

# **FY 2016 Annual Performance Plan / FY 2014 Annual Performance Report**

## ***Departmental Management***

### **Part 1: Agency and Mission Information**

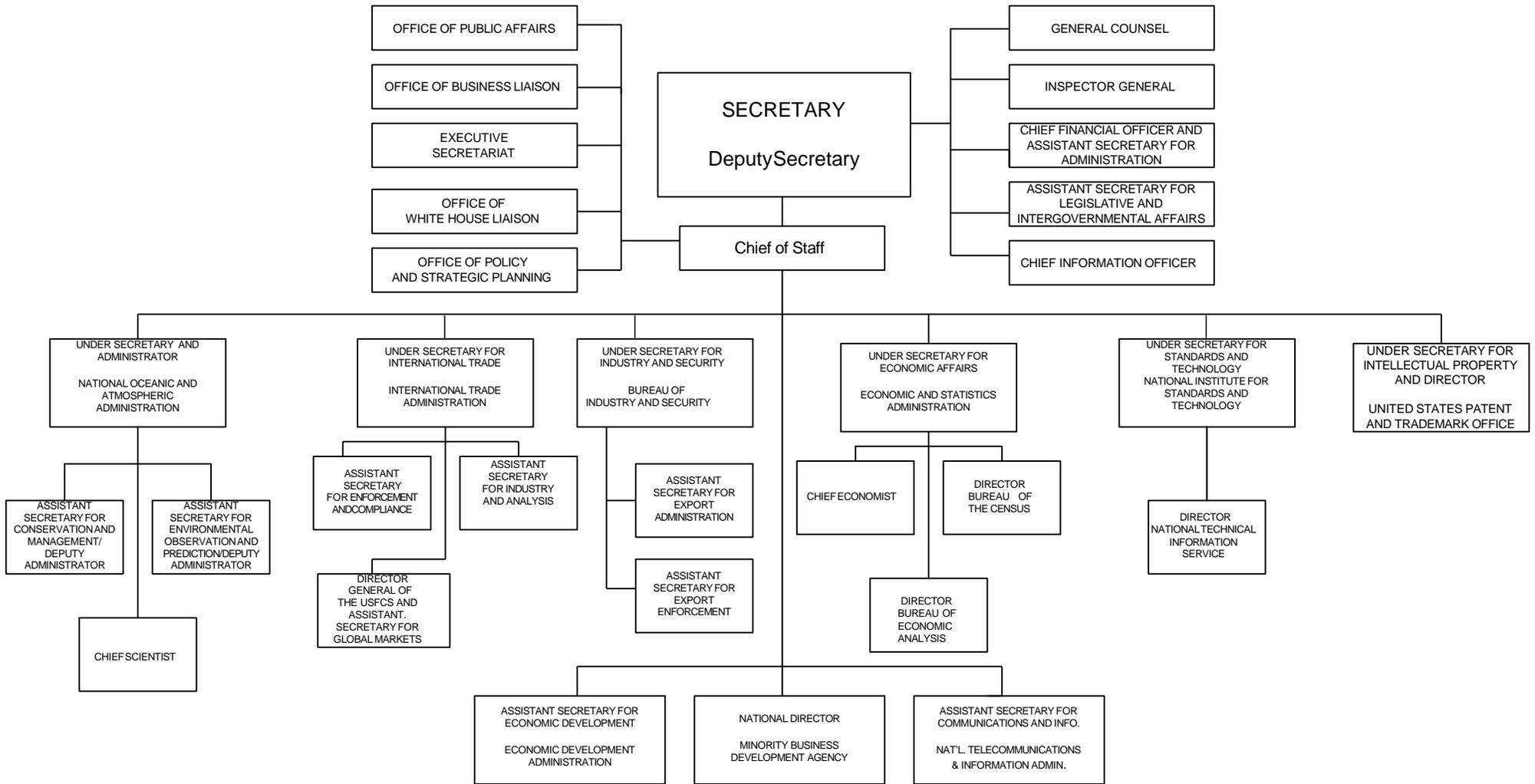
#### **Section 1.1: Overview**

Departmental Management (DM) develops and implements policy affecting U.S. and international activities as well as internal goals and operations of the Department. DM serves as the primary liaison with the executive branch and Congressional and private sector groups, and acts as the management and administrative control point for the Department. DM Operations and Administration develops and implements Departmental policies, coordinates bureau program activities to accomplish the Department's mission. . DM is located in the Herbert C. Hoover Building in Washington, D.C. with approximately 800 employees in either Washington, D.C. or in outlying offices in the Washington, D.C. suburbs.

#### **Section 1.2: Mission Statement**

The Department of Commerce creates the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship. The organizations that make up DM support the Office of the Secretary and support and monitor bureau and operating unit activities.

Section 1.3: Department of Commerce Organizational Structure



## **Part 2: Cross-Agency Priority Goals**

### **Section 2.1: Overview**

The Department of Commerce (DOC) is a key participant in Cross-Agency Priority (CAP) Goals. The Deputy Secretary is a Goal Leader in the Job-Creating Investment CAP Goal. The Department, along with the National Economic Council and the Department of State, are leading efforts to encourage foreign direct investment and spur job growth by improving Federal investment tools and resources while increasing interagency coordination. At the first SelectUSA Investment Summit in 2013, the President enhanced SelectUSA, creating a number of firsts. For the first time, there was a clear system for advocacy for high-priority, job-creating investments driven by senior Administration officials and a single point-of-contact for ready investors looking to bring jobs and production to the United States. The Administration engaged in unprecedented coordinated support for states and localities to attract investment. Other key contributing agencies to the Job-Creating Investment CAP Goal include the Small Business Administration, Department of Agriculture, Department of Homeland Security, and Export-Import Bank of the United States. Additional information is available at: <http://www.performance.gov/cap-goals-list?view=public>.

## **Part 3: Strategic Goals and Objectives**

### **Section 3.1: Corresponding DOC Strategic Goals and Objectives**

<b>Trade and Investment: Expand the U.S. economy through increased exports and inward foreign investment that lead to more and better American jobs</b>	
1.1. Increase opportunities for U.S. companies by opening markets globally	ITA, NOAA, NTIA, USPTO
1.2. Increase U.S. exports by broadening and deepening the U.S. exporter base	BIS, EDA, ESA, ITA, MBDA, OS
1.3. Increase high-impact inward foreign direct investment into the United States	EDA, ESA, ITA
1.4. Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements	ITA
<b>Innovation: Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies that lead to higher productivity and competitiveness</b>	
2.1. Grow a more productive, agile, and high-value manufacturing sector through partnerships and collaborations that accelerate technology development and commercialization	NIST
2.2. Increase the capacity of U.S. regional economies to accelerate the production of value-added goods and services by providing services to and investments in businesses and communities	EDA, ESA, MBDA, NIST, USPTO
2.3. Strengthen the Nation's digital economy by championing policies that will maximize the potential of the Internet, expanding broadband capacity, and enhancing cybersecurity	NIST, NTIA, USPTO
2.4. Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers	EDA, ESA, NIST, DM
2.5. Accelerate growth of innovation-intensive economic sectors by building public and private capacity to invent, improve, and commercialize new products and services	EDA, NIST, USPTO

<b>Environment: Ensure communities and businesses have the necessary information, products, and services to prepare for and prosper in a changing environment</b>	
3.1. Advance the understanding and prediction of changes in the environment through world class science and observations	NIST, NOAA
3.2. Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation	CENSUS, ESA, NOAA
3.3. Strengthen the resiliency of communities and regions by delivering targeted services to build capacity	EDA, ESA, NIST, NOAA
3.4. Foster healthy and sustainable marine resources, habitats, and ecosystems through improved management and partnerships	NOAA
3.5. Enable U.S. businesses to adapt and prosper by developing environmental and climate-informed solutions	ESA, ITA, NIST, NOAA
<b>Data: Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy</b>	
4.1. Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public.	CENSUS, ESA, NIST, NOAA, NTIS
4.2. Improve data-based services, decision-making, and data sharing within the Department and with other parts of the federal government	BIS, CENSUS, ESA, ITA
4.3. Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers	ESA, NOAA
<b>Operational Excellence: Deliver better services, solutions, and outcomes that benefit the American people</b>	
5.1. Strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance	OS, ALL BUREAUS

