



## The President's Management Agenda - Status at Department of State

The President's Management Agenda (PMA) is the Administration's strategy for improving the management and performance of the federal government. The Department has made substantial progress on each of the five USG-wide PMA initiatives, as well as on the two additional initiatives for which State plays a key role. Each quarter, the Office of Management and Budget (OMB) releases an executive scorecard, which rates progress and overall status in each of the President's Management Agenda initiatives. The progress and status ratings use a color-coded system that is based on criteria determined by OMB and used by all agencies. Agency performance in specific areas is rated on the grading scale of red, yellow, and green. For more information on the PMA and the executive scorecard, please visit [www.whitehouse.gov/results/](http://www.whitehouse.gov/results/).

The Department has made significant improvements in several areas, with the status scores for Strategic Management of Human Capital, Improved Financial Performance, and Budget and Performance Integration, now at green.

In addition, OMB designated the State Department as the principal implementing partner for the PMA initiative on a Rightsized Overseas Presence and Congress mandated the creation of the Office of Rightsizing the U.S. Government Overseas (M/R) within the Department. M/R's goals are to: establish standard procedures and instructions for posts to follow when conducting rightsizing review exercises; implement a rightsizing review process based on a five-year review schedule for all posts and new embassy compound construction projects; work with Department elements and the inter-agency process to identify rightsizing best practices, implement regionalization and centralization strategies, reach common definitions on rightsizing opportunities such as duplication of effort at posts and outsourcing methods and requirements; and meet or exceed the applicable criteria for maintaining Green Status on the PMA Rightsizing initiative.

The State Department develops its PMA performance goal milestones through an annual deliberative process, which includes both agency initiative owners and OMB. Participants owning the PMA initiatives detail where they would be "Proud To Be" within one year, and then strategize how to best accomplish their goals through quarterly progress. OMB reviews this progress and issues its PMA government-wide scorecard summary. The Department fully articulated its "Proud To Be" goals for the third year of the PMA in August 2005.

The following is a brief overview of the Department's overall PMA progress:

 Progress	Strategic Management of Human Capital	 Status
<b>Goal</b> Build, sustain, and deploy effectively a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.		
<b>Progress</b> <ul style="list-style-type: none"> <li>• Developed implementation plan for civil service (CS) workforce planning system.</li> <li>• Registered 76% of all foreign service (FS) and CS in "Employee Profile +"</li> <li>• Collected data, developed reporting templates, populated on-line system to track and document HC results.</li> <li>• Implemented new promotion procedures for FS Generalists.</li> <li>• Completed Career Development plan (FS Generalists). Expanded to include Foreign Service and enhanced Civil Service opportunities.</li> </ul>		
<b>Upcoming Actions</b> <ul style="list-style-type: none"> <li>• Fully implement CS Workforce Planning System for CS employees.</li> <li>• Complete IT competency gap assessment, gap closure plan.</li> <li>• Negotiate with unions for new CS Performance Appraisal System, prepare request for the Office of Personnel Management (OPM) approval.</li> <li>• Report progress on family employment activities and diversity.</li> <li>• With OPM, determine elements necessary for strengthening Agency accountability system.</li> </ul>		



 Progress	Improved Financial Performance	 Status
<b>Goal</b> World-class financial services that support strategic decision-making, mission performance, and improved accountability to the American people.		
<b>Progress</b> <ul style="list-style-type: none"> <li>Continued to expand the content and use of financial data to inform the management decision-making process per OMB-approved 'Green' plan.</li> <li>State and USAID successfully upgraded to Momentum 6.02 for the Joint Financial Management System (JFMS). Efforts included collaboration on software conversion utilities, procedures, configuration setups and post-implementation monitoring.</li> <li>The Management Control Steering Committee (MCSC) established a subcommittee, comprised of RM, Office of the Inspector General (OIG), Office of the Legal Advisor (L), Bureau of Information Resource Management (IRM) and Bureau of Diplomatic Security (DS). The subcommittee will report to the MCSC in June on efforts to comply with the auditor's findings on the Federal Financial Management Improvement Act (FFMIA) deficiencies (e.g., SFFAS No. 4, OMB Circular A-127), and how to categorize the issues (e.g., reportable non-conformance).</li> </ul>		
<b>Upcoming Actions</b> <ul style="list-style-type: none"> <li>Continue to expand the use of financial data to inform the management decision-making process per OMB-approved 'Green' plan.</li> </ul>		

