DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
FINANCIAL MANAGEMENT AND COMPTROLLER
109 ARMY PENTAGON
WASHINGTON DC 20310-0109

REPLY TO ATTENTION OF

NOV 30 2005

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL & READINESS)

SUBJECT: Implementation and Cascading of the President's Management Agenda (PMA)

Attached please find the Army's first quarter, FY 2006, President's Management Agenda report. It is submitted for your review and incorporation into the DoD report.

Should you have any questions, please contact Mr. Marc Meador: (703) 692-7401 or marc.meador@hqda.army.mil.

Nelson M. Ford
Principal Deputy Assistant Secretary of the Army
(Financial Management and Comptroller)

Enclosures

CF:
Secretary of the Army
Chief of Staff, Army
Under Secretary of the Army
Vice Chief of Staff, Army
Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
Assistant Secretary of the Army (Civil Works)
Assistant Secretary of the Army (Installations and Environment)
Assistant Secretary of the Army (Manpower and Reserve Affairs)
General Counsel
Administrative Assistant to the Secretary of the Army
Chief Information Officer
The Inspector General
The Auditor General
Deputy Under Secretary of the Army
Deputy Under Secretary of the Army (Operations Research)
Chief of Legislative Liaison
Chief of Public Affairs

Director Small and Disadvantaged Business Utilization
Director of the Army Staff
Deputy Chief of Staff, G-1
Deputy Chief of Staff, G-2
Deputy Chief of Staff, G-3
Deputy Chief of Staff, G-4
Deputy Chief of Staff, G-8
Chief, Army Reserve
Chief National Guard Bureau
Chief of Engineers
The Surgeon General
Assistant Chief of Staff for Installation Management
Chief of Chaplains
Provost Marshal General
The Judge Advocate General
Sergeant Major of the Army

Department of the Army
PMA Scorecard Cascade
Q1 FY 2006
Strategic Management of Human Capital

1. Human capital strategies are linked to agency mission and goals. To be Green in status, a comprehensive Human Capital Plan has been implemented, results analyzed, and integrated into the decision-making processes to drive continuous improvement.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
The DoD FY2005 strategic performance measures were developed with the DoD Components and the implementation of these measures will be evaluated every quarter during the fiscal year. The Department strives to complete 80% of the identified performance measures during FY 2005.	In support of OSD goals, the Army will lead the way in developing a systematic civilian personnel planning and forecasting system to achieve the civilian work force necessary to support the Army's mission. OSD currently is considering Army's work for broader use.	**Strategically align the Civilian HR community, focus on customers, and provide measurable, leading edge results.**	**1st Quarter - - Developed a refreshed Draft Civilian Human Resource (CHR) Strategic Plan for FY 2006-2013 that aligns with the DoD Human Capital Strategic Plan and incorporates other Army initiatives/actions such as LEAN Six Sigma, BRAC, NSPS, and work force realignment. Final plan anticipated to be e-published by Jan 06. Actively participated in and contributed to key planning initiatives, such as Quadrennial Defense Review Human Capital Strategy, Army's Transformation Roadmap, and the Army Campaign Plan. Currently using human capital strategies from above activities and also the results from the FY 05 CHR Performance Plan to begin development of the CHR Performance Plan for FY 06.** **Developed a plan of action for reviewing & evaluating the 209 staffing plans that were generated from the Revitalization site. The outcome of the review will identify the key data inputs that distinguish the successful plans from those that are not so that we may focus on access issues as they relate to the development of successful plans. The review process started on 1 Nov 05 and completion will depend on staff availability for conducting weekly reviews until completion.** **4th Quarter** - - The Army HR is actively engaged in the process of developing the DoD's Human Capital Strategy portion of the Quadrennial Defense Review. AG-1 provided comments on each of the five pillars that make up the Human Capital Strategy to ensure integration of the civilian workforce in meeting the agency's mission. Pillars are Alignment to Total Force; Competency Focused; Professional/Personal Growth; Performance Culture;

			and Agile Organizations. Submitted Proud-To-Be III Milestones for inclusion in the DoD July 2006 Report. Currently working actions identified for completion during Q4 FY05. Plans are in place to refresh, by Oct 05, the CHR Strategic Plan for FY04-11 to cascade the new OSD goals and include NSPS and BRAC initiatives. Applied instructional document, developed to assist in preparation of staffing plans, to determine effectiveness of the staffing plans. Review of the effectiveness of staffing plans, using all available tools, showed mixed reviews in terms of successful development and quicker access to information. Ways to speed up access have to be developed and feasible changes implemented and re-tested. Quicker access strategies are planned for development and testing during Oct-Nov 05 timeframe.

2. Organization is restructured as appropriate to provide optimal service at lowest cost and respond to changing business needs; strategies include redeployment, delayering, competitive sourcing, and E-Gov. To be Green in status, analysis and optimization, from service and cost perspectives, must be accomplished and a process in place to address future changes in business needs.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
DoD restructuring plan will be updated in March 2005 providing information on the actions undertaken in the Defense Components to improve the support to the DoD mission through efficient organizational operations. Items in the DoD Strategic Plan for FY 2005 that relate to organization structure and efficiency of operation will be completed.	In support of OMB and DoD goals, the Army will use systematic planning and restructuring that achieves the civilian workforce to support the DoD mission.	**Develop legislation, policy, and programs to support Army Transformation and NSPS implementation. Ensure that Army specific requirements are addressed in the establishment of implementing regulations. Implement NSPS program in accordance with DoD guidance maximizing the use of component flexibilities.**	**1st Quarter 06 - - In preparation for NSPS implementation, provided to MACOMs for distribution to subordinate activities, Annexes to the Army Campaign Plan for use during scheduled NSPS transition(s). These Annexes cover Communications, Change Management, Training Strategy, Financial Management, Labor Relations, Staffing and Workforce Shaping, Compensation Architecture and Transition/Implementation to the New Performance Management System.** **Supported optimizing efficiency of Civilian HR benefits operations by transitioning Office of Workers Compensation Program functions back to the Civilian HR community (from MACOMs) and training program administrators, now operating under auspices of Civilian Personnel Advisory Centers. Also instituted modifications to the Army Benefits Center-Civilian (ABC-C) that expanded services to newly separated employees.** **Further revamped benefits services by implementing a**

