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

FEB 28 2006

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 second quarter, FY 2006, President's Management Agenda report. It is submitted for your review and incorporation into the DoD report.

Per guidance from OSD, this report does not include a section on Improved Financial Management. This portion of the report is now submitted under Financial Improvement and Audit Readiness on the OSD website.

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
2Q 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. Revise Army human capital goals to align with those of DoD. Ensure requirements of the National Defense Authorization Act (NDAA) of 2006 and Quadrennial Defense Review (QDR) are incorporated into the revised Army human capital plan.**	**2nd Quarter 06 - - Army drafted a revised FY06-13 Civilian Human Resource (CHR) Strategic Plan to align with the Draft DoD Civilian Human Capital Strategic Plan. Latest version of the DoD draft proposed significant changes to the goals. This change and new National Defense Authorization Act (NDAA) 06 and Quadrennial Defense Review (QDR) requirements may cause delays in completing and publishing the Army revised plan to ensure alignment and compliance.** **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.

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.**	**2nd Quarter 06 - - Following publishing of the final regulations and implementing issuances for NSPS, the Army NSPS General Officer Steering Committee (GOSC) reviewed design features and made decisions on Army implementation. Conducted technical NSPS Train-the-Trainer sessions in preparation for workforce training. Once implemented, NSPS will allow management greater flexibility in structuring the organization and assigning work.** **Continued efforts to promote Army's automated staffing tools by demonstrating the products to officials from Navy and Air Force. Provided demonstrations in the use of our automated metrics tools to manage the production and quality of personnel actions and the Resumix program modifications and processes developed by Army to perform delegated examining using Resumix.** **Developed policy and collaborated with stakeholders to assure future efficiency and effectiveness in BRAC activities. Army's Reshape Working Group is working to finalize the Base Realignment and Closure (BRAC) Human Resources Strategic Transition Plan by the end of February. This plan is designed to assist commanders with HR issues related to**

			BRAC. The plan includes forecasts for organizations affected by the current BRAC round. Currently, analyzing workforce behaviors in prior BRAC organizations with a view toward developing the forecasts. Completed forecasts will be available on the Internet. Information on interpreting the forecasts will be added to the BRAC HR Strategic Plan to assist HR specialists in advising commanders and activity heads in further developing transition plans specific to their needs. Army's Reshape Working Group is finalizing comprehensive standard operating procedures for conducting Reductions in Force. This document is scheduled for completion by the end of April. Developed a "decision tree" tool for use by operating personnelists in strategically timing BRAC preparations such as town halls, canvassing of employees, offering VERA/VSIP incentives, etc. In response to Hurricane Katrina, established an Emergency Leave Transfer Program (ELTP) to aid those affected. Guidance distributed specified the protocols and procedures for eligibility as a leave donor and a leave recipient. Directed widest support and distribution of the program. 2nd Quarter statistics on ELTP thus far show 163 individuals have donated a total of 5,023 hours. A total of 16 individuals have been approved for ELTP leave. In addition, Army continued relocation assistance for employees who remain displaced and advocated for victims' interests by providing input to legislation extending victim support. Further supported eGov initiatives by participating in an enterprise solutions group with the objective of replacing the RESUMIX system with a more advanced, flexible staffing product that prepositions Army/DoD in anticipation of NSPS and other mandates. 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.**

