

The President's Management Agenda (PMA) outlines five government-wide goals, and one initiative specific to the Department of Justice, that envision a results-oriented, citizen-centered government and that allow for improving performance and overall effectiveness. The Department of Justice is committed to implementing the strategies of the PMA. Essential to successfully implementing the PMA, and achieving the Attorney General's management goals, is a well-managed organization with highly skilled employees. While it will take several years for the Department to successfully accomplish many of the PMA items due to extensive planning, analysis, and coordination involved in implementation, the Department has made significant progress in supporting the reforms outlined in the PMA, and the following highlights progress made throughout FY 2003.

Proud to Be "Getting to Green": Status of PMA Implementation

Early in FY 2003, the Office of Management and Budget (OMB) asked each agency to reflect on the five government-wide initiatives and outline where they would be "Proud to be" by July 1, 2004. This exercise led to the establishment of new "Proud To Be" criteria for determining if an agency was making progress in implementing the objectives outlined within the President's Management Agenda. OMB's newly developed criteria standardizes the elements of achieving red, yellow, and green in each of the goal areas and serves as a guide as the Department works towards successful attainment of each agenda item.

Throughout FY 2003, OMB continued evaluating our efforts and providing status reports using a red, yellow, green grading system. A score of red implies that the agency has made little progress in moving towards implementation, yellow means the agency has a defined and approved plan for attainment, and green indicates that an agency has successfully fulfilled each of the criteria outlined by OMB. Closing out our second year of tracking the agenda items, the Department moved to yellow overall in the areas of Competitive Sourcing and the Faith Based Community Initiative. OMB is rating the Department's incremental progress towards getting to green is displayed in the "progress status" area in the chart below.

President's Management Agenda Goal	Overall Status	Progress Status*
Strategic Management of Human Capital	Red	Green
Competitive Sourcing	Yellow	Green
Improved Financial Management	Red	Green
Expanded Electronic Government	Red	Green
Budget and Performance Integration	Red	Green
President's Management Agenda Initiative		
Faith-based and Community Initiative	Yellow	Green

* As of September 30, 2003

PMA 1. Strategic Management of Human Capital

President Bush's management agenda seeks to flatten the federal hierarchy and make government more citizen-centered by reducing the number of layers within government. Through workforce planning, agencies can redistribute higher-level positions to aid timely decision-making and more effectively interact with citizens. The Department's main initiatives under the umbrella of strategic management of human capital include: streamlining, eliminating and/or consolidating duplicative functions and focusing resources on front-line positions, and strengthening hiring, training and diversity policies throughout the Department.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> ▪ Implemented a comprehensive Human Capital Plan, analyzed the results, and integrated them into decision making processes to drive continuous improvement; 	<ul style="list-style-type: none"> ▪ After completing a comprehensive Human Capital (HC) Strategic Plan in September 2002, DOJ created its HC Implementation Plan in March 2003 listing 25 objectives to achieve HC plan goals. In June 2003, DOJ prepared a HC Project Tracking Report with specific tasks and due dates. ▪ DOJ meets with OPM and OMB officials twice per quarter to provide status updates. The project tracking report and status discussions facilitate HC decision making and drive continuous improvement. In June 2003, DOJ's progress rating on the HC scorecard was elevated from yellow to green.
<ul style="list-style-type: none"> ▪ 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 a process in place to address future changes in business needs; 	<ul style="list-style-type: none"> ▪ During FY 2003, DOJ transitioned Alcohol, Tobacco, Firearms and Explosives (ATF) to DOJ and transitioned Immigration and Naturalization Services (INS) and other DOJ organizations to DHS. ▪ In fulfillment of the Attorney General's post September 11, 2001 goals, DOJ launched efforts to restructure and reform the Office of Justice Programs (OJP) and the Federal Bureau of Investigation (FBI). In FY 2003, OJP made progress implementing phase two of its approved restructuring proposal, and the FBI continued a comprehensive reengineering. ▪ DOJ is participating in various E-Gov solutions and is working to ensure hiring is automated across DOJ to the greatest extent possible; the Drug Enforcement Agency (DEA) joined DOJ's automated hiring in June 2003. ▪ DOJ launched a contracted Workforce Analysis and Planning Initiative in the 4th Quarter FY 2003. The project will identify business drivers throughout DOJ and create a planning model that will allow decision makers to better align the workforce to meet mission requirements and to address future changes in business needs.
<ul style="list-style-type: none"> ▪ Succession strategies, including structured executive development programs, result in a leadership talent pool and are continuously updated to achieve results; 	<ul style="list-style-type: none"> ▪ In FY 2003, DOJ developed an Senior Executive Service (SES) Candidate Development Program and completed a Corporate Leadership Council sponsored survey; survey results will be used as a foundation for the DOJ succession management process.
<ul style="list-style-type: none"> ▪ Has performance appraisal plans for all SES 	<ul style="list-style-type: none"> ▪ Performance policies for SES and General