The DOC FY 2014-2018 Strategic Plan can be found at: <http://www.commerce.gov/blog/2014/03/10/department-commerce-releases-fy-2014-2018-strategic-plan>. The specific priorities being led by DM are as follows:

Goal	Objective Number	Objective Name	Leader
<b>Innovation:</b> Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies that lead to higher productivity and competitiveness	2.4	Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers	<b>Tom Guevara</b> , Deputy Assistant Secretary for Regional Affairs, Economic Development Administration; <b>Kate McAdams</b> , Senior Advisor to the Secretary, Departmental Management

<b>Operational Excellence:</b> Deliver better services, solutions, and outcomes that benefit the American people	5.1	Strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance.	<b>Steven Cooper</b> , Chief Information Officer, Departmental Management; <b>Chris Heflin</b> , Director of Performance Excellence, Departmental Management
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Section 3.2: Strategies for Objectives

**Build a learning organization**

Recruiting, developing, and retaining employees with the right skills and knowledge is critical for accomplishing the mission, improving employee satisfaction, and growing the next generation of leaders. The Department is committed to transforming itself into a learning organization—one that values learning as an ongoing creative process; continually develops, adapts, and transforms itself in response to changing conditions; and improves the core capabilities of its people at all levels, individually and collectively, to excel in serving customers and delivering results.

Commerce will design a framework that focuses on the key characteristics of a learning organization to drive excellence in all aspects of mission delivery: systems thinking, personal mastery, mental models, a shared vision, and team learning. The Department recognizes that technological capacity and senior leaders play a critical role in leading the transformation to a learning organization. Commerce will focus first on acquiring a learning management system that offers competency management functionality and designing a framework of knowledge and skills that are essential for all members of the Department’s Senior Executive Service (SES). The goal is to develop experienced, proactive leaders, who are able to drive strong workforce engagement and mission performance.

**Create a 21st century IT infrastructure**

Commerce depends on high-quality, reliable, and secure IT to carry out its mission. To create an IT infrastructure that enables development and manages vulnerabilities, the Department will design and implement an integrated Commerce-wide enterprise IT architecture. The new architecture will deliver mission and enterprise data anytime, anywhere through swift, seamless, and secure services on-demand to internal and external Commerce stakeholders. Key architecture principles will guide this effort from each of three viewpoints: mission, user, and technology. The end result will be an architecture that aligns mission needs, technology drivers, a common set of requirements for capabilities and services, and minimum standards for interoperability and cybersecurity. A federated roadmap will guide phased implementation of the architecture.

The Department also will develop and deploy a customer-driven set of IT shared services. The integrated enterprise IT architecture will “do in common that which is commonly done.” The Department’s CIO Council will engage customers in bureaus and offices to define shared services areas for commodity, business, and mission IT services. The collaboration will establish priorities for customer-service excellence, leadership, workforce, and culture change essential to achieve phased but pervasive implementation.

## ***Manage for results***

The Department plans to be on the leading edge of a newly-evolving management paradigm to drive results, requiring alignment to the Strategic Plan and its clearly defined goals, objectives, and measures of progress. Metrics will enable collaboration, empowerment, and learning at all levels because they provide specific guidance on what the organization is to accomplish. Regular review of these metrics will enable staff to identify and resolve emerging problems before they escalate and detrimentally affect mission delivery. Performance data on program, personnel, and resources will also be reviewed regularly. The metrics and performance data together will provide the evidence needed to develop ever more effective individuals, tactics, and strategies to optimize resource allocation decisions and deliver high-impact results.

### **Section 3.3: Progress Update for Strategic Objectives**

DM must promote leading-edge technologies, collaboration, and technology transformation across the Department, ensuring alignment with mission requirements, goals, and objectives in order to deploy and maintain systems able to perform at the highest levels. The Department must have the capacity to do business with the public and its partner agencies, both as a significant worldwide enterprise, and as an integrated set of individual programs. This requires that it identify, adopt, and maintain business practices essential to successful operations; use its resources wisely; and effectively implement the laws that affect it. The Department has developed and implemented policies and programs designed to enable the successful operation of its units, effective and efficient use of both material and human resources, and implementation of laws and regulations that govern the use of those resources.

Achieving organizational and management excellence is a goal that requires extensive interaction and coordination among entities throughout the Department. DM—consisting of the Offices of the Secretary, Deputy Secretary, Chief Financial Officer and Assistant Secretary for Administration, Chief Information Officer, and General Counsel—provides the policies and guidelines that support the management infrastructure the Department needs to carry out its mission.

The Department identified BusinessUSA as one of its key activities that supports the Presidential Management Agenda Priority for Customer Service. BusinessUSA is recognized as a cost-efficient, citizen-centric service model. It connects and refers businesses to entrepreneurial assistance programs and services provided by all federal agencies and state, local, and other entities that are able to address their specialized business needs. It cuts through government bureaucracy by allowing online users and callers to navigate among all federal business resources from one central location. It is simple to use, enabling users to find business resources that can positively impact their growth and development. It delivers quick development and deployment (frequently meeting 30-60 day release cycles) of online tools, features, and services. BusinessUSA is constantly updating or publishing new online tools, resources, information, etc. every 30 to 60 days. Its technology minimizes duplication of content development through use of Application Programming Interfaces. For development, it recycles and reuses existing code. BusinessUSA shares its code for other federal agencies and state and local governments.

The Senior Procurement Executive and Director of the Office of Acquisition Management (OAM), who also serves as DOC's Suspending and Debarment Official (SDO), took the following actions toward building a more robust suspension and debarment (S&D) program:

- consulted other agency officials on their S&D programs and capabilities;
- collaborated with the Office of Inspector General (OIG) and Office of General Counsel (OGC) to develop a strong program that leverages DOC resources; and
- finalized a suspension and debarment policy on September 9, 2014 that includes procedures and internal controls based on OIG and OGC proposals and recommendations.

These efforts resulted in the establishment of a suspension and debarment case management tracker which is utilized at monthly meetings between OAM, OGC, and OIG. The Department is working to further enhance the program through training and the issuance of policies and procedures that provide a clear delineation of roles and responsibilities. The SDO took prompt action on all OIG S&D referrals and set up a central mailbox capability to ensure multiple access points and prompt attention to time sensitive correspondence. OAM inputs suspended/debarred contractors into the Excluded Parties List System in accordance with Federal Acquisition Regulation.

OAM continued expanding the capability of its data warehouse begun in FY 2013 using data management tools made available through OMB's Budget Formulation and Execution LoB, MAX. The Federal Procurement Data System Next Generation data was migrated into the data warehouse and daily updates are being executed. Increased data analysis capability was extended by summarizing operating unit level data points that provide small business goals and objectives. This reporting allows bureau procurement officers to support the Department's acquisition goals and, when necessary, take corrective action. Migration of C.Suite and other key acquisition systems data are underway.

OCIO implemented Multi- Protocol Label Switching, guaranteed bandwidth availability for key applications, improved performance with increased response time, and service offering spanning both national and international presence. OCIO also successfully migrated to cloud email services resulting in significant savings due to reduced licensing, infrastructure, and labor costs, while increasing access to messaging and collaboration tools, increasing user mailbox functionality, and securely supporting a variety of mobile devices including iPhones, Android devices, and iPads. OCIO deployed Enterprise Continuous Monitoring Operation agents to all OS, MBDA, ESA, and EDA-managed desktops, laptops, and servers that provide better situational awareness for asset, configuration, and vulnerability management across those bureaus. Finally, OCIO completed the "Servers Virtualization" project which transformed and modernized OS, MBDA, ESA, and EDA IT systems to control costs, reduce service interruptions, and maximize the efficiency and effectiveness of day-to-day IT operations while complementing the Federal Data Center Consolidation Initiative for reduced energy consumption and physical footprint in data centers.

