










## STRATEGIC MANAGEMENT OF HUMAN CAPITAL

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Implemented a comprehensive Human Capital Plan, analyzed the results, and integrated them into decision making processes to drive continuous improvement;</li> <li>• Analyzed and optimized existing organizational structures from service and cost perspectives, using redeployment and delayering as necessary and integrating competitive sourcing and E-Gov solutions; and has process(es) in place to address future changes in business needs;</li> <li>• Succession strategies, including structured executive development programs, result in a leadership talent pool and continuously updated to achieve results;</li> <li>• Has performance appraisal plans and awards programs for all SES and managers, and more than 60% of the workforce, that effectively: link to agency mission, goals and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance (i.e., multiple performance levels with at least one summary rating above Fully Successful); and provide consequences based on performance. The agency is working to include <u>all</u> agency employees under such systems;</li> <li>• Reduced under representation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity;</li> <li>• Significantly reduced skill gaps in mission critical occupations and competencies, integrated competitive sourcing and E-Gov solutions into gap reduction strategy;</li> <li>• Has made significant progress and demonstrates continued improvement toward meeting agreed-upon aggressive hiring timeline goals; <b>AND</b></li> <li>• Uses outcome measures to make human capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the agency.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Developed, documented and communicated throughout the agency a comprehensive Human Capital Plan that: <ul style="list-style-type: none"> <li>▪ Clearly aligns with the agency's mission, strategy and goals;</li> <li>▪ Fully addresses the Human Capital Standards for Success;</li> <li>▪ Incorporates metrics for each standard, including timelines for implementation; and</li> <li>▪ Designates accountable officials.</li> </ul> </li> <li>• Analyzed and optimizing existing organizational structures from a service delivery perspective, using redeployment and delayering as necessary;</li> <li>• Implemented succession strategies, including structured executive development programs, to assure continuity of leadership;</li> <li>• Implemented performance appraisal plans for SES and managers that link to agency mission, goals and outcomes, effectively differentiate between various levels of performance, and provide consequences based on performance;</li> <li>• Implemented strategies to address under representation, particularly in mission-critical occupations and leadership ranks;</li> <li>• Implemented a workforce planning system to identify and address gaps in mission critical occupations and competencies, and developed short- and long-term strategies and targeted investments in people to create a quality workplace that continues to attract and retain talent;</li> <li>• Has regular, auditable system(s) for collecting and analyzing data on stages of the hiring process, and sets a standard for time from closing of announcement until offer is made (i.e., 30 days for SES and 45 days for all others); <b>AND</b></li> <li>• Developed a planning and accountability system using metrics, including the Federal Human Capital Survey (FHCS) results, to evaluate performance on all of the Human Capital Standards.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Lacks a comprehensive Human Capital Strategy</li> <li>• Has not done analysis or initiated steps to ensure that its organization structure is optimal for service delivery;</li> <li>• Has not identified leadership gaps and implemented succession strategies to assure continuity of leadership;</li> <li>• Has not implemented a performance appraisal system for SES and managers that is linked to agency mission, goals and outcomes, effectively differentiate between various levels of performance, and provides consequences based on performance;</li> <li>• Has not identified under-representation or implemented strategies to address it;</li> <li>• Has not implemented a workforce planning system to identify and address gaps in mission critical occupations and competencies in people to create a quality workplace that continues to attract and retain talent;</li> <li>• Has not made progress toward meeting aggressive hiring time standards and does not make use of hiring flexibilities; <b>OR</b></li> <li>• Has not developed a planning and accountability system using metrics, to evaluate performance on all of the Human Capital Standards.</li> </ul>




