>Agency Lead:</b> <b>Otto Wolff</b></p> <p><b>Mike Sade</b></p> <p><b>Lead RMO Examiner:</b> <b>Erin Wuchte</b></p> <p><b>Lead OFPP Analyst:</b> <b>Matt Blum</b></p>	<p align="center"></p> <p align="center">Yellow</p> <p>Next ↑ est. by FY 2005 or later</p> <ul style="list-style-type: none"> <li>• Approved competition plan ✓ “yellow” plan in March 2003 ___ “green” plan on __ (date)___</li> <li>• Standard competitions ✓ completed one in 7/03 OR announced one that exceeds FTEs in “yellow” plan on __ (date)___ ___ announced in accordance with “green” plan schedule __ (date)___ ___ in the past year completed ≥ 90% in 12 months or less ___ (date)___</li> <li>• Standard and streamlined competitions ___ at least 10 completed since January 2001</li> <li>• Streamlined competitions completed in 90 days or less ✓ ≥ 75% during the past 2 quarters __ 8/03 ___ ___ ≥ 95% during the past year on ___ (date)___</li> <li>• ≤ 10% of announced standard and streamlined competitions cancelled ✓ in past two quarters __ (none)___ ___ in past year __ (date)___</li> <li>• Commercial activities exempt from competition – ___ OMB approved all categories for justification in _____</li> </ul>	<p align="center"></p> <p align="center">Yellow</p> <p><u>Actions Taken Since September 30, 2003</u></p> <ul style="list-style-type: none"> <li>• Submitted FY 2003 FAIR Act inventory.</li> <li>• Interim Guidance on competitive sourcing has completed coordination process.</li> <li>• Participating in OMB led, inter-agency development of a CS reporting system.</li> <li>• Agency training seminar complete</li> <li>• DOC Acquisition Manual chapter in informal coordination.</li> <li>• Committed funds to develop an inventory collection database compatible with OMB requirements.</li> <li>• Collected and are adopting several best practices from Treasury, HHS, Energy, and DOI.</li> </ul> <p><u>Planned Actions for Q2 FY 2004</u></p> <ul style="list-style-type: none"> <li>• Present seminar on competitive sourcing to all management levels.</li> <li>• Develop CFO Council briefing to inform on new role in CS.</li> <li>• Adopt CS Operation Plan</li> <li>• Issue Departmental Administrative Order on Competitive Sourcing.</li> <li>• Issue FY04 FAIR Act inventory guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost comparisons and direct conversions completed to date represent 534 FTE (6.6% of inventory). DOC anticipates completing comparisons or conversions for an additional 3.4% of inventory by July 2004, and initiating further competitions and conversions by September 30, 2004.</li> <li>• Critical actions planned for after Q1 FY 2004: <ul style="list-style-type: none"> <li>- Identify and compare costs of conducting competitive sourcing competitions across the Department.</li> <li>- Work with OMB to reach agreement on an appropriate green competition plan.</li> <li>- Implement a new DOC communications plan.</li> <li>- Issue detailed procedures for competitions.</li> <li>- Complete the FY 2004 FAIR Act inventory.</li> </ul> </li> <li>• DOC's status and progress remain at yellow. DOC management for competitive sourcing has been revamped. They are committed to moving forward, but, given current plans for competitions, they are not likely to meet competitive sourcing goals for 2004.</li> </ul>

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<p><b>Financial Performance</b></p> <p><b>Agency Lead:</b> <b>Otto Wolff</b></p> <p><b>James Taylor</b></p> <p><b>Lead RMO Examiner:</b> <b>Trisha Cain</b></p> <p><b>Lead OFFM Analyst:</b> <b>Gilbert Tran</b></p>	<p align="center"></p> <p align="center">Red</p> <p>Next ↑ est. by <u>FY 2004</u> <u>Q2</u></p> <ul style="list-style-type: none"> <li>• Audit opinion on annual statements as of <u>Sep 2003</u>  <input type="checkbox"/> disclaimed  <input type="checkbox"/> qualified  <input checked="" type="checkbox"/> clean (reported on Dec 15, 2003)</li> <li>• Meets financial reporting deadlines  <input checked="" type="checkbox"/> as of <u>Dec 15 2003</u></li> <li>• FFMIA compliance  <input checked="" type="checkbox"/> reported on <u>Dec 15 2003</u></li> <li>• Accurate financial info on demand/used for day to day management  <input checked="" type="checkbox"/> does one OR other <u>FY 2004 Q1</u>  <input type="checkbox"/> does BOTH on <u>(date)</u>                      (to be confirmed by OMB in Q1, FY 04)                     <ul style="list-style-type: none"> <li>• No chronic or significant Anti-Deficiency Act Violations  <input