The Partnership for Public Service ranked the Department the 2<sup>nd</sup> Best Place to Work in the Federal Government out of 19 large federal agencies in the 2014 rankings. While Commerce's ranking remained the same as in 2013, the Department's index increased by one percentage point. USPTO was ranked 2<sup>nd</sup> out of 314 agency subcomponents and exhibited a one percentage point index increase. The Best

Places to Work Index is calculated by using three questions from the annual Federal Employee Viewpoint Survey—(1) I recommend my organization as a good place to work; (2) How satisfied are you with your organization; and (3) How satisfied are you with your job.

DOC achieved the highest percentage of disabled veteran new hires over the past 21 years at 4.1% of all hires in FY 2014, an increase from 3.6% in FY 2013. Efforts to support Executive Order 13518, Employment of Veterans in the Federal Government, included: hiring students through the USPTO Student Patent Examiner Trainee-Veteran Internship Program and the Operation Warfighter Program; providing veterans preference and appointing authority training to HR specialists and hiring managers through the Commerce Learning Center; referring over 400 qualified disabled veteran resumes to hiring managers for consideration for 66 positions; and participating in career fairs and forums, including Recruit Military, the Service Academy Career Conference, Hiring Our Heroes, Military Officers Association of America, Military Job Opportunities, MEGA Diversity Job Fair, the UMUC “Call to Service” Job Fair, Virginia Military Institute Alumni Association activities, and U.S. Naval Academy events.

The Department convened the first Commerce SES Summit, which focused on engaging and empowering executives to achieve the Operational Excellence strategic goal. Over 300 members of the SES collaborated on identifying a shared mission, developing a values statement, and establishing core competencies for executive onboarding and continuous development to cultivate a stronger Commerce Federation for achieving the change agenda in the Department’s Strategic Plan. The Summit also resulted in establishing a more robust SES Community support network for increased camaraderie and collaboration. The Engage and Empower Working Group will continue to develop and implement value-related strategies for increasing engagement and enhancing the Commerce culture, as well as the executive onboarding training. A second SES Summit to continue engaging and empowering Commerce executives is planned for FY 2015.

#### Section 3.4: Next Steps

During FY 2013-2014, the Department-wide performance management system was significantly upgraded. The changes will facilitate a clear alignment between SES Performance Plans and the Department’s Strategic Plan. All Federal agencies published new strategic plans in March 2014. All plans are in the framework required by the GPRA Modernization Act of 2010 and the implementation of OMB rules and guidance. Consistent with the framework now required by GPRA, the new Commerce Strategic Plan has five goals. Strategic goals are supported by objectives and measurable indicators of progress toward the objectives. Each objective is supported by several key strategies.

The Department of Commerce FY 2014- 2018 Strategic Plan was deployed to the Commerce workforce through action plans for each objective. Although multiple Commerce bureaus will be working to accomplish almost all of the Strategic Objectives, each of the Strategic Objectives has one “owner.” The owner is the executive who will coordinate and monitor progress toward the objective for the entire Department. The strategies for each objective also typically involve more than one bureau. Therefore, action plans are made up of single bureau initiatives that support the strategies and each initiative is owned by a specific executive. The action plans, down to the initiative level, and quarterly status reports are posted on an Executive Dashboard. The Dashboard will be updated during 2015 and will be continuously available to management online.

The performance indicators for Strategic Objectives and supporting initiatives will be included in the performance plans of the owners. If an SES member does not own an initiative, their plan will include performance indicators that reflect their role in one or more initiative. However, there

are over 50 strategies and each has multiple initiatives. Many SES members will be the primary owner of an initiative and its associated indicators.

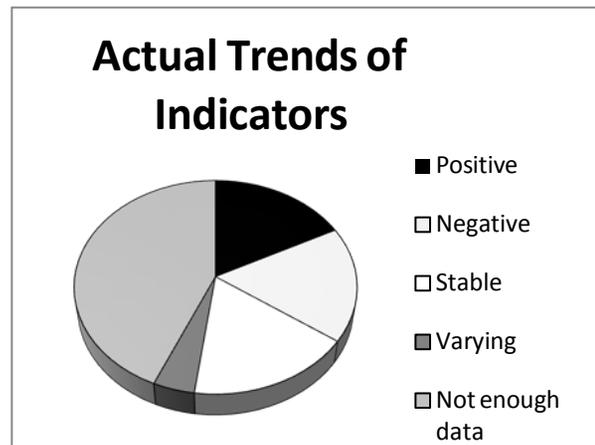
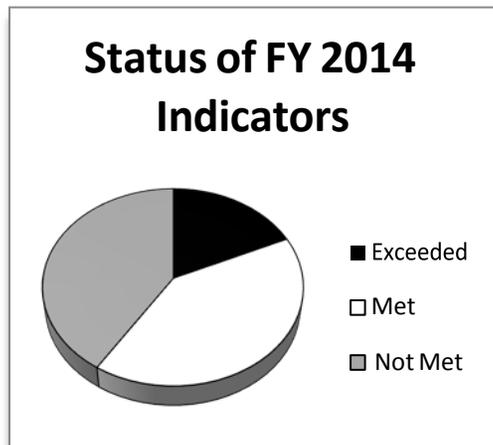
This mission-centered approach to tracking progress and creating clear accountability for results will include monitoring progress on Operational Excellence. The focus of the Operational Excellence element of the Strategic Plan is on workforce development, modernization of IT infrastructure, and moving performance management to a role-model level. Measures of progress in these areas will be included in SES Performance Plans.

Quarterly progress on the Strategic Plan Objectives, including results indicators, will be reviewed by the Department Management Council (DMC) and the Executive Management Team (EMT). Members of the DMC are the principal career managers of the bureaus. The EMT is the politically-appointed leadership. As required by OMB Circular A-11, progress toward objectives will also be assessed in-depth annually to identify any changes in strategy or tactics that would accelerate progress.

Apart from indicators directly aligned to the Department’s Strategic Plan, suites of performance indicators are reviewed by the councils of principal support professionals. Councils of bureau principal Human Resources, Finance, Acquisition, and IT managers review and are accountable for the performance of processes central to effective operations. Every quarter the respective councils review data on cycle-time, quality, cost, and outcomes of core processes. For instance, time to hire, the performance of IT security measures, and progress on strategic sourcing are reported and reviewed. These performance indicators are included in the support managers performance plans.

**Part 4 Performance Goals / Indicators**

Section 4.1: Summary of Performance



Status is based on the following standard:

Exceeded	More than 100 percent of target
Met	90 - 100 percent of target
Not Met	Below 90% of target

An indicator with a positive trend is one in which performance is improving over time while a negative trend is an indicator that has declining performance. A stable trend is one in which the goal is to maintain a standard, and that that is occurring. A varying trend in one in which the data fluctuates too much to indicate a trend. At a minimum these indicators must have three years of data.