Criteria	FY 2003 Progress
<p>and managers, and more than 60% of the workforce, that: link to agency mission, goals and outcomes; hold employees accountable for results appropriate to their level of responsibility; effectively differentiate between various levels of performance; and provide consequences based on performance. The agency is also working to include all agency employees under such systems;</p>	<p>Schedule employees were completed during FY 2003. The policies require that performance plans and appraisals link to the DOJ Strategic Plan and will be phased in at the beginning of each component's next appraisal period. A new incentive awards policy memorandum provides for performance differentiation and consequences for SES, managers, and employees.</p>
<ul style="list-style-type: none"> ▪ Reduced under-representation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity; 	<ul style="list-style-type: none"> ▪ During FY 2003, DOJ completed several key milestones from the Attorney General's Management goals to support an inclusive culture in the Department, including: developed the policy and program for the Attorney Student Loan Repayment (SLR) Program and made SLR awards; selected a contractor for a Workplace Culture Assessment; and received the Attorney General's approval for a new mentoring proposal and assigned mentors for honors attorneys.
<ul style="list-style-type: none"> ▪ Significantly reduced skill gaps in mission critical occupations and competencies, integrated competitive sourcing and E-Gov solutions into gap reduction strategy; and 	<ul style="list-style-type: none"> ▪ DOJ prepared a Workforce Analysis Report in June 2003 that identified skill gaps based on projected attrition/retirements over the next five years. ▪ In September 2003, DOJ completed a comprehensive survey of all DOJ occupations to determine means of recruitment and training needs at entry into DOJ. DOJ also began launching a Virtual University initiative.
<ul style="list-style-type: none"> ▪ Outcome measures are used to make human capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the agency. 	<ul style="list-style-type: none"> ▪ During FY 2003, DOJ funded and established participation in the Corporate Leadership Council's HR Measurement Laboratory that will produce a web-based workforce metrics dashboard.

PMA 2. Competitive Sourcing

The President has proposed to increase competition for activities performed by the government as listed on agency FAIR Act inventories. We will use competitive sourcing as a tool for getting departmental commercial-type work done efficiently, considering the full cost of in-house performance.