			number of initiatives in response to Hurricane Katrina and Rita recovery efforts (special JTR modifications, expedited insurance claims processing by the ABC-C, adapted time and attendance processes, expanded counseling access, and waiver of certain PPP rules to assist in reemployment of annuitants). Improved pay administration processes by implementing provisions of the 2004 Federal Workforce Flexibility Act that revised pay setting for personnel actions involving special, locality, and retained rates. Also implemented policy and supported GWOT through the 2005 waiver of annual premium pay cap for employees performing work in support of CENTCOM overseas operations. Fully supported E-Gov strategies by initiating testing on "MyBiz" to allow employees direct access to their personnel information and ultimately enable them to personally revise certain data elements. Also established policy to pave the way for elimination of hard copy earning & leave and tax statements. During this quarter, secured approvals and transitioned personnel servicing of Joint Task force Bravo's local national civilian workforce from Department of State to direct-hire Army employment. Contributed to efforts to improve the Priority Placement Program by participating with DoD in conducting a pilot program assessment at one of Army's Personnel Operations Center (West CPOC). Successfully loaded Civilian productivity (CIVPRO) data and a testing schedule is being coordinated. Programs for automating the PDF file lay out for R&A Reports are being finalized. Army data load is anticipated in Nov 05. After the data are examined, briefings will be scheduled prior to deployment. Conducting a study to identify roles and responsibilities of human resource management assets to ensure optimal use of assets by eliminating duplication. Study (CP 10) results will be used to improve service, costs, and processes to HR customers. Expected completion of study is end Nov 05.

			Established a "Reshape Working Group" which focuses on two areas: Caring and Sustainment- designed to assist employees and commanders, and Preparation and Execution - designed to focus on long-range functions such as Reduction in Force and Transfer of Function. The group consists of representatives from both Civilian Personnel Advisory Center employees and Civilian Personnel Operations Center employees and will bring in Major Army Command human resources participants. Major goals are to look for innovative ways to handle the emerging challenges associated with Base Realignment and Closure and Troop Re-stationing, scheduled to take place over the next five to ten years. **Established a Pay Working Group to review the changes in the way pay is set in accordance with the new pay administration rules. The group has representation from each of the CHRA civilian personnel regions and will review the changes and identify the impact on pay actions that have already been processed and training needs associated with implementation of the new rules.** **4th Quarter 05** - - On 28 July 05, Secretary of the Army endorsed the Army NSPS Campaign Plan. The Plan directs the planning, preparation, communication and execution of NSPS operations and Civilian HR transformation for Army. MACOM and Spiral 1.1 Transition Managers met 7& 8 Jul 05, received information on proposed implementing regulations, and discussed transition-related actions. Army-wide Labor Relations training will be implemented during Dec 05 – Feb 06. Pilot and Train-The-Trainer sessions have been scheduled for Oct, with workforce training on technical aspects of NSPS to begin mid Nov 05. In support of the Global War on Terrorism (GWOT), added access to the GWOT civilian employment opportunities site on the Army employment portal. Also added three additional links to employment opportunities to the GWOT site for Central Intelligence positions, Military to Civilian Conversion positions, and Special Inspector General for Iraq Reconstruction positions. Upgraded Army's employment portal to add links to the Army Nonappropriated Funds employment opportunities. As an e-Gov improvement for employment with Army, upgraded electronic tools for vacancy announcements, resume builder, and application status to be more user friendly and to provide interface

			with the Office of Personnel Management applications on USAJOBS. AG-1 obtained DoD and Dept of State approval of the Joint Compensation Plan for the JTF-Bravo Honduran LN workforce, which could serve as a template for LN compensation in other GWOT areas. Loaded to WASS, CIVPRO historical data that links analysis and forecasting tools to Army's productivity system. A reload on two dimensions has to be performed because of corrupt data. Delayed scheduled testing due to discovery of corrupt data. Completed a prototype test with one Command of the Review and Analysis (R&A) Commander Report, which contains analytic and forecasting information to facilitate tracking how well Commanders' service needs are being met. R&A reports will allow Commanders to assess the overall availability and health of human capital assets and compare them against standardized metrics. Estimated placement of R&A Reports in production is Oct-Nov 05 timeframe.

3. Continuity of leadership and knowledge is assured through succession planning and professional development. To be Green in status, succession strategies, including structured executive development programs, result in a leadership pool available and continuously updated to achieve results.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
New initiatives for FY 2005 include the revitalization of the Defense Leadership and Development Program (DLAMP) after a significant Congressional budget reduction in FY 2003 and refocus in FY 2004. Approval of DLAMP as a Candidate Development Program will be sought to assist in succession planning.	Through Leader training and development, build a bench of leaders at all echelons of management who think strategically and innovatively -- leaders who are self-aware and adaptive and who operate seamlessly in joint (i.e., intra-agency and interagency) environments.	**Promote a work environment that fosters professionalism and personal development and lifelong learning. Attract highly educated, mobile professionals, and adaptable leaders. Provide accelerated programs of advanced partnering with professional organizations, subsiding developmental assignments, and devoting money for degree/college courses that will enhance the professionalism of the civilian workforce.** Work in coordination with other Army organizations to implement a new	**1st Quarter - - Army Training and Leader Development – Civilian Implementation Plan is progressing on schedule. Funded development of the new Civilian Education System Orientation course, with 6 of 8 modules at the contractor. Also completed additional modules of the Advanced Course. Revision of current required online leader development courses is funded and scheduled for completion by 4th Quarter FY 06. Formed a multi-component Review of Training, Education, and Assignments for Leaders Task Force to review current leader development programs and make recommendations on changes needed to produce leaders for the future operating environment. A report on this work is due to the Secretary of the Army and the Army Chief of Staff by March 2006.** **Purchased 165 learning systems for Society of Human**

		Civilian Education System (CES) and leader development training program.	**Resource Management (SHRM) certification during FY 06. This effort will allow Army to test and eventually certify a large number of Army HR professionals.** **Implementing two web-based leader self-assessment tools that measure Army's 27 leadership competencies. Given the increased demand for civilian leaders capable of implementing the dramatic changes of NSPS, these assessment tools (Civilian Leadership Improvement Battery (CLIMB) and Leadership Effectiveness Inventory (LEI)) will allow employees and supervisors to identify strengths and weaknesses on competencies. Secured BrainBench contractor to host the system, which will go live December 2005.** **4th Quarter 05**- - As part of the plan to transform Army Civilian leader development, the Army Training and Doctrine Command consolidated the Army Management Staff College and the Civilian Leadership Training Division under the Army Command and General Staff College (CGSC). The CGSC is now supervising the development of the Civilian Education System to be implemented in FY08. Additionally, several recommendations of the Army Training and Leader Development-Civilian Implementation Plan have been completed this quarter. The Civilian Advisory Board met on 3 August, and continued addressing leadership concerns revolving around deployed Army civilian issues (service awards, casualties, deployment processing, etc.). CAB members will review the Army Civilian Handbook, another Army Training and Leader Development Panel product that is nearing completion. Having successfully developed and fielded the Business Enterprise Solutions Trainee (BEST) Intern Program and the Fellows Program in the US Army Materiel Command, Army is currently staffing program guidance to adapt both entry level programs and pilot them to different and larger audiences. The programs will enhance Army's ability to recruit and retain a high quality, mobile, and multifunctional workforce, and will help to help establish a pipeline with outstanding future civilian leaders. A cadre of Army civilian human resource employees completed the Society for Human Resource Management (SHRM) Certification Program and successfully passed the SHRM exam. Principles embodied in the SHRM learning modules indicate such

			will help prepare Army CHR professionals for greater success in implementation of NSPS. All participants are involved in an evaluation of the SHRM pilot, which is expected to better prepare future SHRM employees for the certification exam and for them to derive maximum benefit from the certification experience. Army will launch a second solicitation for candidate for SHRM certification in the coming weeks.