Section 4.2: Summary of FY 2014 Indicator Performance

Objective 5.1: Operational Excellence: Deliver better services, solutions, and outcomes that benefit the American people

<u>Recurring</u>				
Indicator	Target	Actual	Status	Trend
Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management	Eliminate any repeat significant deficiency within 1 year of determination  Complete FY 2014 A-123 assessment of internal controls	Eliminated one repeat significant deficiency out of two, added one additional significant deficiency.  Completed FY 2014 A-123 assessment of Internal Controls	Not Met	Stable
Unmodified audit opinion	Unmodified	Unmodified	Met	Stable
For each administrative/business system, maintain compliance and alignment with OMB initiatives	Compliance	Maintained Compliance	Met	Not enough data
Dollars awarded using high-risk contracting authorities	Maintain 10 percent reduction in share of dollars obligated under new contract actions using high-risk contracting authorities	\$279M	Met	Not enough data
Savings achieved through more effective acquisition practices (millions)	\$18.0	\$18.1	Exceeded	Not enough data
Demonstrate effective management of IT resources including cybersecurity	IT investments have cost/schedule overruns and performance shortfalls averaging less than 10%  Continuous Monitoring – ongoing near real-time awareness and assessment of information security risks to support risk management decisions (95%)  Strong Authentication – ensure only authorized employees have access to federal information systems following the HSPD-12 Personal Identity Verification standard (75%)  Trusted Internet Connection Consolidation – consolidate external Internet traffic and ensure a set of common security capabilities (95%)  Trusted Internet Connection Capabilities – ensure NOAA TIC service meets TIC 2.0 requirements (100%)	On average, for its major IT investments, the Department was within a 20% positive variance (under budget) and a 30% schedule variance.  Enterprise Security Operations Center achieved functional initial operating capability on 9/25/2014. Current deployment of enterprise monitoring capability at 113% of projected deployment.  Strong Authentication aggregated totals for non-privileged and privileged access is 72% as of 9/29/2014 which represents a 100% increase from FY 2013.  TIC Consolidation 100% via MTIPS for all OUs except NOAA who is in process of establishing TICAP services.  NOAA TIC 2.0 compliance at 87.5%, planned date to reach 100% is 9/30/2015.  Security compliance reviews of all OUs and 22	Not Met	Stable
Employee Engagement Index (Positive score from Federal Employee Viewpoint Survey)	71%	70%	Met	Slightly Positive
Mission-Critical Occupation Staffing (Average deviation of populations from targets)	5%	5%	Met	Positive

Indicator	Target	Actual	Status	Trend
Permanent Attrition (rate of permanent employees that separated, excluding VERA/VSIP, RIF)	11%	7%	Exceeded	Stable
Hiring Timeline (Average number of calendar days to complete hiring actions)	80	TBD	TBD	Slightly negative
Candidate Quality (Percentage of managers saying referred applicants had skills to perform the job)	70%	63%	Met	Stable
Disability Hires (Percentage of new hires that have a disability)	9%	7.3%	Not Met	Negative
Veteran Hires (Percentage of new hires that are veterans)	15.2%	12.5%	Not Met	Negative
<u>Non-Recurring</u>				
Website - Number of Visits	850,464	992,313	Exceeded	Not enough data
Website - Customer Satisfaction - Experience with Service	70%	69%	Met	Not enough data
Website - Customer Impact - Ability to Find Useful Information	70%	70%	Met	Not enough data
Contact Center - Number of Calls	17,430	13,380	Not Met	Not enough data
Contact Center - Customer Satisfaction - Experience with Service	70%	58%	Not Met	Not enough data
Contact Center - Customer Impact - Ability to Find Useful Information	70%	55%	Not Met	Not enough data
Percentage of employees with approved Individual Development	27%	23%	Not Met	Negative
Number of participants trained via Commerce- wide Leadership Development	45	25	Not Met	Varying
Percentage of Commerce-wide Leadership Development program graduates promoted or selected for leadership position	20%	TBD	TBD	TBD
Leadership & Knowledge Management Index	66%	65%	Met	Slightly positive
Number of Human Capital Framework and Delegated Examining audits	10	9	Met	Not enough data
Total injury case rate – number of work-related injuries and illnesses per 100	1.02	0.8	Exceeded	Positive

Section 4.3 Detailed Indicator Plans and Performance

Current/Recurring Indicators

Indicators	A. Customer Contacts B. Customer Satisfaction – Experience with Service C. Customer Impact – Ability to Find Useful Information							
Description	BusinessUSA implemented six external performance indicators that focused on promotion of services, customer satisfaction, and customer impact in FY 2014. The goals for each of the indicators were based on FY 2013 data, analysis, and lessons learned. Beginning in FY 2015 and continuing through FY 2016, BusinessUSA will implement three refined external performance indicators to incorporate a multi-channel approach to assisting customers, tracking performance, and measuring impact. These indicators replace the six indicators used in FY 2014. The results of the six FY 2014 indicators are shown in the non-recurring indicators							
<b>A. Customer Contacts</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target							935,510	1,029,061
Actual								
Status								
Trend	Directional indicator; Not enough data to determine a trend.							
<b>B. Customer Satisfaction – Experience with Service</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target							70%	70%
Actual								
Status								
Trend	Maintain Standard indicator; Not enough data to determine a trend.							
<b>C. Customer Impact – Ability to Find Useful Information</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target							70%	70%
Actual								
Status								
Trend	Maintain Standard indicator; Not enough data to determine a trend.							
Actions to be taken / Future Plans	BusinessUSA will be expanding its multi-channel services to assist customers. Subsequently, new measures have been constructed to account for the increase in service activities. Customer Contacts is a quantitative measure that will include: number of website visits, number of calls received (via toll free number), number of emails, number of chats, number of Twitter followers. BusinessUSA will continue to measure customer satisfaction and customer impact via surveys and feedback.							

	BusinessUSA will initiate an integrated content delivery strategy in FY 2015. This strategy will utilize a customer-centric approach to engage its target audience via social media communications.
Notes	Quantitative measure – A. Customer Contacts reflects a 10% stretch goal between FY 2015 and FY 2016
<b>Validation and Verification</b>	
Data Source	Contact Center IVR system, customer interaction, Google analytics tool, Twitter analytics tool, GovDelivery analytics tools, and 4Q online survey tool
Frequency	Quarterly
Data Storage	Data stored in a cloud-based solution
Internal Control Procedures	Quarterly validation process
Data Limitations	None
Actions to be Taken	Capture, analyze, and report initial activities; review findings and establish baseline

Indicator	Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management							
Description	This indicator ensures that the Department of Commerce is accountable to the American people, and that no Significant Deficiencies, formerly known as "Reportable Conditions," (i.e. deficiencies in the design or operation of internal controls) remain unaddressed. To determine if financial information is being provided in a timely and accurate manner, the Department will assess whether those individuals who can best use the information are receiving it within timeframes that render it relevant and useful in their day-to-day decisions							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	Eliminate any significant deficiency within 1 year of determination  Complete FY 2009 A-123 assessment of internal controls	Eliminate any significant deficiency within 1 year of determination  Complete FY 2010 A-123 assessment of internal controls	Eliminate any significant deficiency within 1 year of determination  Complete FY 2011 A-123 assessment of internal controls	Eliminate any significant deficiency within 1 year of determination  Complete FY 2012 A-123 assessment of internal controls	Eliminate any significant deficiency within 1 year of determination  Complete FY 2013 A-123 assessment of internal controls	Eliminate any repeat significant deficiency within 1 year of determination  Complete FY 2014 A-123 assessment of internal controls	Eliminate any repeat significant deficiency within 1 year of determination  Complete FY 2015 A-123 assessment of internal controls	Eliminate any repeat significant deficiency within 1 year of determination  Complete FY 2016 A-123 assessment of internal controls
Actual	One significant deficiency was not eliminated  Completed FY 2009 assessments	One significant deficiency was not eliminated  Completed FY 2010 assessments	Eliminated significant deficiency  Completed FY 2011 A-123 Assessment	FY 2012 Audit identified one material weakness and one significant deficiency  Completed FY 2012 A-123 assessment of internal controls	Eliminated the material weakness but two significant deficiencies remain  Completed A-123 assessments	Eliminated one repeat significant deficiency out of two, added one additional significant deficiency  Completed FY 2014 A-123 assessment of Internal Controls		
Status		Not Met	Met	Not Met	Not Met	Not Met		
Trend	Maintain standard indicator; Stable trend							
Explanation (if not met in FY 2014)	Eliminated the significant deficiency over management of NOAA property, however, added one as of result of EDA grants accrual as a result of FY 2014 Financial Statements Audit. The significant deficiency over IT security controls remained.							