DOJ will strive to conduct accurate FAIR Act inventories that reflect closer scrutiny of functions performed within the Department to determine those that are commercial in nature. Additionally, as appropriate, the Department will conduct A-76 competitions or direct conversions to achieve economies and enhance productivity.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> ▪ Has an OMB approved "green" competition plan to compete commercial activities available for competition; 	<ul style="list-style-type: none"> ▪ DOJ established a "yellow" plan in February 2003.
<ul style="list-style-type: none"> ▪ Has publicly announced standard competitions in accordance with the schedule outlined in the agency "green" competition plan; 	<ul style="list-style-type: none"> ▪ DOJ has issued solicitations for its "yellow" plan; however, the FBI vehicle maintenance competition has been put on hold as a result of a protest. The FBI has recovered the source selection board.
<ul style="list-style-type: none"> ▪ Since January 2001, has completed at least 10 standard and streamlined competitions (no minimum number of positions required per competition); 	<ul style="list-style-type: none"> ▪ N/A – This criterion was modified from ten for DOJ per agreement with OMB based on the size of the DOJ competitions.
<ul style="list-style-type: none"> ▪ In the past year, completed 90% of all standard competitions in a 12-month timeframe; 	<ul style="list-style-type: none"> ▪ N/A – Based on OMB/DOJ agreement, late FY 2003.
<ul style="list-style-type: none"> ▪ In the past year, completed 95% of all streamlined competitions in a 90-day timeframe; 	<ul style="list-style-type: none"> ▪ N/A – Based on OMB/DOJ agreement, late FY 2003.
<ul style="list-style-type: none"> ▪ In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions; and 	<ul style="list-style-type: none"> ▪ DOJ has not cancelled any competitions.
<ul style="list-style-type: none"> ▪ Has OMB approved justifications for all categories of commercial activities exempt from competition. 	<ul style="list-style-type: none"> ▪ At the time of this report, OMB has supported DOJ's decisions regarding exemptions.

PMA 3. Improved Financial Management

Timely and accurate financial reports, combined with key performance information, are critical to improving agency management, program performance, and overall cost effectiveness. It is vital for agencies to have reliable and functionally capable financial and associated performance systems that can provide that critical information. It is equally important that agencies operate with efficient business practices that are compliant with federal financial management and accounting standards. DOJ continues to improve its systems and practices in order to provide management and the public with reliable and timely financial management information.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> ▪ Receives an unqualified audit opinion on its annual financial statements; 	<ul style="list-style-type: none"> ▪ For FY 2002 and FY 2001, DOJ received unqualified opinions on all its audited financial statements. DOJ fully expects to receive an unqualified opinion on its FY 2003 annual financial statements.
<ul style="list-style-type: none"> ▪ Meets financial statement reporting deadlines; 	<ul style="list-style-type: none"> ▪ As a part of preparing to meet the OMB aggressive November 15, 2004 due date, the Department has accelerated the FY 2003 financial statement due date by 30 days. To ensure DOJ meets the accelerated due dates for the FY 2003 reports, DOJ updated its financial statements guide and issued a new statement preparation timeline to all components. DOJ emphasized to components the importance of meeting the Department-wide time line, key dates for completing the fiscal year 2003 audit, and the Treasury year-end closing requirements, including FACTS I and II submissions.
<ul style="list-style-type: none"> ▪ Reports in its audited annual financial statements that its systems are in compliance with the Federal Financial Mangers Improvement Act; 	<ul style="list-style-type: none"> ▪ As part of the Attorney General's plan to improve financial management performance, DOJ continues its preparation to acquire a new Department-wide core financial system known as the Unified Financial Management System (UFMS). In preparation for implementation of the UFMS, DOJ developed business process models, a prototype accounting scheme for coding, and issued the commercial off-the-shelf (COTS) award solicitation.
<ul style="list-style-type: none"> ▪ Produces accurate financial information on demand; 	<ul style="list-style-type: none"> ▪ The Department issues accurate financial information on demand. DOJ completed testing of the Hyperion Financial Management financial consolidation software testing. It also issued reimbursement policies to accelerate quarterly and year-end closeouts and performed interim testing.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> ▪ Routinely assesses performance and financial information which its managers use to make day-to-day decisions; 	<ul style="list-style-type: none"> ▪ The routine assessment of performance/financial information is being addressed through implementation of the Unified Financial Management System and through the development of improved performance measures. DOJ began reporting OMB government-wide Financial Management Performance Metrics, contracted with a recovery auditor to recover erroneous payments, and started the audits. The Department began a partnership with OMB on the Core Financial Management Line of Business team, and held the first Department-wide Financial Managers Conference to address financial management issues.
<ul style="list-style-type: none"> ▪ Has no chronic or significant Anti-Deficiency Act Violations, has no material auditor-reported internal control weakness; <p>AND</p>	<ul style="list-style-type: none"> ▪ DOJ anticipates no chronic or significant Anti-Deficiency Act Violations. Corrective Action Plan efforts are anticipated to result in a diminished number of internal control weaknesses in the FY 2003 audit reports at a component level.
<ul style="list-style-type: none"> ▪ Has no material non-compliance with laws or regulations, agency head provides an unqualified statement of assurance in its annual accountability report. 	<ul style="list-style-type: none"> ▪ DOJ anticipates meeting the objectives of Sections 2 and 4 of the Federal Managers' Financial Integrity Act (Integrity Act) for FY 2003. While there are still material challenges to resolve, DOJ continues to improve in this area. During FY 2003, the Department continued to implement Corrective Action Plans to remedy weaknesses related to financial systems compliance and federal accounting standards. The Department issued guidance on reporting material weaknesses and significant concerns under the Integrity Act.