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 Civilian Education System (CES) and leader development training program.	**2nd Quarter 06- - The Civilian Team of the Secretary of the Army (SA)/Chief of Staff of the Army (CSA) continues to review leader development programs by way of the Review of Education, Training, and Assignment for Leaders (RETAL) Task Force. Recommendations on changes needed to produce leaders that operate confidently and effectively in the 21st Century will be complete in March 2006. Progress continues to complete revisions of online civilian supervisors and managers' courses by 4th Quarter FY06. The initial Civilian Education System (CES) product, which is the Orientation Course, will also be ready by 4th Quarter, followed shortly by the Advanced Leader's Course.** **The Army Civilian Advisory Board (ACAB), along with the Career Program Personnel Committee, met in Jan 06 in a special joint effort to discuss transforming civilian leader development and the RETAL initiative. This effort is in support of the SecArmy's vision, goals, objectives, and performance metrics with a focus on succession planning and professional development.** **At the recommendation of the Army Training and Leader Development Panel, established an Army Mentorship Program that designed to improve readiness and retention Army-wide for all Army cohorts (Officer, Warrant Officer, Non-commissioned Officer, and Civilians). Army's new Mentorship Resource Center (http://Mentorship.army.mil) was recently launched. The site offers a variety of resources, searchable mentorship profile servers, and tailored forums. The SA, CSA, and Sergeant Major of the Army endorsed the program.** **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 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. 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.** **Develop training to assist managers in writing SMART objectives. Training will enable managers to write performance objective that are tied to the organization's strategic plan.** **Revise performance management training and incorporate it into regular new supervisor training courses.**	**2nd Quarter 06- - Army received provisional certification from OPM and OMB for the DoD Executive and Senior Professional Pay and Performance System. Completed the first Performance Review Board (PRB) process under the new pay-for-performance system. The PRBs reviewed and evaluated the preliminary scores, ratings, and recommended shared for al members as they relate to mission accomplishment and performance. In addition, they validated meaningful distinctions in performance, and that individual performance was linked to organizational or agency mission. Ensured the process was fair and equitable.** **In preparation for the 2006 performance appraisal cycle, sent guidance to all Army organizations to assist them in writing effective performance standards and linking them to required organizational strategic plans and higher level objectives.** **Included the new procedure to evaluate SES and managers performance plans in the revised Civilian Personnel Evaluation Agency Operations Manual. This on-site check will ensure that their performance plans are linked to organizational strategic plans/goals.** **NSPS implementation for Spiral 1.1 organizations was delayed until 30 April 06 to focus on simplifying the design of the performance management system, validate performance objectives, and assure that the system is understood.** **Army decided that the CONUS elements of the Civilian Human Resources Agency (CHRA) would represent the component in a smaller implementation of NSPS. Over 50% of the employees have received training on the NSPS.** **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.

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 Wounded Warrior Program employment opportunity strategies to assist Veterans and spouses to obtain and transition into civilian jobs.	**2nd Quarter - - Army continued to emphasize workforce diversity. Army's civilian Minority College Representative participated in several conferences and career fairs to educate applicants on DA Civilian Employment Opportunities. Eight institutions have been visited so far during 1st and 2nd quarters for FY 006. Plans are in place to visit or participate in four more outreach programs/career fairs by end of Mar 06. Institutions visited include Historically Black Colleges and Universities, Hispanic, and Women's associations.** **Briefed Equal Employment Opportunity representatives on the hiring authorities for individuals with disabilities. During the briefing, placed special emphasis on the hiring authorities available for non-competitive placement of individuals who are mentally retarded, severely physically disabled, or possess a psychiatric disability. The presentation included the regulatory citations for the hiring authorities, the eligibility criteria and certification requirements, and requirements for conversion into competitive service. Presented statistical data on employees hired under these authorities.** **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.

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.	**2nd Quarter 05- - Continued active pursuit of the conversion of military positions to civilian. The target was increased to 8,289. At the end of 1st Qtr FY06, Army filled/committed 6,091 converted positions that were submitted for recruitment against the 8,411 target.** **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.**

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.	**2nd Quarter 06 - - Average fill time for non-SES positions this report period is 27 workdays. Total number of fill actions is 10,272; total workdays – 285, 238.** **For SES positions, average fill time is 138 workdays. Total number of positions filled – 14; total number of workdays – 1930.** **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.**