Actions to be taken / Future Plans	The Department will continue to monitor the progress of corrective actions to ensure that they stay on track.
<b>Validation and Verification</b>	
Data Source	Consolidated financial statements and OIG reports
Frequency	Annual
Data Storage	Bureau or Department financial records
Internal Control Procedures	OIG audits
Data Limitations	None
Actions to be Taken	Continue to comply with Federal Financial Management Improvement Act of 1996

<b>Indicator</b>		<b>Unmodified audit opinion</b>							
Description	This indicator reflects the result of the Financial Statement Audit. The goal is to receive an “unmodified” audit opinion. There are several types of audit opinions: (1) unmodified, in which the Auditor concludes that the Financial Statements give a true and fair view in accordance with the financial reporting framework used for the preparation and presentation of the Financial Statements; (2) modified, in which Auditor encounters a situation that does not comply with generally accepted accounting principles, however the rest of the financial statements are fairly presented; and (3) disclaimer, which is issued when the Auditor cannot form, and consequently refuses to present, an opinion on the financial statements.								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Target					Unmodified	Unmodified	Unmodified	Unmodified	
Actual					Unmodified	Unmodified			
Status					Met	Met			
Trend	Maintain Standard indicator; Not enough data to determine a trend.								
Actions to be taken / Future Plans	The Department will continue to monitor the progress of corrective actions to ensure that they stay on track. It will also continue to conduct internal control assessments to help identify issues that may have an impact on the audit opinion early enough to correct them before they become audit findings								
Validation and Verification: No formal mechanism is in place. The unmodified audit is completed independently by outside financial auditors.									

<b>Indicator</b>		<b>For each administrative / business system, maintain compliance and alignment with OMB initiatives</b>							
Description	This indicator reflects the requirement to maintain compliance and alignment with OMB initiatives, including the guiding principles reflected in the OMB system modernization requirements (split projects into smaller, simpler segments with clear deliverables; focus on most critical needs first; and provide ongoing, transparent project oversight) data center consolidation requirements, and cloud computing requirements (Infrastructure as a Service; Software as a Service).								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Target					Compliance	Compliance	Compliance	Compliance	
Actual					Maintained compliance	Maintained compliance			

Status					Met	Met		
Trend	Maintain standard indicator; Not enough data to determine a trend.							
Actions to be taken / Future Plans	The BAS project intends to follow the shared service process as stated in OMB Memorandum M-13-08							
Notes	The BAS planning phase began in FY 2013							
Validation and Verification: The BAS project continues to support OMB Memorandum M-13-08, Improving Financial Systems Through Shared Services through its planning phase activities.								

<b>Indicator Dollars awarded using high-risk contracting authorities</b>								
Description	High-risk contracting authorities such as noncompetitive contracting, cost-reimbursement contracts, and time-and-materials and labor-hour contracts pose special risks of overspending. While these contract authorities are important tools when used appropriately, GAO and OIG oversight reviews indicate that they are often used without an appropriate basis or sufficient management and oversight to limit taxpayer risk. This element will measure the Department's progress in managing risk through reducing the use of high-risk contracting authorities.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target				Reduce by 10 percent the share of dollars obligated under new contract actions that are awarded with high-risk contracting authorities	Maintain 10 percent reduction in share of dollars obligated under new contract actions using high-risk contracting	Maintain 10 percent reduction in share of dollars obligated under new contract actions using high-risk contracting	Maintain 10 percent reduction in share of dollars obligated under new contract actions using high-risk contracting	Maintain 10 percent reduction in share of dollars obligated under new contract actions using high-risk contracting
Actual					\$228M	\$279M		
Status					Met	Met		
Trend	Maintain Standard indicator; Not enough data to determine a trend.							
Notes	DM starting tracking this in FY 2012, therefore, no significant trends have been developed. The only caveat is that the 10% reduction goal is based on FY 2009 spend levels and that is a constant/unchanging goal for FY 2010 and all subsequent FYs							
<b>Validation and Verification</b>								
Data Source	Federal Procurement Data System							
Frequency	Annual							
Data Storage	Federal Procurement Data System							
Internal Control Procedures	Quarterly independent verification and validation process							
Data Limitations	None							
Actions to be Taken	None							

<b>Indicator Savings achieved through more effective acquisition practices (millions)</b>								
Description	Sound acquisition practices help guard against inefficiency and waste and improve the ability to obtain quality supplies and services that are on time and within budget. There are many ways to achieve savings through more effective acquisition practices, including: ending contracts that do not meet program needs; negotiating more favorably priced contracts; developing more strategic acquisition approaches; and reengineering ineffective business processes. This element will measure the Department's progress in reducing spending through more effective acquisition practices.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target					\$18.0M	\$18.0M	\$18	\$18
Actual					\$29.0M	\$18.1M		
Status					Exceeded	Exceeded		
Trend	Maintain Standard indicator; Not enough data to determine a trend.							
<b>Validation and Verification</b>								
Data Source	DOC Procurement Data System							
Frequency	Annual							
Data Storage	DOC Procurement Data System							
Internal Control Procedures	Quarterly independent verification and validation process							
Data Limitations	Manual data collection process							
Actions to be Taken	None							

<b>Indicator Demonstrate effective management of information technology resources including cybersecurity</b>	
Description	<p>VALUE: The Department's significant annual investment in IT solutions and assets requires careful management and monitoring. Through the use of Earned Value Management and Operational Analysis systems in the development and/or operational phases are monitored to ensure the required functionality is delivered on schedule and at the cost projected. Program offices regularly report on the progress and status of their efforts against the cost, schedule, and performance goals. DOC has changed the wording of this measure from "Improve the management of information technology," to better reflect an objective measure as opposed to a goal.</p> <p>In addition to the above, and beginning in FY 2015 we will focus on the delivery and measurement of achieved functionality, which then represents the value delivered to our customers and stakeholders.</p> <p>CYBER: The successful implementation of each program critical to the Department's missions depends on the adequacy and security of the Department's IT systems. If systems security were to be compromised, the effective accomplishment of the Department's mission would be in jeopardy. To ensure that these systems are adequately protected, Security Accreditation requirements have been established, following the NIST guidance for federal agencies. This accreditation provides the necessary assurance that an information system can securely process, store, or transmit information that is required and represents the complete testing of all management, operational, and technical controls that protect a system. These controls are documented in the Department's security plan. By approving the plan, the system owner warrants that the existing controls provide adequate protection</p>

A compliance review process for continuous security monitoring, vulnerability assessment and remediation, and IT security workforce improvement has been established to ensure adequate security.

In addition to the above, the OCIO will begin to monitor and measure the Department's cybersecurity posture. In FY 2015 we will begin to evaluate, through actual use, measures which can serve as indicators of the risk to which the Department is exposed through cyber threats and vulnerabilities. Our goal is to develop a risk index, which will serve as an indicator of the state of the Department's overall cyber risk profile and posture.