PMA 4. Expanding E-government

Focusing the application of information technology on improving agency mission performance, enhancing information security, maintaining privacy, reducing duplication and coordinating efforts with other agencies in an integrated manner is vital to the success of this agenda item. The Department of Justice Office of the Chief Information Officer (OCIO) has made significant progress in implementing the DOJ IT Strategic Plan. Additionally, savings achieved through eGovernment solutions will allow the Attorney General to achieve the reallocation of resources in support of anti-terrorism activities.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> Has a Modernization Blueprint that focuses IT investments on important agency functions and defines how those functions will be measurably improved; 	<ul style="list-style-type: none"> Established a Department-wide Enterprise Architecture (EA) Committee to guide the development of the DOJ EA. Published the DOJ Technical Reference Model (version 1) and the target conceptual architecture. Identified key agency functions for inclusion in the Common Solutions Initiative – Financial Management and the “To-Be” Booking Architecture. Developed and issued the DOJ IT Security Architecture. Initial work started for the Case Management System and DOJ Infrastructure Initiatives.
<ul style="list-style-type: none"> Has acceptable business cases (security, measures of success linked to Modernization Blueprint, program management, risk management, and cost, schedule and performance goals) for all major systems; 	<ul style="list-style-type: none"> In January 2003, DOJ submitted 43 acceptable business cases. Developed consolidated business cases in program areas of: financial management, infrastructure, and architecture. Conducted Department-wide Exhibit 300 business case training for components staff preparing for FY 2005 budget submission including consolidated business cases. Established linkages from consolidated business case for enterprise-wide financial management system in the “To-Be” financial management architecture. Identified additional project candidates for the DOJ Common Solutions Initiative for integration across the Department.
<ul style="list-style-type: none"> Has cost and schedule overruns that average less than 10% and performance shortfalls average less than 10% for all major IT projects; 	<ul style="list-style-type: none"> DOJ OCIO initiated and implemented a project oversight program (POP) to focus on the most difficult, costly and challenging projects from a cost, schedule and schedule perspective. Initiated first phase an Information Technology Investment Management (ITIM) Select process; identified projects transitioned to the Control Phase for POP oversight/monitoring. Automated tool used to capture, track, and report all IT projects cost schedule and performance data. Initiated Department-level IT Review Board for selected projects classified as high-risk, high-dollar, and high profile.
<ul style="list-style-type: none"> Quarterly status report documents sustained progress in remediating IT security weaknesses; 	<ul style="list-style-type: none"> Submitted status report to OMB and Congressional Committees on improved capabilities of DOJ internal database to facilitate analysis of classified systems; improved accurate and timely reporting and established additional oversight and resources to assist in addressing the security weaknesses identified during the FBI and the U.S. Marshals Service certification and accreditation process.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> ▪ Inspector General verifies that there is a Department-wide IT Security remediation Process; 	<ul style="list-style-type: none"> ▪ DOJ OCIO accepts responsibility for the development of a Department-wide IT Security remediation process. An IT Security Council (ITSC) was formed in August 2003, with representatives from each component as members. The OCIO staff is responsible for ensuring all components have implemented the appropriate IT security controls, ensuring components identify plans of actions and milestones, and the monitoring of corrective action plans.
<ul style="list-style-type: none"> ▪ Has 90% of operational IT systems properly secured (certified and accredited, including mission critical systems; and 	<ul style="list-style-type: none"> ▪ DOJ systems and networks continue to be evaluated and assessed for risks. The percentage of IT systems reviewed continued to rise in FY 2003 to 79%.
<ul style="list-style-type: none"> ▪ Contributes to, and participates in, 3 of the 4 categories of E-Gov initiatives rather than creating redundant, or agency unique, IT projects. 	<ul style="list-style-type: none"> ▪ In FY 2003, DOJ contributed to, and participated in, 4 of 4 e-Gov categories. DOJ is also a partnering agency in 17 federal cross-agency initiatives, contributing content and information resources. The Office of Justice Programs reached a major milestone to integrate the Grants Management System with the Grants.gov initiative.