4. Performance appraisals and awards for SES and managers link to agency mission and are cascaded appropriately throughout more than 60% of the agency. To be Green in status, the plans for all SES and managers effectively differentiate between various levels of performance, and provide consequences based on performance.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
The polices issued in FY 2003 and FY 2004 requiring performance standards to link to the Department's and the Agency's strategic plan and the President's Management Agenda are reaffirmed for FY 2005. The development and implementation of the National Security Personnel System will include a new performance management system that ties individual performance to support of the organization's mission, differentiates between various levels of performance and provides consequences based upon performance.	Performance appraisal plans for 60% of agency SES positions will link to agency mission, goals and outcomes, effectively differentiate between various levels of performance and provide consequences based on performance.	**Monitor SES personnel performance objectives for alignment with organizational success measures.**	**1st Quarter 06 - - SES performance appraisals are in place with required linkages to organizational strategic plans. In organizations that do not have a strategic plan, linkage was made to higher level objectives, priorities, and Army's Campaign Plan. Army continues to embed individual performance plan linkage to respective organizational strategic plans and mission accomplishment. This cascades from the SES level to GS-15 managers and below. On 17 NOV 05 Army received notification from OSD that the Agency's SES pay for performance system has been provisionally certified by OPM and OMB.** **4th Quarter 05- -** New performance system requirements were tasked for completion by all SES, ST, and SL personnel. Human Resource Management Directorate (HRMD) conducted 14 briefings to SES members and rating officials regarding the new system requirement to write and submit new performance plans. Performance plans were directed to be established and in place prior to 1 Jul 05. Performance plans received were reviewed for compliance with linkage to respective organization's strategic plan. Performance plans were submitted to OSD and OPM as part of the agency request for certification. NSPS Performance Management and Pay for Performance provisions will require linkages between individual performance objectives and organizational mission plans and organizational performance. Army identified a requirement of the automated

			performance plan, presently in development, to include the capability to preload organizational mission statements and action plan in order to facilitate a line of sight and linkage in the individual's performance plan. NSPS performance management training modules for supervisors/managers and employees will contain training on developing performance objectives and emphasize the need to "link and cascade". Army will have managers share their performance plans with their employees to promote the cascading effect. Standard performance competencies/factors are being validated for use in the DoD Pay for Performance program.

5. Workforce is diverse, including mission critical occupations and leadership; agency consistently measures and works to sustain diversity. To be Green in status, DoD must demonstrate a reduction of under representation, particularly in mission-critical occupations and leadership ranks, and establish processes to sustain diversity.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Recruitment of women and minorities will receive top-level support through the Recruitment on Campus initiatives. Additionally, Defense Components will be asked to work on the diversity of their workforce through their respective recruitment initiatives. DLAMP will be reviewed to ensure that it sustains it's higher than normal DoD population of women and minorities in the GS-13 through GS-15 levels.	The Army's goals fully comply with OMB and DoD goals to achieve a diverse civilian force and a work environment that promotes individual respect and encourages collaboration through sharing of different views and prospective to improve effectiveness and quality.	**Use recruitment strategies, program and work force evaluations, performance management, leader development, and employee orientation to communicate and fulfill Army's commitment to EEO and acquiring and effectively managing diversity.** Continue Minority Outreach by representing the Army at targeted minority institutions, conferences, conventions, career days, and job fairs to market the Army's career intern program. Implement Disabled Soldier Support System (DS3) employment opportunity strategies to assist Veterans and spouses to obtain and transition into civilian jobs.	**1st Quarter FY 06 - - Secured direct hire authority for Forensic Biologists in the GS-0401 series which will provide the U.S. Army Criminal Investigative Command greater control over the hiring process and efforts to achieve and sustain diversity.** **Continued to sustain diversity through active support of the Army Spouse Employment Partnership, the military spouse Job Search Website (msjs.org), and the Disabled Soldier Support System.** **4th Quarter 05** - - Army established a Diversity Management Office, under the direction of G-1, human resources, to increase diversity in the Flag Ranks and SES. An Army working group has been convened to assist in accomplishing the diversity mission. This Defense Human Resources Board Working Group prepared recommendations for increasing diversity to be presented to OSD for a 16 Aug 05 meeting. Some of the proposed diversity initiatives include recruitment/accessions, purposeful development/nurturing, and accountability. Future plans include actions to increase diversity in the pipeline and retention issues. Army continues to support the Workforce Recruitment Program (WRP) for College Students with Disabilities, which is co-

			sponsored by DoD and the Office of Disability Employment, Department of Labor, in its effort to sustain workforce diversity. Army hired 65 WRP students this summer, including one appointment at the Army Civilian Human Resources Agency.