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	<p>Cost/schedule overruns /performance shortfalls less than 10%</p> <p>All national- critical &amp; mission-critical systems certified and accredited with acceptable, quality documentation in place</p>	<p>IT investments have cost/ schedule overruns and performance shortfalls averaging less than 10%</p> <p>Perform IT security compliance review of all operating units, and 10 FISMA systems in CSAM</p> <p>Deploy an enterprise-wide role-based cybersecurity training program Deploy national security and emergency initial operating capability</p>	<p>IT investments have cost/ schedule overruns and performance shortfalls averaging less than 10%</p> <p>Perform IT security compliance review of all operating units, and 10 FISMA systems in CSAM</p> <p>Increase security training completion rate to 80% for privileged users (role-based) Deploy 80% of the required NCS D 3-10 communications capabilities.</p> <p>Expand cyber intelligence communications channel to all operating unit Computer Incident Response Teams.</p>	<p>All investments within 10% of cost and schedule.</p> <p>Performed IT Security Compliance reviews</p> <p>Increased security training completion rate to 80% for privileged users (role-based).</p> <p>Deployed 80% of the required NCS D 3-10 Communications capabilities.</p> <p>Expand cyber intelligence communications channel to all operating unit Computer Incident Response Teams.</p>	<p>IT investments have cost /schedule overruns and performance shortfalls averaging less than 10%.</p> <p>Percentage of systems in production with valid Accreditation and Authorization (A&amp;A) is 100%</p> <p>Perform IT Security compliance review of all OUs and 30 assessments</p> <p>Percentage of moderate / high impact systems with "top 5" security controls fully implemented is 100%</p>	<p>IT investments have cost /schedule overruns and performance shortfalls averaging less than 10%.</p> <p>Continuous Monitoring – ongoing near real-time awareness and assessment of information security risks to support risk management decisions (95%)</p> <p>Strong Authentication - ensure only authorized employees have access to federal information systems following the HSPD-12 Personal Identity Verification standard (75%)</p> <p>Trusted Internet Connection Consolidation – consolidate external Internet traffic and ensure a set of common security capabilities (95%)</p> <p>Trusted Internet Connection Capabilities – ensure NOAA TIC</p>	<p>IT investments have cost /schedule overruns and performance shortfalls averaging less than 10%.</p> <p>Continuous Monitoring – ongoing near real-time awareness and assessment of information security risks to support risk management decisions (95%)</p> <p>Strong Authentication - ensure only authorized employees have access to federal information systems following the HSPD-12 Personal Identity Verification standard (75%)</p> <p>Trusted Internet Connection Consolidation – consolidate external Internet traffic and ensure a set of common security capabilities (95%)</p> <p>Trusted Internet Connection Capabilities – ensure NOAA TIC service meets TIC 2.0 requirements (100%)</p>	<p>DM will be refining the existing measures for FY 2016 to reflect our new focus on Value Delivery and Cyber Risk Assessment</p>
Actual	Cost/ schedule overruns and performance shortfalls	IT investments had cost/ schedule overruns and	All IT investments within 10% of cost and schedule	75% of major IT investments had cost/schedule overruns	On average, for its major IT investments in the development	On average, for its major IT investments, the		

	<p>averaged under 10%</p> <p>CSAM &amp; C&amp;A enhancements were deployed</p> <p>IT security compliance in all operating units and five FISMA systems in CSAM were reviewed</p>	<p>performance shortfalls averaging less than 10%</p> <p>Completed security and vulnerability assessments for all operating units. Submitted findings and recommendations to operating units and OCIO for review.</p> <p>Implemented Cyber Security Development Program and graduated 20 candidates from the Department's first class.</p> <p>Enrolled candidates in the program's second class. More than 8 candidates have obtained or are planning to obtain security related certifications.</p> <p>Deployed National Security and Emergency Network in the development environment. Received official approval to connect from Defense Intelligence Agency.</p>	<p>Perform IT Security Compliance reviews</p> <p>89% completion rate of security training for privileged users (role-based).</p> <p>NCSID 3-10 did not receive funding</p>	<p>and performance shortfalls averaging less than 10%</p> <p>Completed 29 security assessments. Conducted IT security compliance checks of all Department operating units and in-depth internal control review meetings with five selected operating units as part of the Department's IT internal control review program.</p> <p>Trained Authorizing Officials and System Owners throughout the Department with quarterly workshops.</p> <p>Achieved greater than 85% of required security training for privileged users (role-based).</p> <p>The Department is currently at 50%. Required equipment and systems are installed at the Herbert C. Hoover Building. Deploying classified connectivity to all outside bureau</p>	<p>stage, the Department achieved its cost target of being within 10% variance (under budget) and was within a 25% schedule variance.</p> <p>99% of systems in production with valid Accreditation and Authorization (A&amp;A) Conducted IT</p> <p>Security compliance review of all OUs and 34 assessments</p> <p>Implemented 100% of moderate / high impact systems with "top 5" security controls</p>	<p>within a 20% positive variance (under budget) and was within a 30% schedule variance.</p> <p>Enterprise Security Operations Center achieved functional initial operating capability on 9/25/2014. Current deployment of enterprise monitoring capability at 113% of projected deployment.</p> <p>Strong Authentication aggregated totals for non-privileged and privileged access is 72% as of 9/29/2014 which represents a 100% increase from FY2013.</p> <p>TIC Consolidation 100% via MTIPS for all OUs except NOAA who is in process of establishing TICAP services.</p> <p>NOAA TIC 2.0 compliance at 87.5%, planned date to reach 100% is 9/30/2015.</p> <p>Security compliance reviews of all OUs and</p>		
Status	Met	Met	Met	Met	Met	Not Met		
Trend	Maintain Standard indicator; Stable trend							
Explanation (if not met in FY 2014)	Strong Authentication - DOC OUs continued to prioritize implementation of logical access to DOC networks, but continued to meet some roadblocks due to the largely federated nature within DOC, and within larger DOC Operating Units (OUs) like NOAA, ITA, and PTO. Further, many of the smaller OUs struggled with the needed IT resources, staffing, and expertise needed for implementation. NOAA has made significant progress in TIC 2.0 compliance and adjusted target completion date to meet 100% compliance is 9/30/2015.							
Actions to be taken / Future Plans	VALUE: Beginning in FY 2015, we will focus on the delivery and measurement of achieved functionality, which then represents the value delivered to our customers and stakeholders. We intend to develop and use a measure focused on the value delivered by our IT investments, as defined by our customers, with measurement beginning no earlier than 90 days after 'go live.'							
Adjustments to targets	In FY 2014, three parts of this indicator were replaced by four new parts that better reflect the work of the program.							
Information Gaps	We have no data yet for our new indicator for value delivered. We will begin data collection in FY 2015 to formulate a baseline.							

Validation and Verification	
Data Source	Bureau IT offices
Frequency	Annual
Data Storage	Bureau IT offices, bureau files, and DM CIO files
Internal Control Procedures	Departmental and outside reviews by GAO, OMB, contractors, IT research organizations, and various universities
Data Limitations	None
Actions to be Taken	Review bureau processes to assess need for action; review security certification and accreditation packages for completeness and conformance with National Institute of Standards and Technology SP 800-53

**Indicators – Budget Submission**

- A. Employee Engagement Index
- B. Inclusion Index
- C. Mission-Critical Occupation Staffing
- D. Permanent Attrition
- E. Hiring Timeline
- F. Candidate Quality
- G. Disability Hires
- H. Veteran Hires

**Description** These indicators represent a combination of measures focusing on strategic recruitment and retention, and the Department's efforts to achieve and maintain an inclusive, engaged, and productive workforce. These indicators permit a comprehensive assessment of the Department's efforts to strategically manage its human capital. Such an assessment is critical to ensure that the workforce contains the necessary skill sets to carry out the Department's mission.