PMA 5. Budget and Performance Integration

Beginning with the FY 2004 budget submission, the Administration began formally integrating review of performance with budget decisions seeking to improve the performance and management of the federal government. This initiative seeks to link program performance to budget decisions and improve tracking and management, it is expected that agencies will be able to identify effective outcome measures, monitor their progress, and accurately present the associated costs.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> ▪ Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the Department. This information issued to make decisions regarding the management of agency programs; 	<ul style="list-style-type: none"> ▪ Implemented quarterly reporting mechanism for all components covering financial and performance information. Leadership briefings are scheduled quarterly, the outcomes of which guide Departmental decision-making.
<ul style="list-style-type: none"> ▪ Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate all measures identified in PART and focus on the information used in the senior management report described in the first criterion; 	<ul style="list-style-type: none"> ▪ Department made significant progress on the update to its current Strategic Plan by reducing the eight-goal structure to four and including specific long-term, measurable outcome goals. (The Department will issue its revised strategic plan covering FYs 2003-2008 in early FY 2004.) Additionally, in FY 2003, the Department updated its performance informed budget template to incorporate all measures identified in the PART process.
<ul style="list-style-type: none"> ▪ Performance appraisal plans for at least 60% of the agency positions link to agency mission, goals and outcomes, effectively differentiate between consequences based on performance; 	<ul style="list-style-type: none"> ▪ Budget Staff and representatives from Human Resources communicated quarterly throughout FY 2003 to ensure efforts in this area were in progress.
<ul style="list-style-type: none"> ▪ Reports the full cost of achieving performance goals accurately (+/-10%) in budget and performance documents and can accurately estimate the marginal cost (+/-10%) of changing program goals; 	<ul style="list-style-type: none"> ▪ The Department continued to report the full cost of achieving performance goals within its annual budget and performance documents.
<ul style="list-style-type: none"> ▪ Has at least one efficiency measure for all programs; and 	<ul style="list-style-type: none"> ▪ The Department currently has two programs (incarceration and detention) with existing cost per capita efficiency measures. The Department continued to examine, where additional efficiency measures would be helpful in guiding decision-making and where data developed as a result would be meaningful and appropriate.
<ul style="list-style-type: none"> ▪ Uses PART evaluations to direct program improvements and PART ratings are used consistently to justify funding requests, management actions, and legislative proposals. Less than 10% of the agency programs receive a Results Not Demonstrated rating for more than two years in a row. 	<ul style="list-style-type: none"> ▪ Department used the results of the BY 2004 PART reviews in our continuing efforts to improve DOJ programs and aid in the development of long-term measurable outcome goals, where possible. Also in FY 2003, the Department, in coordination with OMB, finalized the PART inventory, which details which programs will be PARTed through FY 2008. Budget Staff continue to work with components and OMB to assess if programs previously receiving assessments of "results not demonstrated" should be reassessed.