6. Current and future skill gaps in mission critical occupations are identified and reduced. To be Green in status, DoD must significantly reduce skill gaps in mission critical occupations and competencies and integrate competitive sourcing and e-Gov into gap reduction strategy.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
The Components will continue their efforts to identity and reduce skills gaps in mission critical occupations to support the Department's mission. The HR community will work with its military personnel counterparts in the analysis of military positions that can be converted to civilian positions.	Civilian Human Resources Community will aggressively work to forecast future skill gaps and recruit a quality workforce to ensure that the Army will have the optimal skill mix to accomplish its mission, now and in the future.	**Develop a responsive, flexible human resources forecasting system that permits management to maintain a mission ready work force**. Develop a plan to track workforce retention in greater detail in order to better forecast recruitment needs. Predict workforce trends based on skills. Institute proactive recruitment, to include advance information to applicants and recruiters, and use special studies, marketing and new staffing programs and procedures to recruit quality personnel to fill current/anticipated gaps. The HR community will also work with its military personnel counterparts in the analysis of military positions that can be converted to civilian positions. Work with other Agencies to develop competencies for critical occupations and a methodology to forecast future needs and skills.	**1st Quarter 06 - - Conducted a walk-through of the competency database & application. Testing within our organization is planned following some changes. The next steps will be to pilot and validate the competencies within our organization and conduct the competency gap analyses. The results will be examined to determine the quality of the information gathered. Adjustments will be made as needed. The application will then be administered to the population in mission critical occupations. Plans are in progress for updating MACOM projections based on the President's January 06 Budget. MACOMs will be requested to provide input prior to the generation of the forecasts. Employment outlook website projections: plans are in progress for updating the forecasts through end Jun 06.** **Continued active pursuit of the conversion of military positions to civilian. Met 78 percent of the FY 05 conversion target. Shortfall attributed to a delay in funding commitment during the 1st Quarter FY 05. Anticipate recruiting for 1,319 military positions approved and funded for conversion to civilian in FY06, as well as the remaining 1,500 conversions that carried over from FY05. In FY 05, 5508 conversions were processed (includes 407 commitments at the end of FY05). In 4th Qtr FY05, 1512 conversions were processed.** **4th Quarter 05** - - The HR community is effectively implementing PBD 712/753 that required the conversion of military positions to civilian in FY04-05. Army filled/committed 4,531 converted positions against its target of 7,066; as of 28 July 2005. Completed competency database construct for Phase 1 critical series, which includes the interface and analytics to determine potential gaps. Validation phase to start August 05. The

			Revitalization website, deployed to assist MACOMs and HR communities with hiring plans, has been updated with forecasts based on the January President's Budget. Responsible parties have reviewed the majority of the updated MACOM projections. Under the strategic recruitment initiative, the HR community developed staffing plans for respective serviced installations and organizations. Staffing plans utilize the Workforce Analysis System (WASS) and Civilian forecasting System (CIVSFORS) to project turnover, retirements, and accession requirements by occupation and command. They also outline efforts that will be taken to meet recruitment and retention objectives. Completed plans will be posted for customer use and standardized templates are being developed to assess the success of the staffing plans in meeting the organization's forecasted needs. Refreshed data from Jul 05 through end Dec 05 on the Employment outlook website, deployed to provide job seekers information on forecasted job opportunities.

7. Has made significant progress and demonstrates continued improvement toward meeting agreed-upon aggressive hiring timeline goals. To be Green in status, progress towards the 30-day hiring model for SES and the 45-day hiring model for all others must be in evidence.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Key Human Resources boards will be an integral part of the management planning process. Items in the DoD Strategic Plan performance measures for FY 2005 that compliment this process will be accomplished.	Maintain system to monitor and track fill time for all Army SES and non-SES positions.	Continue to track civilian fill time via Army Civilian Productivity System (CIVPRO). Continue to refine process for filling positions to the optimal process.	**1st Quarter 06 - - Average fill time for non-SES positions for this report period is 27 workdays. Total number of fill actions – 11,287; total workdays – 314, 792. For SES positions, average fill time is 134 workdays. Number of positions filled – 8; total number of workdays – 1,072.** **4th Quarter 05** - - Average fill time for non-SES positions for this report period is 27 workdays. Total Number of fill actions – 12,491; total workdays – 332, 735. For SES positions, average fill time is 169 workdays from close of the job announcement to Quality Review Board date. Number of positions filled – 7; total number of workdays 1185. Army continues to institutionalize the new recruitment policy for filling SES positions and improving the fill process. On 3 Aug 05, the Chief, Senior Executive Service Office briefed the OSD Civilian Personnel Policy Council on the improved process to fill SES positions to comply with the 30-day hiring model. The new plan has been in effect since early May 05.

8. Human capital program is guided by measurable outcomes. To be green in status, outcome measures are used to make Human Capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the Agency.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Key Human Resources boards will be an integral part of the management planning process. Items in the DoD Strategic Plan performance measures for FY 2005 that complement this process will be accomplished.	Maintain a CHR Program that is guided by measurable objectives.	**Develop and maintain qualitative and quantitative measures of CHR Services with performance that meets or exceeds established goals.** Track current Civilian time to fill; current DA Civilian attitude survey results; current rate of turnover/replacement in Civilian workforce; current and projected separation rates by tenure. Monitor and track the filling of the military positions to civilian. Work with other Components on NSPS evaluation metrics and methodology. Develop and implement evaluation methodology for CHR SHRM certification pilot and follow on programs.	**1st Quarter 06 - - Under the Army's Strategic Readiness measurement system, all human capital areas rated Green for report period ending 30 Sep 05. Making progress on developing metric to measure quality of hires by Feb 06. Determined factors to measure quality such as education, promotion within 3 years, performance rating, and awards. Consulted with Navy HC POC on how they measure quality hires.** **Collecting and analyzing CHR performance indicators in areas covering HR effectiveness, HRM effectiveness, workforce morale, workforce quality, and diversity for the FY or Annual Evaluation publication. Plan to e-publish stakeholder report by end of December 2005.** **Determining standards and metrics to evaluate accomplishment of Key Performance Parameters (KPP) after NSPS implementation. Identified data to be obtained from DCPDS and other sources t establish an NSPS baseline. Will use data to measure changes in the CHR program.** **Represented Army on NSPS program evaluation subgroup supporting development of analysis, methods, metrics, and special studies. Final PEO NSPS evaluation Plan due by end of Nov 2005. Developing Army NSPS Evaluation Plan incorporating DoD requirements as well as unique Army performance indicators the include performance and pay pool operations, fairness of NSPS HR systems, impact on interns, and retention of high performers.** **Continued refining NSPS Readiness Tool and providing user access for implementation by spiral.** 4th Quarter 05 - - Human capital was rated "green" in all 4 of the items measured in the Army's Strategic Readiness System (SRS) for the last rating period. For this SRS reporting period, human capital included a new metric for filled/committed military to civilian positions. Total number of Mil/Civ converted positions that are filled/committed for the quarter is 1667, which exceeds the

			quarter's standard/target of 698. We are currently developing another metric for SRS to measure the quality of hires. A fifth SRS metric on customer satisfaction is measured biennially (next one due Dec 2005). The NSPS Readiness Checklist is being utilized to assist organizations in preparing to transition to NSPS. Data received through the Readiness Tool will be reviewed and analyzed for overall trends, to identify problem areas, and to report findings. This data and lessons learned will be disseminated to deploying organizations. Baseline data is being collected, and will be compared with post-implementation data to determine whether NSPS meets metrics associated with each Key Performance Parameter. Workforce trends will be evaluated along key dimensions pre and post-NSPS for tracking NSPS impacts. Managerial and employee survey results will be used to capture customer feedback and attitudes about NSPS. Army will incorporate 28 items from the Federal Human Capital Survey into the Army-wide Attitude Survey. Results will be used to influence decision-making and to continuously improve various aspects within the organization.