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	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	**2nd Quarter 06 - - With the implementation of the NSPS, Army is transforming the way CHR Evaluations will be accomplished in the future. The Civilian Personnel Evaluation Agency Operations Manual is being totally revised in response to NSPS and other major changes in the HR program. Future evaluations will leverage technology to the maximum extent possible to limit travel and time on-site.**

will be accomplished.		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.	**Implemented the Army Civilian Attitude Survey census of civilian Army employees, supervisors, and managers in appropriated and non-appropriated fund positions. Most survey items measure the NSPS Key Performance Parameters (KPP). Survey results are used in the baseline evaluation of NSPS. The Army Civilian Attitude Survey incorporated many of the 28 OPM items from the Federal Human Capital Survey.** **The Civilian Human Resources-Activity Based Costing (CHR-ABC) application has been modified to allow users to see how the Functions and Key activities relate to the Integrated Definition Model/Task Listings (IDEF). CHR-ABC helps commanders and managers answer key questions regarding how to better manage, improve productivity, and enhance decision-making. The system permits the stakeholders to refine operations and make delivery of products and services more efficient. It provides a basis for estimating and measuring initiatives to meet future customer and mission requirements.** **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.**

Department of the Army
PMA Scorecard Cascade
2Q 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. The 380 positions planned to be announced for the 1Q06 did not occur. The positions were moved to 2Q06 for announcement. For 2Q06, the Army plans to announce 1,290 positions at 12 different locations involving four MACOMs/FOAs. The ACOE had planned to announce 2,000 locks and dams positions for 2Q06, but the funding to conduct the competition was withdrawn by Congress. ACOE will pursue announcement again in FY07. The ASA(I&E) has committed to the OSD CSO to announce 5,179 positions for FY06. OSD is aware that we cannot meet this goal with the withdrawal of the ACOE locks and dams positions and concurs with moving the competition to FY07. Additionally, the ACOE competition of 545 logistics positions, originally scheduled for announcement in 3rd quarter, FY06, has now been approved for alternative credit as a High Performance Organization pilot. To date, 168 Army personnel have attended the Defense Acquisition University (DAU) competitive sourcing training courses. A four-day training conference was held in San Antonio 9 -12 January 2006 which included hands-on training with program experts of 55 Army personnel. The training was well received. In accordance with 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), Base Realignment and Closure, and utilities privatization.

Department of the Army
PMA Scorecard Cascade
2Q 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 for the second quarter of 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. During the second quarter of FY06, the Army Planning, Programming and Budget Committee (PPBC) formally reviewed and approved performance measures associated with 100 percent of the FY07PB. The Army is in the process of updating the financial data on the PART Alternative forms to reflect the recent database lock for the President's Budget. All of the PART Alternative forms will be included The entire Performance Budget Justification Book will be submitted to OSD(C) on 1 March.

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 still meets the criteria for a green rating.** Little has changed regarding PART measures of efficiency during the second quarter of FY06. The Army's efficiency measures for its PART programs had been approved previously. Points of contact were tasked to update performance and budget data on the PART website, but this tasking was extended several times due to delays in the budget. The PART website is closed for input at the present. The Army PART measures of efficiency remain: • **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.

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	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,	**During the second quarter of FY2006, the Army made significant efforts to standardize its measures for strategic objectives that are aligned to the DoD Balanced Scorecard.** These measures contain quantifiable performance goals for the FY2007 budget. The Army's strategic objectives have been standardized in all strategic planning documents, the Army Posture Statement, the Army Strategy Map, the Army Campaign Plan, the Army's GPRA Annual Performance Plan, and in the Army Annex to the Annual Defense Report. The Army will provide a graphic depiction of this alignment in the "Crosswalk" section of the FY2007 Performance Budget Justification book. The Army will report actual performance data for these measures in the FY2009

performance and efficiency in achieving results each year.		when the new QDR is published with the President's Budget submission.	Performance Budget, the Annual Financial Statement, and in the Performance and Accountability Report.

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.	**During the second quarter of FY2006, the Army standardized performance measures for strategic objectives and changed the primary review forum to the Strategic Management System.** This forum also will incorporate budget performance integration measures. Additionally, the Army's Planning, Programming, Budget and Execution governance body will use FY07 Budget Performance Integration metrics when they conduct performance reviews and make programming and budget allocation 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	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	**In general, the Army has achieved planned performance and efficiency improvements in their programs for the second quarter of FY2006 and continued the general trend of steadily improvement.** Although the Army expects program performance to continue to improve, the rapid early *rate of improvement* may not be sustainable. Future program performance goals would need to be reevaluated to reflect changes in resourcing. Army leaders will review program performance to take appropriate action to maximize Army capabilities to support Combatant Commanders,

	improve performance of its programs or has plans to meet the green and is on schedule.	reviewed by the Secretary of the Army and the Army Executive Council. .	the DoD Balanced Scorecard, and the goals of the recently released Quadrennial Defense Review.

