



The President's Management Agenda

The President's Management Agenda (PMA) is the President's program for improving the management and performance of the federal government, with a focus on results. The PMA contains five government-wide and nine agency-specific initiatives that hold federal agencies to a standard of excellence for achieving results that matter to the American people. Since the PMA was launched in 2001, the Department of State has made substantial progress on the agenda's five government-wide initiatives: human capital; e-government; competitive sourcing; financial performance; and budget and performance integration.

On an annual basis, the Department works with the Office of Management and Budget (OMB) to set a vision for where the agency would be "Proud To Be" the following year on PMA goals. The Department and OMB then strategize on how best to accomplish "Proud To Be" goals through incremental progress on each initiative. OMB tracks agency activities and issues a PMA executive scorecard on a quarterly basis. The scorecard rates the Department's progress and overall status for each of the PMA initiatives using a color-coded grading scale of red, yellow, and green. The Department's FY 2007 First Quarter Scorecard is provided below. For more information on the PMA and the executive scorecard, please visit www.whitehouse.gov/results/.

 Progress	Strategic Management of Human Capital	 Status
Goal Build, sustain, and deploy effectively a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.		
Progress <ol style="list-style-type: none"> 1. Reported on Domestic Staffing Model and updated implementation results. 2. Exceeded mandatory leadership training target, set new target and methodology to focus on current mid-level cohort. 3. Submitted Performance Appraisal Assessment Tool results on beta site and expanded it to three bureaus for 2007. 4. Submitted language gap analysis. 5. Reported on Senior Executive Service (SES) 30-working day hiring goal implementation plan. 6. Developed annual accountability report and conducted quality review of personnel actions. 		
Upcoming Actions <ol style="list-style-type: none"> 1. Submit SES 2007 Certification request with improved plans early in quarter. 2. Revise Overseas Staffing Model to reflect transformational diplomacy priorities. 3. Report on focused leadership-management training and mentoring programs. 4. Report on diversity of FY 2007 hiring, 45/30 day hiring models, and progress on applicant survey. 5. Submit updated gap analysis and improvement plan based on Government-wide assessment. 		



 Progress	Improved Financial Performance	 Status
Goal World-class financial services that support strategic decision-making, mission performance, and improved accountability to the American people.		
Progress <ol style="list-style-type: none"> 1. Issued Performance and Accountability Report (PAR) on 11/15/06 with audited financial statements citing no material weaknesses in internal control but receiving a disclaimer of opinion. 2. The Department satisfied the Independent Auditor about the amounts presented and received an unqualified opinion on 12/12/06. 3. Issued unqualified statement of assurance for Federal Managers Financial Integrity Act (Section 2 and Section 4), and first-ever Section 2 statement of assurance. 4. For Section 2, identified material weakness related to accounting for real property construction-in-progress; as a result of the corrective actions taken, the material weakness was resolved by 9/30/06. 5. Reported on improper payments and recovery audit program in FY 2006 PAR using data from evaluations and other sources. 		
Upcoming Actions <ol style="list-style-type: none"> 1. Develop corrective action plans for reportable conditions and discuss with OMB. 2. Work with OMB to establish next steps for Green Plan. 3. Submit A-123 Appendix A plans for FY 2007. 4. Implement upgrade of domestic systems from Central Financial Management System to Global Financial Management System. 		

 Progress	Competitive Sourcing	 Status
Goal Achieve efficient, effective competition between public and private sources and establish infrastructure to support competitions.		
Progress <ol style="list-style-type: none"> 1. Initiated business case analysis for domestic information technology functions. 2. Cancelled solicitation to encompass broader human resource functions in revised solicitation and garner greater interest from private sector. 3. Initiated evaluation of motor pool bids. 4. Completed independent validation of savings. 5. Developed residual organization for Multimedia Services. 6. Continued to work with OMB on approval of FY 2006 FAIR inventory. 		
Upcoming Actions <ol style="list-style-type: none"> 1. Initiate business case analysis for financial oversight, registrar and nuclear risk reduction center. 2. Work to rescope human resources competition with goal of issuing a new solicitation. 3. Complete evaluation of motor pool competition. 4. Complete the business case analysis for domestic information technology functions. 5. Develop initial recommendations for scoping information technology competition(s). 		



 Progress	Budget and Performance Integration	 Status
<p><i>Goal</i> 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.</p>		
<p><i>Progress</i></p> <ol style="list-style-type: none"> 1. FY 2006 Performance and Accountability Report submitted to OMB November 1; OMB edits included in final draft. 2. Issued FY 2007 foreign assistance operational plan guidance and conducted training. 3. Submitted top-line FY 2008 budget request amounts and supporting budget submission justification material to OMB for State Operations and the draft annual performance summary. 4. Submitted draft State/USAID Strategic Plan to OMB by December 31. 5. Met with OMB to discuss FY 2007 potential PARTs. 		
<p><i>Upcoming Actions</i></p> <ol style="list-style-type: none"> 1. Publish Joint State/USAID Strategic Plan. 2. Submit complete draft Congressional Budget Justification of sufficient quality for timely review to OMB. Submit final State Operations and Foreign Assistance Congressional Budget Justifications to the Hill by February 20, 2007. 3. Work with OMB to ensure performance information is integrated into the Congressional Justification in a meaningful way and included in budget briefings to the Hill. 4. Develop standard budget and performance template for all chapters of the State Operations budget submission. 5. Provide update on improvement plan and performance measures for 2002 - 2006 PARTed programs. 6. Provide complete, first drafts of all 2007 PARTs for OMB review by March 30, 2007. 		