## COMPETITIVE SOURCING

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Has an OMB approved “green” competition plan to compete commercial activities available for competition;</li> <li>• Publicly announces standard competitions in accordance with the schedule outlined in the agency “green” competition plan;</li> <li>• Since January 2001, has completed at least 10 competitions (no minimum number of positions required per competition) or has completed a sufficient number of large competitions to demonstrate meaningful use of competitive sourcing;</li> <li>• In the past four fiscal quarters, completed 90% of all standard competitions in a 12-month timeframe or timeframe otherwise approved in accordance with the Circular;</li> <li>• In the past four fiscal quarters, completed 95% of all streamlined competitions in a 90-day timeframe or timeframe otherwise approved in accordance with the Circular;</li> <li>• In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions;</li> <li>• Has OMB reviewed written justifications for all categories of commercial activities determined to be unsuitable for competition;</li> <li>• Structures competitions in a manner to encourage participation by both private and public sectors as typically demonstrated by receipt of multiple offers and/or by documented market research, as appropriate; <b>AND</b></li> <li>• Regularly reviews work performed once competitive sourcing studies are implemented to determine if performance standards in contract or agreement with agency provider are met and takes corrective action when provided services are deficient.</li> </ul> <p><b>To main green status, agency:</b></p> <ul style="list-style-type: none"> <li>• Has positive anticipated net savings and/or significant performance improvements from competitions completed either in last fiscal year for which data has been officially reported to Congress by OMB or in the past three quarters; <b>AND</b></li> <li>• Through sampling, independently validates that savings to be achieved for the prior fiscal year were realized.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Has an OMB approved “yellow” competition plan to compete commercial activities available for competition;</li> <li>• Has completed one standard competition or has publicly announced standard competitions that exceed the number of positions identified for competition in the agency’s “yellow” competition plan;</li> <li>• In the past two quarters, has completed 75% of streamlined competitions in a 90-day timeframe or timeframe otherwise approved in accordance with the Circular;</li> <li>• In the past two quarters, has canceled fewer than 20% of publicly announced standard and streamlined competitions; <b>AND</b></li> <li>• Has positive anticipated net savings and/or performance improvements from competitions completed either in the last fiscal year for which data has been officially reported to Congress by OMB or in the past two fiscal quarters; or has taken corrective actions to address identified weaknesses.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Does not have an OMB approved competition plan;</li> <li>• Has not completed one standard competition or publicly announced standard competitions that exceed the number of positions identified for competition in the agency’s “yellow” competition plan;</li> <li>• In the past two quarters, exceeded the timeframes stipulated in the Circular in more than 25% of streamlined competitions; <b>OR</b></li> <li>• In the past two quarters, canceled 20% or more of standard and streamlined competitions.</li> </ul>




## IMPROVED FINANCIAL PERFORMANCE

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Meets all Yellow Standards for Success;</li> <li>• Currently produces accurate and timely financial information that is used by management to inform decision-making and drive results in key areas of operations; <b><u>AND</u></b></li> <li>• Is implementing a plan to continuously expand the scope of its routine data use to inform management decision-making in additional areas of operations.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Receives an unqualified audit opinion on its annual financial statements;</li> <li>• Meets financial statement reporting deadlines;</li> <li>• Reports in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act;</li> <li>• Has no chronic or significant Anti-Deficiency Act Violations;</li> <li>• Has no material auditor-reported internal control weaknesses;</li> <li>• Has no material non-compliance with laws or regulations; <b><u>AND</u></b></li> <li>• Has no material weaknesses or non-conformances reported under Section 2 and Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Receives an opinion other than unqualified on its annual financial statements;</li> <li>• Does not meet financial reporting deadlines;</li> <li>• Cannot report in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act;</li> <li>• Commits chronic or significant Anti-Deficiency Act Violations;</li> <li>• Has material auditor reported internal control weaknesses;</li> <li>• Is in material non-compliance with laws or regulation; <b><u>OR</u></b></li> <li>• Has material weaknesses or non-conformances reported under Section 2 and Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems.</li> </ul>