type="checkbox"/> as of <u>FY2003 Q4</u></li> </ul> </li> <li>• Material auditor-reported internal control weaknesses as of <u>Sep 2003</u>  <input type="checkbox"/> repeat  <input type="checkbox"/> new  <input checked="" type="checkbox"/> none (reported on Dec 15, 2003)</li> <li>• Material non-compliance with laws or regulations  <input type="checkbox"/> as of <u>Sep 2003</u></li> <li>• Material weaknesses in FMFIA <input type="checkbox"/> as of <u>Sep 2003</u>  <input type="checkbox"/> 1 for Section 2  <input type="checkbox"/> 0 for Section 4</li> </ul>	<p align="center"></p> <p align="center">Green</p> <p><u>Actions Taken Since Sep 30, 2003</u></p> <ul style="list-style-type: none"> <li>• Completed implementation of the Core Financial System, resulting in 100% of Commerce's budget authority being controlled by compliant financial management systems.</li> <li>• Received an unqualified opinion on the FY 2003 financial statements.</li> <li>• Reduced the number of platforms running CAMS from 5 to 4.</li> <li>• Implemented the Consolidated Reporting System (CRS) and deployed it to DOC management in the Offices of the Secretary, providing integrated budget, financial, human resources, acquisition and grants data for timely executive decision-making.</li> <li>• NOAA submitted a reprogramming request to Congress to enable it to fully fund capital leases.</li> </ul> <p><u>Planned Actions for Q2 FY 2004</u></p> <ul style="list-style-type: none"> <li>• Work closely with bureaus on quarterly financial statements to ensure achievement of 15 Nov 2004 year-end deadline.</li> <li>• Provide follow-up demonstration of the CRS to OMB that shows incorporation of bureau-level performance reporting into the system.</li> <li>• Provide at least two examples of how financial and performance information is used to support day-to-day decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Commerce received a clean opinion on its consolidated financial statements for FY 2003, the fifth consecutive year it reported a clean audit.</li> <li>• With implementation of CAMS complete, 100% of Commerce's budget authority is now controlled by compliant financial management systems. The results of the FY 2003 audit show compliance with both FFMIA and FMFIA in this area.</li> <li>• <b>Commerce continues to report IT security as a material weakness under FMFIA. Commerce needs to resolve this material weakness (including confirmation of resolution from its OIG), as well as its two instances of material non-compliance with laws and regulations in order to move to yellow in status. If Commerce resolves these compliance issues and successfully demonstrates the CRS system to OMB, Commerce will move to green in status.</b></li> </ul>

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<p><b>E-Government</b></p> <p><b>Agency Lead:</b> Tom Pyke</p> <p><b>Karen Hogan</b></p> <p><b>Lead RMO Examiner:</b> Andrea Petro Trisha Cain</p> <p><b>Lead IT/E-Gov Analyst:</b> Tad Anderson</p>	<p align="center"></p> <p>Yellow</p> <p>Next ↑ est. by (FY 2004 Q2)</p> <ul style="list-style-type: none"> <li>• Has Modernization Blueprint that focuses IT investments ✓ on September 8, 2003</li> <li>• Acceptable business cases for major systems __ for more than 50% __ (date) __ ✓ for all on September 8, 2003. (Further improvements to ITPS and IT security parts of business cases to be completed by January 8, 2004.)</li> <li>• Cost/schedule/performance adherence __ overruns and shortfalls less than 30% on __ (date) __ ✓ overruns and shortfalls less than 10% on December 5, 2003</li> <li>• Security of operational IT systems __ 80% secured OR IG verifies on __ (date) __ ✓ 90% secured AND IG verifies 100% assessed for risk 100% up to date security plans 100% certified and accredited 99% have contingency plans</li> <li>• E-Gov participation and contributions __ 2 of 4 categories __ (date) __ ✓ 3 of 4 categories as of Dec. 5, 2003</li> </ul>	<p align="center"></p> <p>Green</p> <p><u>Actions Taken Since Sept. 30, 2003</u></p> <ul style="list-style-type: none"> <li>• Plan of Action &amp; Milestones (POA&amp;M) database updated to include unique ID (the 300 project code).</li> <li>• IT project manager training completed: additional training continues.</li> <li>• Began use of the "apply" function of the e-grants initiative.</li> <li>• Completed initial field staff training for Census automated address list mapping instrument.</li> <li>• Completed revision of Commerce Web policies/statements to comply with OMB Privacy Guidance.