A. Employee Engagement Index (Positive score from Federal Employee Viewpoint Survey)								
	FY 2009	FY 2010	FY 2011	FY	FY 2013	FY 2014	FY 2015	FY 2016
Target						71%	71%	72%
Actual		69%	70%	70%	70%	70%		
Status						Met		
Trend	Maintain Standard indicator; Slightly positive trend; Some variance							

Validation and Verification	
Data Source	OPM Federal Employee Viewpoint Survey (FEVS)
Frequency	Annual
Data Storage	OPM FEVS
Internal Control Procedures	3-month data review and report preparation
Data Limitations	None
Actions to be Taken	None

B. Inclusion Index (Positive score from Federal Employee Viewpoint Survey(FEVS))								
	FY 2009	FY 2010	FY 2011	FY	FY 2013	FY 2014	FY 2015	FY 2016

Target							66%	67%
Actual					64%	65%		
Status								
Trend	Not enough data.							
Notes	Item first tracked in the 2013 FEVS							
<b>Validation and Verification</b>								
Data Source	OPM FEVS							
Frequency	Annual							
Data Storage	OPM FEVS							
Internal Control Procedures	3-month data review and report preparation							
Data Limitations	None							
Actions to be Taken	None							
<b>C. Mission-Critical Occupation (MCO) Staffing (Average deviation of populations from targets)</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						5%	5%	5%
Actual					10%	5%		
Status						Met		
Trend	Not enough data.							
Adjustments to targets	FY 2014 includes additional MCOs due to the new Agency Priority Goal on eliminating overfishing.							
Notes	An average 5% deviation from a given target equates to a staffing level of 95% to 105% of what would be the 100% target. An average deviation of 10% (or 90% to 110% of what would be the 100% target) is considered met for the purposes of this report. In HRstat, an average deviation of 10% is considered "almost met."							
<b>Validation and Verification</b>								
Data Source	National Finance Center (NFC) database							
Frequency	Quarterly							
Data Storage	NFC database							
Internal Control Procedures	Quarterly DOC data review							
Data Limitations	None							
Actions to be Taken	None							
<b>D. Permanent Attrition (rate of permanent employees that separated, excluding VERA/VSIP, RIF)</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target					11%	11%	11%	TBD
Actual					6%	7%		
Status					Exceeded	Exceeded		
Trend	Not enough data							

Validation and Verification								
Data Source	NFC database							
Frequency	Quarterly							
Data Storage	NFC database							
Internal Control Procedures	Quarterly DOC data review							
Data Limitations	None							
Actions to be Taken	None							
<b>E. Hiring Timeline (Average number of calendar days to complete hiring actions)</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target		80	80	80	80	80	65	65
Actual		105	83	84	103	TBD		
Status		Not Met	Met	Met	Not Met	TBD		
Trend	Maintain Standard indicator; Slightly negative trend; Variability in trendline							
Explanation (if not met in FY 2014)	TBD							
Actions to be taken / Future Plans	A comprehensive HRstat Metrics Reassessment was conducted in 2014. The indicator is now called "Hiring Timeline" and will be internally tracked from steps 1 to 10 rather than steps 1 to 11, excluding the entrance on duty step that is under the control of the applicant and/or their previous employer. The DOC standard for steps 1-10 of the 11-day model is 65 days.							
Adjustments to targets	Target changed from 80 days for 11 steps to 65 days for 10 steps as described above.							
<b>Validation and Verification</b>								
Data Source	Servicing HR Office (SHRO) Hiring Action Tracking Systems							
Frequency	Quarterly							
Data Storage	SHRO Hiring Action Tracking Systems							
Internal Control Procedures	Quarterly DOC data review							
Data Limitations	None							
Actions to be Taken	None							
<b>F. Candidate Quality (Percentage of managers saying referred applicants had skills to perform the job)</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						70%	70%	70%
Actual					62%	63%		
Status						Met		
Trend	Not enough data							

<b>Validation and Verification</b>								
Data Source	OPM CHCO Council's Manager Satisfaction Survey							
Frequency	Quarterly							
Data Storage	OMB MAX							
Internal Control Procedures	Quarterly DOC data review							
Data Limitations	None							
Actions to be Taken	None							
<b>G. Disability Hires (Percentage of new hires that have a disability)</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						9.0%	10%	TBD
Actual					12.3%	7.3%		
Status						Not Met		
Trend	Not enough data to determine trend.							
Explanation (if not met in FY 2014)	Of the 14 bureaus/OUs, 8 met the goal. The two bureaus that exhibited hiring volumes in the thousands were among those that fell below the goal and accounted for 78% of all Commerce hires. Disability hiring will continue to be monitored on a quarterly basis.							
Adjustments to targets	Annual targets are based upon the FY11 Recruiting, Hiring, and Retaining People with Disabilities Operational Plan, covering FY11-15.							
<b>Validation and Verification</b>								
Data Source	NFC database							
Frequency	Quarterly							
Data Storage	NFC database							
Internal Control Procedures	Quarterly DOC data review							
Data Limitations	None							
Actions to be Taken	None							
<b>H. Veteran Hires (Percentage of new hires that are veterans)</b>								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						15.2%	15.2%	TBD
Actual					13.4%	12.5%		
Status						Not Met		
Trend	Not enough data to determine a trend.							
Explanation (if not met in FY 2014)	Of the 14 bureaus/OUs, 8 met the goal. The two bureaus that exhibited hiring volumes in the thousands were among those that fell below the goal and accounted for 82% of all qualifying Commerce hires. Veteran hiring will continue to be monitored on a quarterly basis.							
Adjustments to targets	Annual targets are based upon a previous average for the group of agencies with populations of 20,000 to 100,000, as established by the President's Council on Veteran Employment.							

Validation and Verification	
Data Source	NFC database
Frequency	Quarterly
Data Storage	NFC database
Internal Control Procedures	Quarterly DOC data review
Data Limitations	None
Actions to be Taken	None

Non-Recurring Indicators

**Indicators Information**

Description	In FY 2014, BusinessUSA implemented six external performance indicators that focused on promotion of services, customer satisfaction, and customer impact in FY 2014. The goals for each of the measures were based on FY 2013 data, analysis, and lessons learned. These indicators were discontinued at the end of FY 2014, replaced by three new indicators beginning FY 2015, using refined external performance indicators to incorporate a multi-channel approach to assisting customers, tracking performance, and measuring impact.
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Website - Number of Visits						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target						850,464
Actual						992,313
Status						Exceeded

Website - Customer Satisfaction - Experience with Service						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target						70%
Actual						69%
Status						Met

Website - Customer Impact - Ability to Find Useful Information						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target						70%
Actual						70%
Status						Met

<b>Contact Center - Number of Calls</b>						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target						17,430
Actual						13,380
Status						Not Met
Explanation (if not met in FY 2014)	The goal included target estimates that would be generated through the inclusion of other federal partners in FY 2014. BusinessUSA successfully partnered with ITA in Q4 FY 2014 for contact center services but could not initiate services until Q1 FY 2015.					

<b>Contact Center - Customer Satisfaction - Experience with Service</b>						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target						70%
Actual						58%
Status						Not Met
Explanation (if not met in FY 2014)	Result inconclusive. Sampling size was too low due to contractual limitations. Only 2% of all contact center callers were invited to participate in survey.					

<b>Contact Center - Customer Impact - Ability to Find Useful Information</b>						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target						70%
Actual						55%
Status						Not Met
Explanation (if not met in FY 2014)	Result is inconclusive. Sampling size was too low due to contractual limitations. Only 2% of all contact center callers were invited to participate in survey.					

<b>Indicator</b>	<b>Percentage of employees with approved Individual Development Plans</b>					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target					28%	27%
Actual					25%	23%
Status					Met	Not Met
Trend	Maintain standard indicator; Not enough data to determine a trend.					
Explanation (if not met in FY 2014)	While the percentage of employees that have an IDP has decreased by 2 percentage points, the percentage that do not have an IDP and would rather not have one has increased by 2 percentage points. 40% of employees continue to respond that they are unsure what an IDP is.					

Indicator	Number of participants trained via Commerce-wide Leadership Development programs					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target	50-60	50-70	100-200	100-200	65	45
Actual	100	57	90	162	92	25
Status	Exceeded	Met	Not Met	Met	Exceeded	Not Met
Trend	Variable Indicator; Huge variance					
Explanation (if not met in FY 2014)	Only one leadership development program was administered during FY 2014 which had a maximum capacity of 30 participants.					