Faith-Based and Community Initiative

President Bush's Management Agenda seeks to reform federal management and improve program performance through the development of a coordinated strategy. In addition to the five strategies outlined above, the Department is also responsible for the Faith-Based and Community Initiative. Under this initiative, the Department of Justice, in addition to the Departments of Education, Health and Human Services, Housing and Urban Development, and Labor will work to identify and eliminate unwarranted regulatory barriers that exist in providing Faith-Based and Community-Based programs with access to federal programs. Justice is working to provide coordinated training and technical assistance to Faith-Based and Community-Based organizations looking to apply for grant funding.

Criteria	FY 2003 Progress
<ul style="list-style-type: none"> ▪ Agency has a fully implemented and coordinated plan for communication and outreach to Faith-Based Organizations (FBOs)/Community- Based Organizations (CBOs). 	<ul style="list-style-type: none"> ▪ Initiative website invites subscription to an e-mail list to communicate grant Request for Proposals, guidance, and Technical Assistance opportunities to FBO/CBOs. ▪ Department participated in seven White House conferences regarding the Initiative and included the Initiative in Department sponsored grantees and administrators conferences. Sessions on the Initiative were included in the National Crime Prevention Council's Annual Meeting funded by Office of Justice Programs (OJP).
<ul style="list-style-type: none"> ▪ Agency has a coordinated technical assistance plan, which includes efforts to streamline the application process for small and novice applicants, and to provide these groups with assistance in applying for federal funds. 	<ul style="list-style-type: none"> ▪ Executive Office of Weed and Seed (EOWS) produced a Faith-Based Implementation Guide for its grantees. ▪ Office for Victims of Crime continues its HOPE (Helping Outreach Programs Expand) grants to provide a streamlined application process for small and novice grantees. ▪ OJP provides technical assistance and training to grantees. Each Bureau has its own technical assistance to which links are provided from one website. See http://www.ojp.usdoj.gov/training.htm.
<ul style="list-style-type: none"> ▪ Agency has fully implemented efforts to eliminate significant and ongoing barriers to participation identified by Agency audit. 	<ul style="list-style-type: none"> ▪ OJP revised its Certified Assurances Form to remove extra-statutory limitations on faith-based organizations. OJP removed requirement that applicants be a 501(c)(3) organization unless required by statute. DOJ published for comment a regulation implementing Executive Order 13279 throughout the Department.
<ul style="list-style-type: none"> ▪ Agencies consistently apply appropriate legal requirements for participation by FBO/CBOs, including grant review and application of law by regional offices. 	<ul style="list-style-type: none"> ▪ Agency has included a statement of eligibility for FBO/CBOs in relevant program announcements and peer review guidance as well as "dos and don'ts" guidance for FBOs.
<ul style="list-style-type: none"> ▪ Agencies have established a pilot program targeted at FBO/CBOs with special attention to issues of substance abuse, homelessness, elders in need, at-risk youth, welfare to work and prisoner re-entry. 	<ul style="list-style-type: none"> ▪ Pilot Projects: COPS Reentry grants for faith-based mentoring programs; Bureau of Prison's Life Connections Program (LCP) for inmates in federal institutions; OVC's Elder Fraud Pilot using funding from Civil Division to involve faith-based service providers in efforts to protect the elderly from fraud; Office on Violence Against Women's Safe Havens Project to enlist and equip FBOs to help combat violence against women.

Criteria**FY 2003 Progress**

- Agencies have a fully implemented research agenda assessing the impact of the initiative.

- OJP sponsored a Research Study Group on Faith-Based Outcomes to solicit research possibilities and to examine the present findings in the field. BOP continues collection of baseline data from LCP Program. Development of evaluation of other pilots is ongoing.