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 has accomplished significant improvement during the second quarter of FY06.** • The Army developed performance goals and measures for all programs in the FY07 Performance Budget. • The Army Strategic Management System (SMS) has incorporated strategic objectives and their performance information in an Army-wide system that is fully integrated with other key strategic planning and PPBE documents. SMS performance reviews at the strategic level. • The Army aligned its programs to its strategic objectives, and we are in the process of incorporating and aligning BPI program metrics. • Next quarter the Army will use performance reviews to inform reprogramming decision in the 08-13 POM build. • The Army has developed several cost targets and tools to programs and judge execution in achieving Army capabilities. • The Army is developing a cost accounting structure for use in General Fund Enterprise Business System (GFEBS), • The Army is making steady progress in developing a financial management IT system to accurately report full costs in the budget. The GFEBS pilot demonstration is scheduled for next quarter.
	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 Second Quarter of FY06, the Army has continued to establish and track cost targets across the ARFORGEN readiness cycles and monitor them through quarterly cost management reviews.** The Army generated normalized costs per Brigade for Heavy, Light, Stryker, and Aviation Brigades across the Army Force Generation Cycle (reset, train, deploy). First Quarter FY06 data was used to validate the baseline. The Army also refined the incremental costs of implementing modular brigades over the FY05-11 timeframe. Army PA&E plans to use this cost data in support of the 08-13 POM. The Army also generated marginal cost estimates for additional end strength, Military Civilian conversion, MILCON and AFH

			Construction, Sustainment, Training, Equipment and Defense Health Program.

7. . 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
2Q 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 provided scores on the 27 Exhibit 300 reports on 11 December 2005, and all the Army reports received passing scores. Army's average score was 36.2 out of a maximum 50, which is the highest of the Services. As a result, there are no Army Exhibit 300 reports on the OMB watch list for FY06 or FY07.

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. Programs in breach for both schedule and costs include the Joint Tactical Radio System (JTRS) Cluster 1, the Warfighter Information Network-Tactical (WIN-T), and the Logistics Modernization Program (LMP). Programs in breach for cost only include Force XXI Battle Command Brigade and Below (FBCB2) and the Joint Tactical Radio System Waveform. OSD directed Army to restructure the LMP as part of the FY 2008 – 2012 Program/Budget

			Submission with a report to the Business Transformation Agency and OUSD (Comptroller) on the LMP way ahead and cost estimates by June 1, 2006. The entire JTRS program across all of the Services has been consolidated under the management control of a Joint Program Executive Office (JPEO). The JPE is restructuring the entire program and new APB options will be submitted once the JPEO acquisition strategy is approved and an updated cost position is established. Periodic program reviews are scheduled to keep OSD informed of the program status. Army Leadership proposed a restructuring of the WIN-T program and a rebaselining milestone Decision Review is planned for July 2006. FBCB2 experienced a cost breach due to additional funding received to support OIF/OEF. A new APB is under development.

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 15 December 2005, the Army's IT systems were documented by DOD as having a 92.3% accreditation rate. This included 89.2% ATOs and 3.2% 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 a plan to collect and analyze the security weaknesses of Army IT systems. As of 15 December 2005, OIA&C had collected and analyzed more than 200 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 12 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; E-Authentication – Protect Information-Public Key Infrastructure; Integrated Acquisition Environment – Acquisition Information Management; 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 6 January 2006, the Army received the final DOD E-Gov Milestone Implementation Plan dated 6 Dec 05. The Army has not received any updated status on the OMB Alignment Report from DOD to OMB on 2 September 2005. Currently there are no Army IT investments identified as redundant with E-Gov initiatives or LOB.