

Departmental Management

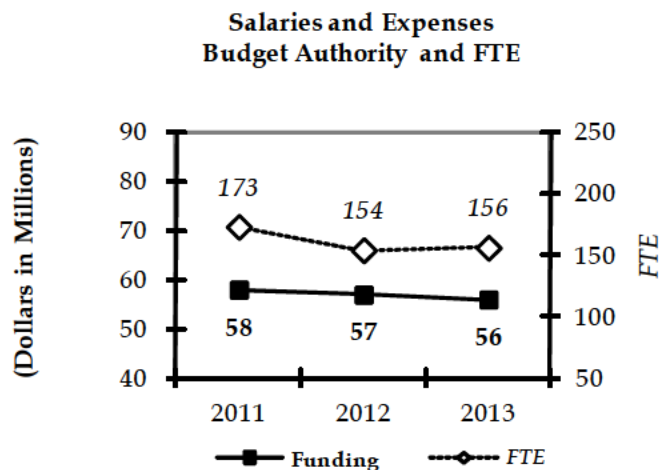
Within Departmental Management (DM), the Salaries and Expenses (S&E) account provides funding for the Office of the Secretary, Deputy Secretary, and support staff. DM develops and implements policy affecting U.S. and international activities as well as internal goals and operations of the Department. 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. The S&E account contains two activities: **Executive Direction**, which develops and implements Departmental policies and coordinates Bureau program activities to accomplish the Department's mission; and **Departmental Staff Services**, which develops and implements the Department's internal policies, procedures, and other administrative guidelines.

For FY 2013, the Department continues to support the implementation of a comprehensive long-term customer service delivery plan for the Department through an expanded BusinessUSA/CommerceConnect initiative. BusinessUSA/CommerceConnect links American businesses to a portfolio of DOC and other Federal, state, and local partner resources that enable client companies to become globally competitive. These services are provided, faster and more comprehensively, through a coordinated one-stop Federal assistance framework consisting of a web-based portal, a call center, one dedicated field office in Michigan, existing bureau field offices, a customer relationship management (CRM) system, and program knowledge base. In addition, the headquarters office will be responsible for ensuring the resource coordinator network is established and providing the necessary program content to support the initiative.

The Renovation and Modernization account will continue activities that focus on the most critical systems to address major building infrastructure deficiencies and security weaknesses. The request is critical to complete the Department's portion of the HCHB Phase 3 activities and reflects the Department's continued focus to remain in sync with GSA's funding and schedule to complete Phase 3 by the end of the fiscal year.

DM also includes the non-appropriated Advances and Reimbursements (A&R), Working Capital Fund (WCF), and Franchise Fund accounts. The A&R account provides a centralized collection and payment point for special short-term tasks or pass-through costs that encompass several of the Department's bureaus. The WCF finances, on a reimbursable basis, Department-wide administrative functions that are more efficiently and economically performed on a centralized basis, such as legal, security, building management, information technology (IT), and procurement services. The Franchise Fund is a fee-for-service organization and recently closed its IT hosting facility. The Department is currently considering the advisability of retaining the Franchise Fund, its operations and the location of the services.

DM also includes the Emergency Steel and Emergency Oil & Gas Guaranteed Loan Programs, enacted in FY 1999 to assist companies in the steel, oil, and gas industries. Authority for the Emergency Oil & Gas Guaranteed Loan Program expired in 2001 and the Emergency Steel Loan Guarantee Board expired on December 31, 2011.



Summary of Appropriations

Funding Levels

Appropriation	2011 <u>Actual</u>	2012 <u>Enacted</u>	2013 <u>Estimate</u>	Increase <u>(Decrease)</u>
Salaries and Expenses	\$57,884	\$57,000	\$56,000	(\$1,000)
HCHB Renovation and Modernization	14,970	5,000	2,040	(2,960)
Emergency Steel Guar. Loan Program	(47,479)	(700)	0	700
Emergency Oil and Gas Guar. Loan Program	(521)	0	0	0
TOTAL APPROPRIATION	24,854	61,300	58,040	(3,260)