</li> <li>• For ITPS, identified three partner agencies and consolidated USATrade.gov Web site into export.gov.</li> <li>• Completed prototype FAA/NOAA NEXRAD data integration</li> </ul> <p><u>Planned Actions for Q2 FY 2004</u></p> <ul style="list-style-type: none"> <li>• Complete national deployment of NEXRAD Level II data.</li> <li>• Complete improvement of all national critical and mission critical certification and accreditation (C&amp;A) packages, including USPTO.</li> <li>• Complete the following ITPS milestones: expand One Stop One Form to include Market Research Library registration by Jan. 31, 2004; work with USDA/FAS to consolidate FAS Exporter Assistance content into Export.gov by Mar. 31, 2004; work with Ex-Im Bank to expand One Stop One Form to Ex IM Electronic Claims form by Mar. 31 2004.</li> </ul>	<ul style="list-style-type: none"> <li>• DOC continued to show strong progress in all areas for this quarter.</li> <li>• DOC is the managing partner for ITPS and participates actively in other e-gov initiatives, including Geospatial One-Stop, Recreation One-Stop, Business Gateway, and Integrated Acquisition.</li> <li>• DOC has met the projected FY 2003 completion dates for 99.5% of IT security weaknesses identified in the FY 2002 POA&amp;M.</li> <li>• All national critical and mission critical improved C&amp;A packages are scheduled for completion by Dec. 31, 2003, except for 8 USPTO systems, which will be completed in January.</li> <li>• CAMS has been fully deployed.</li> </ul>

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<p><b>Budget &amp; Performance Integration</b></p> <p><b>Agency Lead:</b>  <b>Otto Wolff</b></p> <p><b>Barbara Retzlaff</b></p> <p><b>Lead RMO Examiner:</b>  <b>Andrea Petro</b></p>	<p align="center"></p> <p>Yellow</p> <p>Next ↑ est. by (FY 2004 Q4)</p> <ul style="list-style-type: none"> <li>• Performance info used to make decisions, at least quarterly ✓ some major areas <u>monthly</u> ___ all major areas <u>monthly</u></li> <li>• Strategic and annual plans ✓ limited # of goals &amp; use PART measures on <u>9/30/03</u> ___ AND focus on info used in senior mgmt. report (<u>expected 09/30/04</u>)</li> <li>• Performance appraisal plans link, differentiate, provide consequences ✓ for SES &amp; mgrs. <u>9/30/03</u> ✓ AND for greater than or equal to 60% of agency <u>9/30/03</u></li> <li>• Cost of achieving performance goals ✓ full cost reported on <u>9/8/03</u></li> <li>• At least one efficiency measure per program ✓ for greater than or equal to 50% of PARTed programs on <u>9/8/03</u> ___ for all programs on (<u>expected 09/30/04</u>)</li> <li>• Use of PART ratings ___ to justify requests, etc. and ≤ 50% RND 2 yrs. or more _____ ✓ justify requests, etc., direct improvements, and &lt;10% RND 2+ yrs. <u>9/8/03</u></li> </ul>	<p align="center"></p> <p>Green</p> <p><u>Actions Taken Since September 30, 2003</u></p> <ul style="list-style-type: none"> <li>• Submitted the FY 2004-FY2009 Strategic Plan to Congress in early October.</li> <li>• Developed improved performance measures in some areas, in response to OMB interest.</li> <li>• DOC finalized nine PARTs for inclusion the FY 2005 Budget.</li> <li>• DOC completed the Performance and Accountability Report by the accelerated date of December 15.</li> </ul> <p><u>Planned Actions for Q2 FY 2004</u></p> <ul style="list-style-type: none"> <li>• Submit an integrated performance budget for FY 2005 to Congress. DOC will also produce a Budget in Brief document that includes an overview structured according to their strategic plan.</li> <li>• Manage programs to achieve outcome goals and monitor progress to assess if programs meet performance targets on a monthly basis, where monthly performance information is currently available.</li> <li>• Continue to develop efficiency measures for all program activities.</li> </ul>	<ul style="list-style-type: none"> <li>• DOC will continue to work with OMB on PART scores and incorporate OMB performance feedback into budget formulation.</li> <li>• DOC will continue using program activity lines to indicate the budgetary resources going to each goal.</li> <li>• DOC will ensure that the marginal cost of changing performance goals would be provided upon request.</li> <li>• DOC will develop the appropriate mechanism to review performance information for the department on a regular basis (planned for 3<sup>rd</sup> quarter).</li> </ul>

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