Department of the Army
PMA Scorecard Cascade
1Q FY 2006
Improved Financial Management

1. Accurate financial information on demand/used for day-to-day management by 2007.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Interest Penalties Paid	Less than .02% of interest penalties paid as a portion of total payments.		MET GOAL. The total interest penalties paid for FY 2005 is $8,295,302. This is .01% of the total payments ($78,928,109,965) made to date in FY 2005.
Percent of Non-Credit Card Invoices Paid on Time	Greater than 98% of non-credit card invoices paid on time as a portion of total non-credit card invoices.	Plan is for implementation of electronic invoicing via Wide Area Work Flow (WAWF).	GOAL NOT MET : 97% of non-credit card invoices are paid on time. Joint ASA(FM&C)/ASA(ALT) memo announced WAWF implementation. CONOPS and implementation plan have been developed.
Travel Card Delinquency Rates (CBA)	Zero delinquent balances.	4,245 accounts with an annual spend of $650 million and an average delinquency rate of less than 2%. SDDC personnel continually monitor CBA accounts for delinquency trends and coordinate with field activities for resolution. They provide assistance as needed to resolve disputes, unidentified charges and credits. They coordinate with the CTO/Bank of America to ensure electronic invoices are received in a timely and acceptable manner. They provide training to account managers on CBA reconciliation using the Army software Government Travel Services (GTS).	October 2005 delinquency rate; 1.07%; September 2005 delinquency rate; .81%; August 2005 delinquency rate; 1.06%; July 2005 delinquency rate; 1.49%; June 2005 delinquency rate; 1.64%; May 2005 delinquency rate; 1.16%; April 2005 delinquency rate: 1.35%; March 2005 delinquency rate; .90%; February 2005 delinquency rate: 1.35%; and January 2005 delinquency rate: 1.47%.

Travel Card Delinquency Rates (IBAs)	Less than 2% of delinquent travel balances as a portion of total balances.	Goal reduced for FY 05 from 4.5% to 2.0% of dollars delinquent. ASAFM&C issued travel card program policy and guidance in Feb 03 with a policy update scheduled for January 06. MACOMs have instituted programs to monitor and address delinquency issues. While many have been successful in reaching the goal of 4.5%, very few reached a rate of 2% delinquency. The "green suit" commands (FORSCOM, ARNG, and USARC) have historically had the highest rate of delinquency because of their mission, operations, and training requirements. Slow payments of travel claims by DFAS have contributed to the problem. The monthly aging analysis report is sent to MACOM APCs and they brief their senior leaders on their status. The Army program manager is currently using a VISA datamining tool that identifies suspect transactions. Reports are sent to the MACOM and they are required to determine if the charge is legitimate and if not, report any action taken. The APC at ARNG was recently given access to the tool for use in their program management. Expect improvement in delinquency rate as DTS is fielded throughout Army.	October 2005 delinquency rate 5.18%; September 2005 delinquency rate; 5.76%; August 2005 delinquency rate; 4.90%; July 2005 delinquency rate: 4.27%; June 2005 delinquency rate: 3.58%; May 2005 delinquency rate: 3.96%; April 2005 delinquency rate: 4.54%; March 2005 delinquency rate: 4.91%; February 2005 delinquency rate: 6.34%; and January 2005 delinquency rate: 5.98%.
Purchase Card Delinquency Rates	Zero delinquent balances.	The Army Purchase Card Program Manager has teamed with DFAS to monitor delinquent accounts. They have added dedicated resource at HQ ACA to monitor, track, and develop resolution for problem areas. Bank sends direct email notification to CH/BO. Monitor Bank reports to identify when CH/BO certifies bill. CH - 98% certify within first week of end of cycle. BO - 38% certify within	October 2005 delinquency rate: 2.2% September 2005 delinquency rate: .94%; August 2005 delinquency rate: 2.0%; July 2005 delinquency rate 2.76%; June 2005 delinquency rate: 1.13%; May 2005 delinquency rate; .12%; April 2005 delinquency rate: .16% ; March 2005 delinquency rate: 1.69%; February 2005 delinquency rate: .91%; January 2005 delinquency rate 2.3%;

		first week of end of cycle. Working with DoD Charge Card Task Force to develop a systemic approach for delinquencies for all services. They have enlisted the aid of the Army Level III A/OPCs and encouraged them to more proactive. Accounts are reviewed bi-monthly and repeat offenders are warned that the account is in jeopardy of closure if not brought current. Level II A/OPCs are required to reply as to corrective action taken to ensure accounts are paid.	
Fund Balance with Treasury (Reconciled/Unreconciled Cash Balances) (Net/Absolute)	The net % reconciled as a portion of the net cash balance is greater than 98% (both net and absolute).		MET GOAL: Unreconciled portion is 0.01%.
Suspense Clearing (3875, 3880) (Net) Greater Than 60 Days	Less than 10% suspense clearing is greater than 60 days.	DASA-FO, MACOMS and DFAS working together to identify resolution of suspense transactions.	MET GOAL. Net Suspense Clearing accounts are currently at 0.21%.
Suspense Clearing (3875, 3880) (Absolute) Greater Than 60 Days	Less than 10% suspense clearing is greater than 60 days.	DASA-FO, MACOMS and DFAS working together to identify resolution of suspense transactions.	MET GOAL. Absolute Suspense Clearing accounts are currently at 0.37%.
Electronic Payments	Electronic payments are greater than 96% of total payments.		GOAL MET. EFT for Sept 05 is at 98.02%.
Delinquent Accounts Receivable Available from the Public (as applicable)	Less than 10% delinquent accounts receivable from the public over 180 days as a portion of total debt from the public.	Payments will be paid upon receipt of the OSD Budget Supplemental.	GOAL NOT MET. Delinquent Accounts Receivable over 180 days are currently at 15%. The Non FMS Foreign debt is $120 M as of 30 Sept 05. Of the $120M, $111M accounts for debt that is to be paid for by OSD.