 Progress	Expanded Electronic Government	 Status
<p>Goal 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.</p>		
<p>Progress</p> <ol style="list-style-type: none"> 1. Submitted Annual Federal Information Security Management Act (FISMA) Report, 1st Quarter update, and Corrective Action Plan. 2. Posted remaining FY 2007 and FY 2008 Privacy Impact Assessments (PIAs) on website. 3. Compared systems lists to ensure all reported systems have PIAs and system of records. 4. Submitted Annual E-Gov Act of 2002 implementation report. 5. Submitted 1st Quarter FY 2007 quarterly progress report on E-Gov Implementation Plan milestones in accordance with OMB reporting instructions. 6. Submitted quarterly report stating the agency has no duplicative IT acquisitions. 7. Developed Decision Template, Integrated Management Plan and Optimization Analysis for the Joint Management Council (JMC). 8. Began development of joint segment to-be architecture and transition roadmap for the JMC Human Resources Working Group. 9. Updated Joint Enterprise Architecture (JEA) Transition Strategy with major investments and JMC initiatives. 10. Submitted quarterly JEA progress report. 11. Posted FY 2009 IT Capital Planning data call schedule on E-Gov PMO web site. 12. Submitted response to initial budget data request for baseline costs associated with investments replaced by E-Gov initiatives. 		
<p>Upcoming Actions</p> <ol style="list-style-type: none"> 1. Conduct and Submit JEA self-assessment per OMB Enterprise Architecture Assessment Framework 2.1. 2. Provide in-house business case training seminars for all IT project managers. 3. Review and update PIA documentation, manuals and training for FY 2009 budget cycle. 4. Submit quarterly Enterprise Architecture progress report in accordance with OMB requirements. 5. Focus ongoing Joint EA activities on defining and implementing the Joint Overseas Administration Support Platform. 6. Provide evidence of completion of SMART open tasks to OMB. 7. For E-Payroll migration, State will complete review of the costed fit/gap and identify changes. 8. Provide top line FY 2008 number consistent with decisions made for Exhibit 53. 9. Provide PIA training to IT program managers for systems identified as lacking a privacy assessment. 10. Complete FY 2006 Memoranda of Understandings for the government-wide E-Gov. 11. Complete 2nd Quarter FY 2007 milestones on approved E-Gov Implementation Plan. 12. Submit quarterly report stating the agency has no duplicative IT acquisitions. 13. Develop to-be service oriented architecture through the managed and coordinated planning and development of web-based enterprise application suite for overseas operation. 14. Develop joint data architecture on selected JMC business segments and the overseas applications development guidance effort. 15. Submit quarterly FISMA update and quarterly corrective action plan to OMB. 		



 Progress	Federal Real Property Asset Management Initiative	 Status
<i>Goal</i> To promote the efficient and economical use of America's real property assets.		
<i>Progress</i> <ol style="list-style-type: none"> 1. Completed next phase of operations and maintenance benchmarking (24 posts; 39 percent of total). 2. Submitted timely and accurate State and USAID data to the Federal Real Property Profile database. 3. Updated initiatives to minimize costs or maximize efficiencies in the design of new embassy compounds. 4. Submitted draft Long Range Overseas Building Plan for review, including operations and maintenance cost information for new embassy compounds. 		
<i>Upcoming Actions</i> <ol style="list-style-type: none"> 1. Update the three-year timeline to include milestones for completion in FY 2009. 2. Identify and complete remaining non-inventory and performance measures changes to the Asset Management Plan (AMP). 3. Submit to OMB the updated AMP and summary of revisions. 4. Finalize new embassy compound occupant questionnaire with OMB and execute survey. 5. Complete next phase of operations and maintenance benchmarking. 		

 Progress	Right-Sized Overseas Presence (OMB Lead)	 Status
<i>Goal</i> <ol style="list-style-type: none"> 1. Reconfigure USG overseas staff allocation to the minimum necessary to meet U.S. foreign policy goals. 2. Have a government-wide comprehensive accounting of total overseas personnel costs and accurate mission, budget, and staffing information. 3. Ensure that accurate projected staffing patterns determine embassy construction needs. 		
<i>Progress</i> <ol style="list-style-type: none"> 1. Summarized agency personnel and cost data collected in overseas staffing review. 2. Held interagency rightsizing meeting to kick-off FY 2007 rightsizing review process. 3. Provided agencies access to Post Personnel Gold Standard overseas staffing data for validation on a real-time (web-based) basis. 4. State and USAID management consolidation progress: announced a timeline and procedures for consolidation of agreed-upon administrative support functions at 40 posts where State and USAID are or will be co-located by October 1, 2007; provided a "best practices" roadmap to these posts and requested standardized financial information. 5. Drafted, published, and disseminated a "Guide for U.S. Government Agencies Planning Overseas Representation" to assist agencies in more efficiently and effectively managing their overseas presence. 6. Created a State-Department of Homeland Security (DHS) steering committee, consisting of multiple State functional and regional bureaus, and all DHS components with an overseas presence, to meet bimonthly to address issues related to the growing DHS overseas presence. 		
<i>Upcoming Actions</i> <ol style="list-style-type: none"> 1. Submit monthly global staffing changes reports (State). 2. Clearly define regionalization and centralization strategy and implementation plan (State). 3. Provide guidance to agencies on gold standard staffing database validation process and requirements and timeline for key reporting dates, i.e., Capital Security Cost Sharing data collection (State). 4. Demonstrate progress on the consolidation of State/USAID administrative platforms at co-located and NEC posts (State/USAID). 5. Demonstrate progress on post rightsizing implementation plans (State). 		