Transfer from U.S. AID, 22USC2392(a) 700

Budget Authority

Salaries and Expenses	58,584	57,000	56,000	(1,000)
Renovation and Modernization	14,970	5,000	2,040	(2,960)
Emergency Steel Guar. Loan Program	(47,479)	(700)	0	700
Emergency Oil and Gas Guar. Loan Program	(521)	0	0	0
TOTAL DISCRETIONARY BUDGET AUTHORITY	25,554	61,300	58,040	(3,260)

Mandatory Appropriation

Gifts & Bequests Trust Fund	877	5,141	900	(4,241)
TOTAL MANDATORY	877	5,141	900	(4,241)

FTE

Salaries and Expenses	173	154	156	2
Reimbursable	60	56	56	0
Renovation and Modernization	5	5	5	0
Working Capital Fund	620	607	571	(36)
Franchise Fund	0	0	0	0
Total FTE	858	822	788	(34)

Highlights of Budget Changes

Appropriation: Salaries and Expenses

Summary of Requirements

	<u>Detailed</u>		<u>Summary</u>	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
2012 Enacted			154	\$57,000
Adjustments to Base				
<u>Adjustments</u>				
FTE realignment			3	
<u>Other Changes</u>				
FY 2013 Pay raise		\$100		
Civil Service Retirement System (CSRS)		(56)		
Federal Employees Retirement System (FERS)		93		
Thrift Savings Plan		33		
Federal Insurance Contributions Act (FICA) - OASDI		53		
Health insurance		132		
Travel - Per Diem		13		
Rent payments to GSA		572		
Printing and reproduction		2		
HCHB Electricity		(253)		
HCHB Water		3		
NARA		9		
Other services:				
Working Capital Fund		(1)		
General Pricing Level Adjustments:				
Communications and miscellaneous charges		7		
Other services		177		
Supplies and materials		4		
Equipment		9		
Subtotal, other cost changes			0	897
Less Amount Absorbed			0	(897)
TOTAL, ADJUSTMENTS TO BASE			3	0
2013 Base			157	57,000
Administrative Savings			0	(658)
Program Change			(1)	(342)
2013 APPROPRIATION			156	56,000

Comparison by Activity

	2012 Currently Avail.		2013 Base		2013 Estimate		Increase / Decrease	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
DIRECT OBLIGATIONS								
Executive Direction	89	\$32,781	92	\$32,741	92	\$32,423	0	(\$318)
Departmental Staff Services	65	24,259	65	24,259	64	23,577	(1)	(682)
TOTAL DIRECT OBLIGATIONS	154	57,040	157	57,000	156	56,000	(1)	(1,000)
ADVANCES & REIMBURSEMENTS								
COMMITTS	0	1,417	0	1,417	0	1,417	0	0
GSA Rent							0	0
Other	56	89,247	55	89,247	55	89,247	0	0
Total Reimbursable Obligations	56	90,664	55	90,664	55	90,664	0	0
TOTAL OBLIGATIONS	210	147,704	212	147,664	211	146,664	(1)	(1,000)
FINANCING								
Unobligated balance, start of year (Direct)		(40)						
Unobligated balance, start of year (Reimbursable)		(1,317)						
Offsetting collections from:								
Federal funds	(56)	(89,347)			(55)	(90,664)		
Subtotal, financing	(56)	(90,704)			(55)	(90,664)		
TOTAL BUDGET AUTHORITY / APPROPRIATION	154	57,000			156	56,000		

Note: The distribution of administrative savings reflected in this table is based on current estimates. As the review and implementation processes proceed, the distribution of these savings may change.

	<u>Base</u>		<u>Increase / Decrease</u>	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
Administrative Savings	0	\$0	0	-\$658

The Administration is continuing its pursuit of an aggressive government-wide effort to curb non-essential administrative spending. As a result, the Department of Commerce continues to seek ways to improve the efficiency of programs without reducing their effectiveness. Building on the Departmental Management’s administrative savings planned for FY 2012 (\$2.8 million), an additional \$.66 million in savings is targeted for FY 2013 for a total savings in FY 2013 of \$3.5 million. For additional information see the Administrative Savings section of the Introduction to the Budget in Brief.

Management Efficiencies	0	\$0	-1	-\$342
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Departmental Management requests this decrease as part of the consolidated savings effort to reduce cost and increase efficiencies. In an effort to support the objective to reduce non-security discretionary spending, Departmental Management assessed the priorities and programs within the organization to identify areas for reduction. The reductions include eliminating FTE and reducing non-critical contracts such as administrative support and technical support.