 Progress	Competitive Sourcing	 Status
<b>Goal</b> Achieve efficient, effective competition between public and private sources and establish infrastructure to support competitions.		
<b>Progress</b> <ul style="list-style-type: none"> <li>Issued draft performance work statement for domestic motor-pool competition.</li> <li>Issued draft performance work statement for career assignments technicians.</li> <li>Continued on schedule to complete the Department's first standard competition, involving global multi-media services.</li> </ul>		
<b>Upcoming Actions</b> <ul style="list-style-type: none"> <li>Issue solicitation for multi-media services.</li> <li>Improve the FY 2006 FAIR Act Inventory.</li> <li>Issue solicitation for domestic motor-pool drivers.</li> <li>Issue solicitation for career assignments technicians</li> </ul>		



 Progress	<b>Budget and Performance Integration</b>	 Status
<b>Goal</b> Improve the performance and management of the federal government by linking performance to budget decisions and improve performance tracking and management. The ultimate goal is better control of resources and greater accountability over results.		
<b>Progress</b> <ul style="list-style-type: none"> <li>Submitted second quarter management reports.</li> <li>Deployed Global Affairs dashboard reporting module to pilot offices.</li> <li>Continued to track status of PART finding and recommendations.</li> <li>Submitted draft pilot performance Congressional Budget Justification (CBJ) for two accounts for inclusion in the FY 2007 budget submission.</li> <li>The Department worked with both regional and functional bureaus to expand the use of Quarterly Management Reports (QMRs) as a tool to better inform management decisions made by senior managers.</li> <li>Linked the Global Dashboard Performance Tool to the Joint State/USAID Performance Plan, and USAID's Bureau Program and Budget Submission (BPBS).</li> <li>Updated performance targets and financial information for new and prior year PARTs.</li> </ul>		
<b>Upcoming Action</b> <ul style="list-style-type: none"> <li>Produce PART Scores and Ratings Reports.</li> <li>Include PART ratings and substantive analysis in account justification sections of Congressional Budget Justification.</li> <li>Finalize OMB Exhibit 300 in preparation for a joint State-USAID planning system.</li> <li>Roll out the Global Affairs Dashboard to select bureau users.</li> <li>Initiate Joint State/USAID Strategic Plan revision.</li> <li>Further develop pilot performance CBJ format in coordination with OMB.</li> </ul>		

 Progress	<b>Expanded Electronic Government</b>	 Status
<b>Goal</b> Expand the federal government's use of electronic technologies (such as e-procurements, e-grants, and e-regulation), so that Americans can receive high-quality government service.		
<b>Progress</b> <ul style="list-style-type: none"> <li>E-Gov/Line of Business/SmartBuy Implementation and Alignment Plans. The Department has an approved plan and submitted the 1<sup>st</sup> Quarter, FY 2006 report on November 30. All required milestones were completed. Three milestones (e-Payroll) were deferred to Q2 FY2006 due to Hurricane Katrina.</li> <li>Acceptable Business Cases: All 20 of the Department's FY 2007 Exhibit 300 business were graded by OMB in the Well Planned and Managed category and received passing business case scores (the only agency to achieve this milestone).</li> <li>State's Under Secretary for Management and USAID's Deputy Director signed a memo to their Joint Management Council on using the Joint Enterprise Architecture (JEA) as a tool to identify and implement joint management initiatives between the two organizations.</li> <li>Evaluated JEA effectiveness using OMB's Enterprise Architecture Self-assessment tool and submitted score to OMB for validation. Submitted JEA Completion and Use Plan report to OMB.</li> <li>Mapped Information Categories to the appropriate Joint Business Reference Model (BRM) lines of business.</li> <li>Foreign Service Institute was approved to be one of four authorized Government-wide e-training service providers.</li> <li>All managers of major IT projects were validated in the FY 2007 Budget submission. The Department has implemented an IT Project Manager Program that updates basic and continuing education requirements. These new program requirements must be met by Q1 FY 2007.</li> <li>PM's for designated "High Risk" projects are preparing performance reports using OMB's template prescribed in OMB memo M-05-23 for submission to OMB.</li> <li>Submitted Annual e-Gov Act Implementation Report highlighting Online Passport Status Service.</li> <li>State provided hands-on SMART demonstrations for internal and interagency users.</li> </ul>		
<b>Upcoming Actions</b> <ul style="list-style-type: none"> <li>Using the guidance issued by CIO Council Architecture and Infrastructure Committee provide the completed transition plan as part of the agency's Enterprise Architecture (EA) submission to OMB.</li> <li>Report on plan and status to include all contractor systems in the Department's inventory of IT systems.</li> <li>Submit quarterly report signed by the CIO and Senior Procurement Executive stating the agency has no IT acquisitions duplicative of e-Gov initiatives.</li> <li>Submit e-Gov/Line of Business/SmartBuy implementation and Alignment Quarterly Milestones Report to OMB.</li> </ul>		