Department of the Army
PMA Scorecard Cascade
1Q FY 2006
Competitive Sourcing

1. Incorporate "Green" plan criteria in POM 05 in accordance with Program Budget Decision No. 729.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Incorporate "Green" plan criteria in POM 05 in accordance with Program Budget Decision No. 729.	Review POM FY05. Formed Office of Secretary of Defense (OSD) Integrated Process Team (IPT) to implement revised Office of Management and Budget (OMB) Circular A-76.	The Army's PMA competitive sourcing goal is 77K. The Army has competed 32K positions and has requested credit for 15K non-A76 positions leaving a balance of 30K positions to be competed by the end of FY09.	Under the PMA, the Army is still coded red. Only 380 positions are planned to be announced for the 1Q06. MEDCOM has 29 positions, at two locations on hospital housekeeping services. The Army Administrative Assistant has 67 positions on warehousing at St Louis. The Installation Management Agency has 284 positions for DOL and DPW at three different locations. To date, over 60 Army personnel have attended the Defense Acquisition University (DAU) competitive sourcing preliminary planning course. Under Army sponsored training, four courses have been conducted at the DAU, two on Acquisition Actions and two on Agency Tender. A four-day training conference will be held in San Antonio in Jan 06 and will include hands-on training with program experts. The Army's Competitive Sourcing program is looking better for 2Q06 with 3,074 positions programmed for announcement. Additionally, IAW SecArmy guidance, we will work to gain acceptance with OSD for including the successes from the Army's other programs which have had a positive impact on reducing structure and improving efficiency, including Lean Six Sigma, Mil-Civ conversions, Residential Community Initiatives (RCI) and utilities privatization.

Department of the Army
PMA Scorecard Cascade
1Q FY 2006
Budget Performance and Integration

1. Completion of PART ratings for all programs. Do Not Cascade

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Congressional budget justifications contain PART documentation. An additional 20% of resources for each year FY 2004 - FY 2008 are assessed using the PART. Per OMB direction, an additional 10% is being PARTed for the FY 2007 budget.	**NOT CASCADED; DO NOT PROVIDE REPORT**	**NOT CASCADED; DO NOT PROVIDE REPORT**	**NOT CASCADED; DO NOT PROVIDE REPORT**

2. **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 percent of agency programs receive a "Results Not Demonstrated" rating for 2 years in a row.**			
DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Use performance measure information, to include PART evaluations/ratings, consistently in budget justification documentation submitted to OSD/OMB and the Congress, in management actions, and in legislative proposals. Budget justification documentation displays the linkage of plans-outcomes-resources. MID 910, Budget and Performance Integration Initiative (January 7, 2003), directed annual goals for associating resources and performance information.	Use performance measure information, to include PART evaluations/ratings, consistently in budget justification documentation submitted to OSD/OMB and the Congress, in management actions, and in legislative proposals. Budget justification documentation displays the linkage of plans-outcomes-resources. **Criteria for Green:** For the FY 2006 PB submission, 80% of the Component's resources are associated with performance metrics in the budget documentation. **For the 2007 PB and subsequent submissions, 100% of the Component's resources are associated with performance metrics in the budget documentation, regardless of whether the Component used the PART. Budget documentation displays the linkage of plans-outcomes-resources.** Criteria for Yellow: Component budget justification documentation associates resources with performance information, including PART ratings, but at a lower percentage. Component has plans to meet the green criteria and is on schedule.	The Army plans to continue to complete full implementation during FY06. The Army uses a combination of PARTs and PART alternatives to associate performance measures with 100 percent of the Army's FY07 budget submission. The Army's Performance Budget will measure program performance against targets and link plans-outcomes-resources for 100 percent of the FY07 Performance Budget. The Army will submit these measures in the FY07 Performance Budget Justification Book in February, and the Army will align the programs to strategic objectives in the Army's Budget Highlights linking plans-outcomes-resources.	**The Army meets the criteria for a green rating.** During the first quarter of FY06, the Army developed performance measures associated with 100 percent of the FY07PB. The Army Planning, Programming and Budget Committee (PPBC) will review the proposed metrics for quality during November, and the Senior Review Group will approve the final performance measures and program goals for FY07. Individual performance goals may be adjusted prior to their submission in February to reflect subsequent budget changes.

3. Has at least one efficiency measure for all PARTed programs.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Every PART program has at least one efficiency measure.	**Criteria for Green: All Service/Agency PART programs have at least one efficiency measure or have efficiency measures in development. If measures are in development, then provide the status of the development with milestones - this information is required for a green rating.** Criteria for Yellow: 50% of Service/Agency PART programs have efficiency measures. Component has no efficiency measures in development for those programs lacking an efficiency measure.	During FY2006, the Army supports the need to develop and update useful measures of efficiency for PART programs. The Army uses and uses a cross-functional IPT approach to do so. These measures will be used to assess the programs in future cost performance reviews.	**The Army meets the criteria for a green rating.** The Army has the following measures of efficiency for its PART programs. • **Army Land Forces:** Cost per mile. • **Future Combat System**: 1.By the end of FY05, FCS will have 17 Critical Technologies (CTs) at Technology Readiness Level (TRL) 6 or greater; 20 CTs at TRL 5; and 12 CTs at TRL 4 or below. FY 06 - 32 CTs at TRL 6; 14 CT at TRL 5; 3 CTs at TRL 4 or below. FY 07 - 40 CTs at TRL 6; 9 CTs at TRL 5. FY08 - all CTs mature to a TRL of 6 or greater. • **Modularity measures:** Long Term: Total number of Active and Reserve component modular brigades built and converted. Annual: Number of Active and Reserve component modular brigades built and converted. • **Chem Demil** is a DoD, not an Army PART Program.

4. Report on performance management results {DoD's Balanced Scorecard (BSC)} in the Annual Defense Report (ADR).

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Senior managers meet at least quarterly to examine reports that integrate financial and performance measure information that covers all major responsibilities of the Component and uses it to inform management decisions. Agency achieves planned improvements in program performance and efficiency in achieving results each year.	Develop performance measures to meet DoD BSC goals. **Criteria for Green: Component has measures in place that are mapped to the DoD BSC goals.** Criteria for Yellow: Component has such measures under development and is meeting its schedule to finalize the measures.	The Army's FY 2006 Performance Budget Book contained the Army's alignment of the Budget Performance Integration measures to the Army's strategic objectives, the DoD Balanced Scorecard, and to the QDR. The Army has reported the results of these performance measures in the Army Annex to the ADR, the PAR, and in Annual Army Financial Statement. The Army will adjust this alignment, if necessary, when the new QDR is published with the President's Budget submission.	**The Army has met the criteria for green since 2003.** The Army submitted its programmatic measures mapped to DoD BSC goals in the FY06 Performance Budget book, and the Army will provide a similar alignment in the FY07 Performance Budget book. The diagram displays the alignment of Army programmatic performance measures, Army programs, Army strategic objectives, Joint Strategic Capabilities, the DoD Balanced Scorecard goals, and the forthcoming QDR in the "Crosswalk" section of the FY2007 Performance Budget. Balanced Scorecard to improve this alignment.