Appropriation: Renovation and Modernization

Summary of Requirements

	<u>Summary</u>	
	<u>FTE</u>	<u>Amount</u>
2012 Enacted	5	\$5,000
Adjustments to Base		
Non-recurring adjustments	0	(4,111)
2013 Base	5	889
Program Changes	0	1,151
2013 APPROPRIATION	5	2,040

Comparison by Activity

	2012 Currently Avail.		2013 Base		2013 Estimate		Increase / Decrease	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
DIRECT OBLIGATIONS								
Renovation & Modernization	5	\$5,207	5	\$889	5	\$2,040	0	\$1,151
TOTAL DIRECT OBLIGATIONS	5	5,207	5	889	5	2,040	0	1,151
REIMBURSABLE OBLIGATIONS	0	0	0	0	0	0	0	0
TOTAL OBLIGATIONS	5	5,207	5	889	5	2,040	0	1,151
FINANCING								
Unobligated balance, start of year	0	(207)	0	0	0	0	0	0
Subtotal, financing	0	(207)	0	0	0	0	0	0
TOTAL BUDGET AUTHORITY / APPROPRIATION	5	5,000	5	889	5	2,040	0	1,151

Highlights of Program Changes

	<u>Base</u>		<u>Increase / Decrease</u>	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
Renovation and Modernization Project	5	\$889	0	+\$1,151

The Renovation and Modernization account combines Department of Commerce (DOC) and General Services Administration (GSA) solutions to address major building systems (mechanical, electrical, plumbing, heating, ventilation, air conditioning, and life safety systems) that are beyond their useful life and deteriorating. The GSA eight-phase modernization project provides a solution that will target new efficient mechanical, electrical, and plumbing systems; new life safety systems; security improvements and historic restoration. Blast windows will continue to be installed through Phase 3. This request is critical to complete the Department's portion of the HCHB Phase 3 activities and reflects the Department's continued focus to remain in sync with GSA's full funding and schedule to complete Phase 3 by the end of the fiscal year.

Operating Fund: Working Capital Fund

Summary of Requirements

	<u>Detailed</u>		<u>Summary</u>	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
2012 Operating Level			607	\$153,545
Adjustments to Base				
<u>Adjustments</u>				
Non-recurring project			(3)	(590)
<u>Other Changes</u>				
2013 Pay raise		\$300		
Civil Service Retirement System (CSRS)		(168)		
Federal Employees' Retirement System (FERS)		280		
Thrift Savings Plan		48		
Federal Insurance Contributions Act (FICA) - OASDI		160		
Health insurance		448		
Travel - Per Diem		23		
Travel - Mileage		1		
Rent payments to GSA		1,357		
Printing and reproduction		3		
Commerce Business System		193		
General Pricing Level Adjustment:				
Transportation of things		3		
Communications and miscellaneous		35		
Other services		670		
Supplies and materials		42		
Equipment		38		
Subtotal, other cost changes			0	3,433
Less Amount Absorbed			0	(3,433)
TOTAL, ADJUSTMENTS TO BASE			(3)	(590)
2013 Base			604	152,955
Administrative Savings			0	(2,582)
Program Changes			(33)	(710)
2013 OPERATING LEVEL			571	149,663

Comparison by Activity

REIMBURSABLE OBLIGATIONS	2012 Operating Level		2013 Base		2013 Estimate		Increase / Decrease	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Executive Direction	237	\$58,154	234	\$57,466	231	\$57,690	(3)	224
Departmental Staff Services	370	95,391	370	95,489	340	91,973	(30)	(3,516)
TOTAL REIMBURSABLE OBLIGATIONS	607	153,545	604	152,955	571	149,663	(33)	(3,292)
FINANCING								
Unobligated balance, start of year		(7,813)						
Offsetting collections from:								
Federal funds	(607)	(145,732)			(571)	(149,663)		
Subtotal, financing	(607)	(153,545)			(571)	(149,663)		
TOTAL BUDGET AUTHORITY / APPROPRIATION	0	0			0	0		

Administrative Savings	Base		Increase / Decrease	
	FTE	Amount	FTE	Amount
	0	\$0	0	-\$2,582