Indicator	Percentage of Commerce-wide Leadership Development program graduates promoted or selected for leadership position					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target					5%	20%
Actual					19%	TBD
Status					Exceeded	TBD
Trend	Directional Indicator; Not enough data to determine a trend.					

Indicator	Leadership & Knowledge Management Index					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target						66%
Actual		64%	65%	65%	65%	65%
Status						Met
Trend	Maintain standard indicator; Slightly positive trend; Some variance					

Indicator	Number of Human Capital Framework and Delegated Examining audits conducted					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target					5	10
Actual					12	9
Status					Exceeded	Met
Trend	Maintain standard indicator; Not enough data to determine a trend.					

Indicator	Total injury case rate – number of work-related injuries and illnesses per 100 employees					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target					1.03	1.02
Actual		1.71	1.38	1.04	0.84	0.8
Status					Exceeded	Exceeded
Trend	Directional Indicator; Positive trend; Little variance					

**Part 5: Other Indicators**

Indicator	Veteran 2-Year Retention (difference between % of veterans retained and % of non-veterans retained)							
Description	As established by the President's Council on Veteran Employment, the indicator tracks the percentage of all non-student, permanent, full-time veteran hires hired within the past 9 quarters that were still onboard or remained onboard for at least 730 days, as compared to the similar non-veteran population for the same period of time.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Actual						-4.2%		
Notes	First reviewed in 2014. In FY 2014, 84.6% of veteran hires were retained over the past two years, compared to 88.8% of non-veteran hires.							

Indicator	3R's (% of spending cap used for employee incentives and awards)							
Description	The 3R's indicator tracks annual spending on recruitment, retention, relocation, and performance awards for SES and non-SES employees against their applicable spending caps. Tracking spending ensures that the Department optimally utilizes the limited funding for incentives and awards to effectively recruit, retain, reward, and engage employees.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Actual						TBD		
Notes	Spending caps tracked for the calendar year rather than the fiscal year.							

The following indicators are currently being developed. DM anticipates that they will be completed for the FY 2017 Congressional Budget submission.

- Score on the Employee Engagement Index of the Federal Employee Viewpoint Survey (FEVS)
- Score on the Inclusion Index of the FEVS
- Number of core systems with customer feedback elements.
- Score on the Results-Oriented Performance Culture Index of the FEVS
- Number of technology enabled collaborative spaces (e.g., properly equipped conference rooms, video teleconferencing, managed print services)
- Percentage score on FISMA rating scorecard
- Percentage of services provided through a shared service provider

**Part 6: Agency Priority Goals**

DM does not have any Agency Priority Goals

**Part 7: Resource Requirements Table**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Base	Increase / Decrease	FY 2016 Request
Objective 5.1: Strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance.										
<b>Total Funding</b>										
Direct	52.8	57.9	57.5	56.2	51.1	55.5	56.0	61.5	9.5	71.0
Reimbursable										
Total	52.8	57.9	57.5	56.2	51.1	55.5	56.0	61.5	9.5	71.0
<b>Total FTE</b>	164	179	173	151	155	152	156	156	3	159

**Part 8: Other Information**

**Section 8.1: Major Management Priorities, Challenges, and Risks**

Through implementing a Performance Management System designed to meet both the needs of the Secretary and Executive Management Team and the intent of the GPRA Modernization Act of 2010, DM has worked to break down silos and strengthen the use performance and evaluation data to identify risks, facilitate collaborative problem-solving, make evidence-based budgetary and programmatic decisions, and improve mission delivery.

The Department continues to strengthen leadership skills through enhanced leadership development programs and training needs assessments to address competencies for mission-critical occupations. The results of these efforts will be used to refine and evaluate training and development plans to maintain appropriate levels of critical workforce skill sets. Implementation of the Federal Equal Opportunity Recruitment Program and Disabled Veterans Affirmative Action Program plans continues to be another important priority. The Department has developed these plans in order to sustain existing diversity in the Commerce workforce and to continue progress towards increasing the representation of minority and disabled candidates in applicant pools. Information security is another critical issue, and the Department continues its focus on implementing effective certification and accreditation practices for the IT systems that support the Department's work.

The Department's efforts are likewise focused on the effective use of competitive sourcing and on furthering the public's electronic access to the Department's products and services. With Commerce spending approximately \$3 billion of its budget through contracts, effective acquisition management is fundamental to the Department's ability to accomplish its mission.

The Department is working to develop more effective processes for performing major systems acquisitions by integrating the program management capabilities within the Department. The new process will be implemented through a shared framework with clearly identified and substantiated decision points for major programs that is scalable to all programs and projects within the Department. The measures associated with the DM performance goals, noted above, reflect these challenges and priorities.

### Section 8.2: Cross-Agency Collaborations

From its inception, the Department's FY2014-2018 Strategic Plan was designed to promote cross-agency collaboration. Each of the five Strategic Goals involves contributions from multiple agencies to succeed and the Operational Excellence Strategic Goal applies to DM and all bureaus. Cross-bureau strategic goal teams have been established to execute, monitor, evaluate, and improve progress towards achieving the Department's Strategic Objectives. Within DM, the Office of Policy and Strategic Planning (OPSP) and the Office of Performance, Evaluation, and Risk Management (OPERM) work together to support the Department's executive team with administering the Department's Performance Management System across the headquarters and bureaus.

Within DM, the OCIO is fully engaged in the Federal Data Center Consolidation (FDCCI) Initiative and has active membership on the FDCCI Task Force. OCIO is also represented on the Digital Government Strategy Working Group and is working with the Office of Management and Budget to contribute to and leverage lessons learned in the delivery of the Department's first two milestones. OCIO has engaged with the Department of Justice to have them host the Cyber Security Assessment and Management system as a Software as a Service (SaaS) solution, and OCIO has also engaged GSA to have them host the Electronic Capital Planning and Investment Control system, also as an SaaS solution. Both of these have already been completed and are in full production use.

### Section 8.3: Evidence Building

Overall, the Department is working to strengthen its culture of evidence-based decision-making. This was demonstrated during the development of the Department's FY2014-2018 Strategic Plan which was informed by a broad array of stakeholder input, research, evidence, and evaluation and summarized next steps efforts to build evaluation capacity and future evaluations. DM is also leading efforts to strengthen the use of evidence and evaluation by identifying focus areas for program evaluation and refinement of performance indicators under each strategic goal.

Within the Department, the Commerce Information Technology Review Board (CITRB) is the mechanism used to assess the health and performance of all IT investments by identifying wasteful, duplicative, or low-value investments and driving the IT budget formulation and execution process as mandated by the Clinger Cohen Act of 1996. The CITRB acts as a board of directors and provides advice to the Secretary and Deputy Secretary on critical IT matters. The board oversees IT project, program and portfolio reviews and approves requests for Information Technology Investment Authority prior to contract awards for IT services. Additionally, the CITRB conducts TechStat Accountability Reviews to

address critical and/or significant problems with investment initiatives. The CITRB ensures that sound investment criteria, project management methodologies, risk management frameworks and strong cyber security measures are in place to provide the greatest return on investment (ROI) for the taxpayer dollar.

Section 8.4: *Hyperlinks*

The FY 2015 Congressional Justifications (including each bureau Annual Performance Plan/Report) and past PARs, Citizens' Reports, Strategic Plans and Congressional Justifications are available via the Department of Commerce website at: <http://www.osec.doc.gov/bmi/budget/>. The FY 2016 Congressional Justifications will appear on the Departmental website shortly after the Congressional Budget is released.

Section 8.5: *Data Validation and Verification*

The FY 2014 Summary of Performance and Finance Information includes in the Secretary's Statement an assessment of the reliability and completeness of the Department's performance data.

Section 8.6: *Lower-Priority Program Activities*

The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget/>.