5. Senior managers meet at least quarterly to examine reports that integrate financial and performance measure information that covers all major responsibilities. Agency achieves planned improvements in program performance and efficiency in achieving results each year.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Senior managers meet at least quarterly to examine reports that integrate financial and performance measure information that covers all major responsibilities of the Component and uses it to inform management decisions. Agency achieves planned improvements in program performance and efficiency in achieving results each year.	a. Senior managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities and uses it to make decisions. **Criteria for Green: Senior managers meet at least quarterly and use reports that cover all major responsibilities.** Criteria for Yellow: Senior managers meet at least quarterly and use reports that cover some of the major responsibilities; or the Component has plans to meet the yellow and green criteria and is on schedule.	In the past, the Army reported its ADR performance measures to the Army Executive Council quarterly. During FY 2006, the Army will integrate its newly created Director of Transformation into its processes to examine reports that integrate financial and performance information to support more informed decisions. The Army DASA-CE staff recently briefed the Director of Transformation and demonstrated the Performance Metrics Warehouse as one method of reporting cost and performance information. After the Army approves the final measures for all FY07 programs in the budget, the Army will incorporate them into the reviews. The financial performance reporting will be on two levels: the PPBE governance body will focus on both programmatic and strategic objectives, while the Army Executive Council will focus solely on strategic objectives and drill down to program performance only as desired.	**The Army has met the criteria for green since 2003.** Army managers regularly review financial and performance measure information and use this data to inform management decisions. The Army's Planning, Programming, Budget and Execution governance body recently reviewed all Budget Performance Integration metrics associated with the 100 percent of the Army's FY07 budget submission. When these metrics are finalized, Army managers will use this data to inform resource and management decisions.
	b. **Criteria for Green: Component achieves planned performance and efficiency improvements in their programs. Quarterly reports should include a summary of the programs that achieved these improvements. These reports shall include: the names of the programs, the amount of FY 2005 and FY 2006 funding for each of these programs, and a description of the improvements) in each program.** Criteria for Yellow: Can demonstrate performance information is used to improve performance of its programs or has plans to meet the green and is on schedule.	The Army has required program managers to set program performance goals for each fiscal year based on the appropriations provided. Since 2003. During FY2006 the Army will approve performance measures and use performance goals for all programs in the budget. The FY07 Performance Budget Justification Book will provide stop light ratings for all programs based on the performance measures and parameters previously approved for each. Army leaders will review those programs out of variance at quarterly cost performance program reviews and act accordingly. The most critical issues will be reviewed by the Secretary of the Army and the Army Executive Council. .	**The Army meets the criteria for a green rating.** The past two fiscal years witnessed improvement in the effectiveness and efficiency of Army programs. The Army currently is reviewing performance metrics associated with 100% of the Army FY07 budget; the first quarter of FY 06 is too early in the PPBE cycle to predict the effectiveness and efficiency of Army programs for the FY07 Performance Budget.

6. Reports the full cost of achieving performance goals accurately in budget and performance documents and can accurately estimate the marginal cost of changing performance goals.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Identify full cost of achieving performance goals and marginal costs of changing performance goals.	**a.** Accurately report full costs in the FY 2007 budget. **Criteria for Green: Full costs accurately reported in the FY 2007 budgets**. Criteria for Yellow: Component has plans to meet the green criteria and is on schedule.	Full costing requires: 1. Performance goals for all programs in the budget, 2. A governance process to measure and review if those goals were achieved, 3. Valid and reliable alignment of the Army's programs to the Army's strategic objectives, 4. A cost accounting structure, and 5. A financial management IT system to support cost accounting. The Army is making progress and plans to achieve all of these elements of full costing. Some elements, such as development of GFEBS, our financial management IT system, will take years to develop and field.	**The Army meets the criteria for a green rating.** Using the five-part plan as our guide, the Army has accomplished the following: • The Army has almost completed development of performance goals and measures for all programs in the FY07 Performance Budget. • The Army is aligning its programs to its strategic objectives now. The Army will call upon subject matter experts to validate the alignment. • The Army will start its quarterly PPBC performance reviews in the first quarter of FY06 and will conduct quarterly AEC performance reviews after that. • Finally, the Military Deputy to the ASA(FM&C) recently assumed responsibility for the success of the General Fund Enterprise Business System (GFEBS), to provide the financial management IT system to accurately report full costs in the budget.
	b. Identify marginal costs of changing performance goals. **Criteria for Green: Component can provide marginal costs when needed**. Criteria for Yellow: Component has plans to meet the green criteria and is on schedule.	The Army can and does provide marginal costs of changing performance goals, and the Army ahs done so with increasing frequency. Our need for marginal and incremental cost information has markedly increased in the year since the beginning of Operation Iraqi Freedom (OIF). The Army has received an increased number of requests for marginal and incremental cost studies in response to Hurricane Katrina, the Quadrennial Defense Review as well as Lessons Learned from current operations.	During the First Quarter of FY06, the Army has continued to refine the incremental costs of implementing modular brigades over the FY05-11 timeframe. The Army generated marginal cost estimates for additional end strength, Military Civilian conversion, MILCON and AFH Construction, Sustainment, Training, Equipment and Defense Health Program.

7. Demonstrates that the agency has fair, credible, and transparent performance appraisal plans and awards programs for all SES and managers, and more than 60 percent of the workforce, that adhere to merit system principles (efficient, effective, and compliant); hold supervisors accountable for the performance management of subordinates as reflected in their performance plans and ratings; include employee involvement and feedback; and result in employee ratings that differentiate between various levels of performance and employees getting higher cash awards and/or recognition than those they outperform. The agency is working to include all agency employees under such systems.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
DoD's performance management policy requiring supervisors and manager to link performance standards to Departmental, agency, and PMA goals is stated in memoranda from the Under Secretary of Defense, Personnel and Readiness, dated August 1, 2002, and June 18, 2004. The development and implementation of the National Security Personnel System will include a new performance management system that ties individual performance to support of the organization's mission.	Has fair, credible, and transparent performance appraisal plans/awards programs for all SES and managers, and more than 60% of the workforce, that adhere to merit system principles; hold supervisors accountable for the performance management of subordinates as reflected in their performance plans and ratings; include employee involvement and feedback; and result in employee ratings that differentiate between various levels of performance and employees getting higher cash awards and/or recognition than those they outperform. The agency is working to include all agency employees under such systems. **Criteria for Green: Performance appraisal plans for all SES and managers and 60% of workforce meet these requirements. Component has plans to include all employees.** Criteria for Yellow: Performance appraisal plans for all SES and managers meet requirements.	The Army fully supports full and fair performance appraisal for all employees. At the beginning of FY 2006, all Army SES, ST, and SL personnel had new performance plans in place. These plans included accomplishments relative to the organization's mission, strategic alignment, and linkage of performance to organizational results. The SES plans served as a guide by which subordinate managers would build their performance plans.	**The Army meets the criteria for Green.** On 17 NOV 05 Army received notification from OSD that the Agency's SES pay for performance system has been provisionally certified by OPM and OMB. SES performance appraisals are in place with required linkages to organizational strategic plans. In organizations that do not have a strategic plan, linkage was made to higher level objectives, priorities, and Army's Campaign Plan. Army continues to embed individual performance plan linkage to respective organizational strategic plans and mission accomplishment. This cascades from the SES level to GS-15 managers and below.