The Administration is continuing its pursuit of an aggressive government-wide effort to curb non-essential administrative spending. As a result, the Department of Commerce continues to seek ways to improve the efficiency of programs without reducing their effectiveness. The Department’s total savings target for FY 2013 is \$176 million, which includes \$142.8 million in savings initiated in FY 2012 and an additional \$33.2 million planned for FY 2013. Building on the Departmental Management’s Working Capital Fund administrative savings planned for FY 2012 (\$6.3 million), an additional \$2.6 million in savings is targeted for FY 2013 for a total savings in FY 2013 of \$8.9 million.

Highlights of Program Changes

Departmental Staff Services

Management Efficiencies	0	\$0	-36	-\$8,357
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Departmental Management Working Capital Fund requests this decrease as part of the consolidated savings effort to reduce cost and increase efficiencies. In an effort to support the objective to reduce spending, Departmental Management Working Capital Fund assessed the priorities and projects within the Fund to identify areas for reduction. The reductions include eliminating FTE, filling positions at lower grades, and reducing contracts.

Executive Direction

Enterprise Cybersecurity Monitoring and Operations	1	\$2,091	0	+\$189
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This increase requested is for software license and maintenance costs in support of the standardized common security products and operations of the Commerce-wide continuous monitoring architecture that was established in FY 2012. In FY 2012, Commerce established consistent, efficient, and effective common controls and situational awareness of the cyber health of workstations, laptops, and servers at each Operating Unit (OU), with the exception of the Census Bureau, and at the Commerce enterprise level. Although Commerce previously had investments that supported decentralized cybersecurity technologies and operations, with the exception of some tracking, reporting, oversight and policy functions, the Department lacked the enterprise-wide cybersecurity capabilities necessary to provide Department-level situational awareness to allow for consistent detection, remediation of and response to cyber events. This request would increase the Department’s overall cybersecurity posture and situational awareness through the operation of an enterprise-wide cybersecurity capability to continuously monitor all Commerce information technology (IT) assets in near real-time.

<u>Executive Direction</u>	<u>Base</u>		<u>Increase / Decrease</u>	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
IT Security Program Support	0	\$0	0	+\$218

This increase in funding is requested to acquire adequate staff and support to develop improved IT policies, procedures, and continuous monitoring activities associated with the influx of cyber security attacks on the Department. These resources will include (but not limited to) analysis of data feeds from automated tool sets and scans, plan of action and maintenance. The increase is designed to reduce the Agency's vulnerability to cyber attacks by providing enhanced policies and procedures and account management oversight and analysis of data feeds produced from the automated tool(s) funded by the National & Cyber Security Office that are expected to be deployed for the Office of Networking and Telecommunications Operations (ONTO) systems. The request supports the FY 2012 CyberSecurity Initiative and maintains the ONTO's overarching IT security program in order to improve operational security.

Software Refresh	0	\$0	0	+\$169
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This funding increase is to upgrade two existing applications, the Departmental Directory Services and the electronic mailing list software application, that will reach end-of-year life/end-of-support by 2013 and require intensively manual operations for continued support. The Directory Services application is the current software that is used to manage the Department's Lightweight Directory Access Protocol (LDAP) directories and the Office of the Secretary's Exchange Global Address List (GAL). The email list management software application is over eight years old and also nearing end-of-life/end-of-support which increases the potential of security risks since these applications will no longer be maintained and security/vulnerability patches will no longer be available.

Departmental Staff Services

Business Application Solutions (BAS)	0	\$0	+1	+\$3,900
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This funding increase is required to conduct detailed planning, organizational readiness, and acquisition support activities to modernize the Department's financial and administrative systems environment. The request includes the funds needed to conduct detailed implementation planning for the modernization of the Department's enterprise-wide business applications, including Core Financials, Data Warehouses and Acquisitions. In addition, this request includes funds needed to define and execute the acquisition of new software and services, including Request for Proposal (RFP) development and release, proposal evaluation, and vendor selection for the multi-year BAS project.