## EXPANDED ELECTRONIC GOVERNMENT

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>Has an Enterprise Architecture linked to the Federal Enterprise Architecture (FEA) rated “effective” using OMB’s EA Assessment tool (score of “3” on both EA Maturity and Degree of Alignment);</li> <li>Has acceptable business cases (security, measures of success linked to the Enterprise Architecture, program management, risk management, and cost, schedule, and performance goals) for all major systems investments;</li> <li>Has demonstrated, using EVM or operational analysis, cost and schedule overruns, and performance shortfalls, that average less than 10% for all major IT projects;</li> <li>Submits quarterly status reports in remediating IT security weaknesses;</li> <li>Inspector General verifies the effectiveness of the Department-wide IT Security Remediation Process;</li> <li>Has 90% of all IT systems properly secured (certified and accredited); <b>AND</b></li> <li>Has implemented all of the appropriate E-Gov initiatives rather than creating redundant or agency unique IT projects.</li> </ul> <p><b>To maintain green status, agency:</b></p> <ul style="list-style-type: none"> <li>Has ALL IT systems certified and accredited;</li> <li>Has IT systems installed and maintained in accordance with security configurations; <b>AND</b></li> <li>Has consolidated and/or optimized all agency infrastructure to include providing for continuity of operations.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Has an Enterprise Architecture linked to the FEA rated “effective by using OMB’s EA Assessment tool (score of “3” on both EA Maturity and Degree of Alignment);</li> <li>Has acceptable business cases (security, measures of success linked to the EA, program management, risk management, and cost, schedule and performance goals) for more than 50% of its major systems investments;</li> <li>Submits security reports to OMB that document consistent security improvement and either: <ul style="list-style-type: none"> <li>80% of all IT systems are properly secured; <b>OR</b></li> <li>Inspector General verifies the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;</li> </ul> </li> <li>Has cost and schedule overruns, and performance shortfalls, that average less than 30% for all major IT projects; <b>AND</b></li> <li>Has established a process and plan for implementing all of the appropriate E-Gov initiatives rather than creating redundant or agency unique IT projects.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Does not have an Enterprise Architecture linked to the FEA that is rated “effective” by using OMB’s EA Assessment tool (score of “3”);</li> <li>Does not have acceptable business cases (security, measures of success linked to EA, program management, risk management, and cost, schedule and performance goals) for more than 50% of its major systems investments;</li> <li>Has not submitted Security Reports to OMB that document consistently security improvement and cannot demonstrate that: <ul style="list-style-type: none"> <li>80% of all IT systems are properly secured; <b>OR</b></li> <li>Inspector General has verified the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;</li> </ul> </li> <li>Has cost and schedule overruns, and performance shortfalls, that average 30% or more; <b>OR</b></li> <li>Has not established a process and plan for implementing all of the appropriate E-Gov initiatives rather than creating redundant or agency unique IT projects.</li> </ul>

## BUDGET AND PERFORMANCE INTEGRATION

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the Department. Agency demonstrates improvement in program performance and efficiency in achieving results;</li> <li>• Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate measures identified in the PART and focus on the information used in the senior management report described in the first criterion;</li> <li>• Has performance appraisal plans and awards programs for all SES and managers, and more than 60% of agency positions that effectively: link to agency mission, goals and outcomes; hold employees accountable for results appropriate to their level of responsibility; differentiate between various levels of performance; and provide consequences based on performance. The agency is also working to include <u>all</u> agency employees under such systems;</li> <li>• Reports the full cost of achieving performance goals accurately in budget and performance documents and can accurately estimate the marginal cost (+/- 10%) of changing performance goals;</li> <li>• Has at least one efficiency measure for all PARTed programs; <b>AND</b></li> <li>• Uses PART evaluations to direct program improvements, and PART ratings and performance information are used consistently to justify funding requests, management actions, and legislative proposals. Less than 10% of agency programs receive a Results Not Demonstrated rating for more than two years in a row.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers some of the major responsibilities of the Department. Agency can demonstrate information is used to improve performance of agency programs;</li> <li>• Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate measures identified in the PART process;</li> <li>• Performance appraisal plans for SES and managers link to agency mission, goals and outcomes, effectively differentiate between various levels of performance, and provide consequences based on performance;</li> <li>• The full cost of achieving performance goals is accurately reported in budget and performance documents;</li> <li>• At least 50% of agency programs rated by the PART have at least one efficiency measure; <b>AND</b></li> <li>• PART ratings and performance information are used to justify funding requests, management actions, and legislative proposals. No more than 50% of agency programs receive a Results Not Demonstrated rating for more than two years in a row.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Senior agency managers do not have a regular process for considering financial and performance information when making decisions regarding the management of Agency programs;</li> <li>• Strategic plans contain too many goals and objectives to provide a clear focused statement of Agency priorities. Performance measures included in annual budget and performance documents do not meet the standards of the PART;</li> <li>• Performance appraisal plans do not link to agency mission, goals, and outcomes, effectively differentiate between various levels of performance, or provide consequences based on performance;</li> <li>• Does not have a systematic way to estimate the full cost of achieving performance goals reported in budget and performance documents;</li> <li>• Less than 50% of agency programs rated by the PART have at least one efficiency measure; <b>OR</b></li> <li>• Agency does not consistently use PART ratings to justify funding requests, management actions, and legislative proposals. More than 50% of agency programs receive a Results Not Demonstrated rating for more than two years in a row.</li> </ul>