 Progress	<b>Federal Real Property Asset Management Initiative</b>	 Status
<b>Goal</b> To promote the efficient and economical use of the United States Government's real property assets both overseas and domestically.		
<b>Progress</b> <ul style="list-style-type: none"> <li>Asset Management Plan: State submitted a State and USAID consolidated plan.</li> <li>Inventory and Performance Measures: Completed the collection of all necessary Federal Real Property Council inventory and performance measures (e.g., cost, condition, utilization) for buildings and structures.</li> </ul>		
<b>Upcoming Actions</b> <ul style="list-style-type: none"> <li>Submit a draft three-year timeline for meeting goals/objectives. Submit a final three-year timeline, including OMB comments.</li> <li>Submit a data validation procedure to ensure the quality of the data reported to the Federal real Property Council database in Q1 2006.</li> <li>State and USAID must provide evidence that they are implementing the Asset Management Plan and are beginning to use the Asset Management Plan, Inventory, and Performance Measures in their day-to-day decision making and management of programs.</li> </ul>		

**Right-Sized Overseas Presence**

The President has emphasized the importance of security, efficiency, and accountability in U.S. Government staffing overseas by identifying Rightsizing as part of the President's Management Agenda. Rightsizing is ensuring that the mix of USG agencies and personnel overseas is appropriately aligned with foreign policy priorities, security concerns, and overall resource constraints. OMB is leading this PMA initiative. It is included in this report due to its importance to both the Department and USAID.

 Progress	<b>Right-Sized Overseas Presence</b> (OMB Lead)	 Status
<b>Goal</b> <ul style="list-style-type: none"> <li>Ensure New Embassy construction linked to rightsized staffing levels.</li> <li>Have an accurate and transparent accounting of Government-wide staffing and costs for personnel under Chief of Mission (COM) authority overseas.</li> <li>Use regionalization and centralization as rightsizing tools.</li> <li>Put review mechanisms in place to validate planning and size of all missions.</li> </ul>		
<b>Progress</b> <ul style="list-style-type: none"> <li>State's Rightsizing Office (M/R) developed five-year schedule for rightsizing reviews of all missions and provided standard guidance and instructions for CY 2006 reviews for post planning potential new embassy construction projects for FY 2008.</li> <li>State's Office of Global Support Services and Innovations submitted a three-year Regionalization and Centralization Architecture plan, to begin with danger posts in FY 2006.</li> <li>OMB included Government-wide data for personnel under COM authority, including the total number of U.S. and local positions overseas, the average cost of an American position, and the number of new positions included in the FY 2007 Budget.</li> <li>State and OMB validated planning for a single, unified "Gold Standard" database for personnel overseas under COM authority.</li> </ul>		
<b>Upcoming Actions</b> <ul style="list-style-type: none"> <li>State M/R to circulate current round of CY 2006 rightsizing reports to the interagency and OMB for comment.</li> <li>Report on accomplishment of Regionalization architecture migration plan milestones, including quantifying targets and goals for danger posts (State).</li> <li>Validate Post Personnel database population with all posts and other agency headquarters (State).</li> <li>Host Washington Interagency Rightsizing Summit to discuss new embassy compound and other mission rightsizing review process, five-year plan, and standard rightsizing review guidance/procedures (State/OMB).</li> </ul>		