Human Resource Management System (HRMS)	2	\$4,984	+2	+\$2,231
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This increase is requested to continue implementation of the Human Resources Management System (HRMS) that complies with the E-Gov Human Resources Line of Business (HR LOB) blueprint developed by the Office of Personnel Management (OPM). The manually intensive and non-standardized HR processes that currently exist throughout the Department's various bureaus and offices result in increased costs, increased risk of loss of privacy data, and inefficient organizational management. The HRMS will provide an agency-wide, modern, cost-effective, standardized, and interoperable HR solution that delivers common, core functionality to support the strategic management of human capital and address the manual and inefficient processing of HR transactions across the Department.

Building Management Division Fan Coil Units	0	\$0	+0	+\$780
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This increase is requested to maintain the new fan coil units, blast windows, and newly refurbished operable historic windows in accordance with manufacturer and GSA recommended Preventive Maintenance tasking. This request funds a new contract to maintain new fan coil units and windows. The preventative maintenance required is based on GSA standard time data and tasking for maintenance of historic double hung windows and the manufactures recommended preventative maintenance schedule for new blast windows.

	<u>Base</u>		<u>Increase / Decrease</u>	
<u>Departmental Staff Services</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
Maintenance Contract HVAC	0	\$0	0	+\$160

This increase is requested to purchase a maintenance contract for the HVAC system, required as a result of the renovation in the HCHB building. The current contract is in its last option year and is being rebid with the increased scope. The new contract will allow HCHB to maintain the ability to control its HVAC, its critical life safety shutdown ability, provide energy management throughout the building, and compliance with GSA delegation guidelines and with the Physical Security Criteria for Federal Federal Facilities.

Direct Costs by Office

	2013 Estimate	
<u>Offices</u>	<u>FTE</u>	<u>Amount</u>
Human Resources Management	71	\$21,376
Civil Rights	24	3,705
Financial Management	42	20,734
Security	89	17,853
Administrative Services	86	22,420
Acquisition Management	21	4,368
Office of Privacy and Open Government	4	647
Office of Program Evaluation & Risk Management	3	870
Subtotal, Departmental Staff Services	340	91,973
Chief Information Officer	34	15,725
General Counsel	188	39,851
Public Affairs	9	2,114
Total Working Capital Fund	571	149,663

Distribution by Bureau

	FY 2013
<u>Bureaus</u>	<u>Amount</u>
Office of the Secretary	\$10,087
International Trade Administration	31,537
Economic Development Administration	3,014
National Telecommunications and Information Administration	5,682
National Technical Information Service	365
Bureau of the Census	26,947
Economic and Statistics Administration	2,497
National Oceanic and Atmospheric Administration	37,074
National Institute of Standards and Technology	10,855
U.S. Patent and Trademark Office	7,519
Minority Business Development Agency	1,906
Bureau of Industry and Security	9,274
Office of the Inspector General	2,299
Total Commerce Bureaus	149,056
Other Agencies	607
Total	149,663

Appropriation: Emergency Steel Guaranteed Loan Program

Summary of Requirements

	Summary	
	FTE	Amount
2012 Enacted	0	(\$700)
Adjustments to Base	0	700
2013 Base	<u>0</u>	<u>0</u>
Program Change	<u>0</u>	<u>0</u>
2013 APPROPRIATION	0	0

Comparison by Activity

	2012 Currently Avail.		2013 Base		2013 Estimate		Increase / Decrease	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
DIRECT OBLIGATIONS								
Guaranteed Loan Subsidy	0	\$0	0	\$0	0	\$0	0	\$0
Administrative Expenses	0	64	0	0	0	0	0	0
SUBTOTAL DISCRETIONARY OBLIGATIONS	<u>0</u>	<u>64</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Mandatory, Credit Reestimate	<u>0</u>	<u>0</u>			<u>0</u>	<u>0</u>		
TOTAL, DIRECT OBLIGATIONS	0	64			0	0		
FINANCING								
Unobligated balance, start of year		(793)				(29)		
Recoveries/Refunds								
Unobligated balance, end of year		<u>29</u>				<u>29</u>		
Subtotal, financing	<u>0</u>	<u>(764)</u>			<u>0</u>	<u>0</u>		
DISCRETIONARY BUDGET AUTHORITY / APPROPRIATION	0	(700)			0	0		

Performance Outcomes and Measures

(Dollars reflect obligations in Millions)

DM performance measures appear in the three different administrative themes (Customer Service, Organizational Excellence and Workforce Excellence), covering four different objectives, one of which is associated with CommerceConnect. Prior performance measures are included among these objectives along with several new measures. The table below shows the new objectives and their associated funding and performance measures. A more detailed description of these goals and measures is in the DM section of the Department of Commerce Budget.