8. . Strategic plan (DoD's Annual Defense Report) contains 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 reports used in item 5.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
		NOT CASCADED; DO NOT PROVIDE REPORT	**NOT CASCADED; DO NOT PROVIDE REPORT**

Department of the Army
PMA Scorecard Cascade
1Q FY 2006
eGOV

1. OMB Criteria For Green -- All major systems investments have an acceptable business case (security, measures of success linked to the modernization blueprint, program management, risk management, and cost, schedule, and performance goals.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Submit Exhibit 300s to OMB.	All major IT investments submit 300s; 100% of 300s receive a score of 4 or higher from OMB.	For the FY07 Budget Estimate Submission, Army submitted 27 Exhibit 300 reports to OMB for review.	OMB is currently reviewing the 27 Exhibit 300 reports submitted by Army for the FY07 Budget Estimate Submission (BES), with the results expected in late November 2005. However, OSD evaluated the reports before they were sent to OMB and graded Army the highest average score within DoD at 40.24 out of a maximum 50; Air Force was second with a score of 37.59. For FY06, Army does not have any Exhibit 300 reports on the OMB Watchlist.

2. OMB Criteria For Green -- For the Agency portfolio of major IT projects in the acquisition phase (i.e., post Milestone B, or past program initiation) , all must have an acquisition program baseline (APB). In addition, less than 10% of all programs are in APB breach to achieve green, and less than 20% to achieve yellow.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Track major IT projects against acquisition program baselines (APBs).	All major IT projects will have an approved APB. Less than 10 percent of major IT projects with an approved APB will be in breach.	Each major IT project in the acquisition process is reviewed to obtain CIO Certification. Additionally, Integrated Project Teams meet between major milestone decisions to track cost, schedule, and performance goals to prevent cost overruns and schedule slippages.	All 15 of the Army's Exhibit 300 programs in the acquisition phase have Acquisition Program Baselines (APB). However, five programs are currently in breach of their APBs for cost: Logistic Modernization Program (LMP); Joint Tactical Radio Systems (JTRS) Clusters 1 and the JTRS Wave Form; the Warfighter Information Network-Tactical (WIN-T); and Force XXI Battle Command Brigade and Below (FBCB2). A restructuring of the LMP contract is currently under review with a decision expected in December 2005. The entire JTRS program across all of the Services has been consolidated under the

			management control of a Joint Program Executive Office (JPEO). The JPEO is restructuring the entire program and new APB options will be reviewed by the Defense Acquisition Board in November 2005. Army Leadership proposed a restructuring of the WIN-T program and the PM is assessing the impact and will submit a revised APB. FBCB2 experienced a cost breach due to additional funding received to support OIF/OEF. A new APB is under development. The second quarter report should see an improvement in all five programs.

3. OMB Criteria For Green -- 100% of operational major IT systems are properly secured (certified, accredited, or other authorized), including mission critical systems.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Provide system information and security status in the IT Registry.	100% of operational systems are properly secured.	Army CIO/G-6 has a plan to achieve 90% compliance. This plan provided guidance and a schedule to Army Major Commands and Staff Elements to improve their System Certification and Accreditation rate to more than 90%.	As of 1 September 2005, the Army's IT systems were documented by DOD as having a 97.3% accreditation rate. This included 93.4% ATOs and 4.0% IATOs. These statistics were officially reported by DOD for the Army as part of FISMA. The Office of Information Assurance and Compliance (OIA&C) has implemented its plan to collect and analyze the security weaknesses of Army IT systems. As of 1 September 2005, OIA&C had collected and analyzed 250 Plan of Actions and Milestones (POA&Ms). These were analyzed and a report detailing the Army systems' significant deficiencies, which has been submitted to DOD under the Federal Information Security Management Act (FISMA) program. An Army-level POA&M has been submitted to DOD to address deficiencies.

4. OMB Criteria For Green -- Agency contributes to, and participates in E-Gov initiatives rather than creating redundant, or agency unique, IT projects.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
4a. Participate in 3 E-Gov activities (Can be, but is not limited to, the FY05 E-Gov Implementation Plan and/or the FY05 E-Gov Alignment Report).	Participate in 3 E-Gov activities.	Army will continue to participate in E-Gov activities and align to FY05 E-Gov Implementation Plan.	The Army is actively engaged in 10 E-Gov activities. The E-Gov activities are as followed: E-Travel – Defense Travel System (DTS); E-Clearance – Joint Personnel Adjudication System; E-Payroll – Civilian Personnel Management Services & Defense Finance Accounting Service; E-Record – Army Records Information Management System (ARIMs); Consolidated Health Informatics – Medical Health System & Veteran Administration; Recreation One-Stop – National Recreation Reservation Service (NRRS)-Corps of Engineers; Geospatial One-Stop – Corps of Engineers; Disaster Management – Corps of Engineers; Enterprise Human Resource Integration – Civilian Personnel Management Services; and Recruitment One-Stop - USAJOBS
4b. No IT investments redundant with E-Gov initiatives or Lines of Business (LoB). (This is tied directly to the E-Gov Alignment Report, as well as modifications to existing investments currently not contained in the E-Gov Alignment Report and all new investments).	No IT investments redundant with E-Gov initiatives or Lines of Business (LoB); and Component has identified the E-Gov Initiative/LoB/SmartBUY initiatives with alignment possibilities and are working with the DoD E-Gov Leads for each of those initiatives.	Army will align to the DOD E-Gov Implementation Plan for implementing all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives rather than creating redundant or agency unique IT projects.	On 2 September 2005, the Army submitted the responses to the OMB Alignment Report to DOD for review and forwarding to OMB. The alignment report identified several Army IT investments that OMB associated with various E-Gov initiatives and asked for Army to comment. Army reviewed the alignment status for all of the entries and provided comments. Currently there are no Army IT investments identified as redundant with E-Gov initiatives or LOB.