	2011 Actual	2012 Enacted / Targets	2013 Estimate / Targets
Objective 19: Provide streamlined services and single point of contact assistance to customers through better interaction and communication utilizing CommerceConnect, partnerships, branding, and other means of stakeholder involvement.	\$0.9	\$2.4	\$2.6
Number of referrals made to program partners	New	1,100	4,213
Number of companies engaged - field operations	New	400	1,404
Number of companies engaged - online operations	New	New	7,452
Number of website hits - monthly average	New	New	248,400
Number of CommerceConnect locations	New	30	55
Objective 21: Provide a high level of customer service to our internal and external customers through effective and efficient Department functions with empowered employees. (Measures will be developed for this objective in FY 2012)	\$8.4	\$6.8	\$6.7
Objective 22: Strengthen financial and non-financial internal controls to maximize program efficiency, ensure compliance with statute and regulation, and prevent waste, fraud and abuse of government resources. Provide accurate and timely financial information and conform to Federal standards, laws and regulations governing accounting and financial management.	\$25.2	\$25.2	\$24.8
	<ul style="list-style-type: none"> Eliminated Significant Deficiency Completed FY 2010 A-123 assessment of internal controls. 	<ul style="list-style-type: none"> Eliminate any Significant Deficiency within one year of the determination that there is a Significant Deficiency. Complete FY 2012 A-123 assessment of internal controls. 	<ul style="list-style-type: none"> Eliminate any Significant Deficiency within one year of the determination that there is a Significant Deficiency. Complete FY 2013 A-123 assessment of internal controls.
For each administrative / business system, reduction of the number of locations that house DOC's financial and acquisition systems	New	1	1
For each administrative / business system, reduce the number of data calls and consolidate efforts to streamline the data through one source	New	1	1
Unqualified Audit Opinion	New	Unqualified	Unqualified
For each administrative / business system, maintain compliance and alignment with OMB initiatives	New	Compliance maintained	Compliance maintained
Objective 23: Re-engineer key business processes to increase efficiencies, manage risk, and strengthen effectiveness.	\$3.9	\$3.8	\$3.5
Percent of dollars awarded using high-risk contracting authorities	New	Reduce by 10% the share of dollars obligated under new contract actions that are awarded with high-risk contracting authorities	TBD

	2011 Actual	2012 Enacted /Targets	2013 Estimate / Targets
Objective 24: Create an IT enterprise architecture that supports mission-critical business and programmatic requirements, including addressing cyber security threats.	\$13.7	\$13.9	\$13.6
Deliver effective management of information technology resources including cyber security	<ul style="list-style-type: none"> All IT investments within 10% of cost and schedule. Completed security and vulnerability reviews 89% completion rate for privileged users 	<ul style="list-style-type: none"> IT investments have cost/schedule overruns and performance shortfalls averaging less than 10%. Perform IT Security Compliance review of all operating units, and ten FISMA systems in CSAM. Increase security training completion rate to 80% for privileged users (role-based). Deploy 80% of the required NCSD 3-10 communications capabilities. Expand cyber intelligence communications channel to all operating unit Computer Incident Response Teams. 	<ul style="list-style-type: none"> IT investments have cost/schedule overruns and performance shortfalls averaging less than 10%. Percentage of systems in production with valid Authority to Operate (ATOs) is 100% Percentage of Plan of Action and Milestones (POA&Ms) closed on time is 100% Percentage of moderate/high impact systems with "top 5" security controls fully implemented is 100%
Objective 25: Recruit, develop and retain a high-performing, diverse workforce with the critical skills necessary for mission success including growing the next generation of scientists and engineers.	\$5.4	\$4.9	\$4.8
Average number of calendar days to complete hiring actions	83	77	75
Percentage of employees with approved individual Development Plans	New	New	10
Number of participants trained via Careers in Motion	181	300	300
2 year retention	New	New	65
Grand Total	\$57.5	\$57.0	\$56.0