

# FY 04 CONSOLIDATED COMMAND GUIDANCE

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## CHAPTER 3

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### MEASURES OF SUCCESS

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## **STRATEGIC READINESS SYSTEM: AN ARMY CORPORATE MANAGEMENT SYSTEM**

### **WHAT IS THE SRS?**

The Strategic Readiness System (SRS) is a strategic management system developed in order to provide senior Army leadership answers to the basic question, "How ready is The Army to go war?" Like the Strategic Management Review (SMR), which USACE began developing about 4 years ago, it is based on the Balanced Scorecard concept. Like the SMR, therefore, the SRS is a multidimensional performance measurement system that balances between financial and non-financial measures, short- and long-term objectives, lagging and leading indicators, and external and internal perspectives

### **WHAT ARE THE OBJECTIVES OF SRS?**

The Chief of Staff of The Army initiated the SRS because existing Army readiness measures did not provide an integrated picture of The Army's overall readiness. In some sense the earlier system was like our CMR, it was informative and useful for management, but not predictive of future behavior, nor was it especially focused on the outputs or outcomes visible to the variety of our stakeholders.

USACE will use its portion of the SRS both to measure its readiness to contribute to The Army's larger missions, and also to measure our internal performance against our campaign plan objectives. The following points, which were also listed in the FY 03 CCG to describe the SMR, apply equally well to the SRS, both for USACE and for the larger Army.

- Clarify and translate vision and strategy
- Gain consensus about strategy
- Communicate strategy throughout USACE
- Align Division and District goals to the strategy
- Link strategic objectives to long-term targets and annual budgets
- Identify and align strategic initiatives
- Perform periodic and systematic strategic reviews
- Enhance strategic feedback and learning to improve strategy

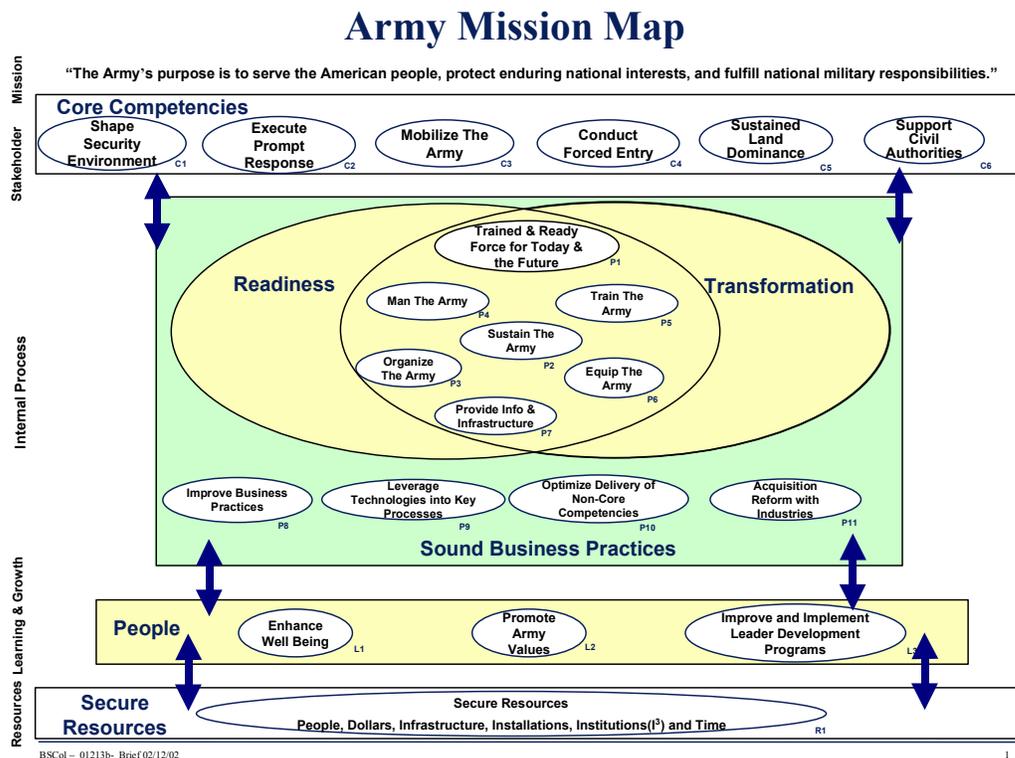
### **HOW IS THE SRS DIFFERENT FROM THE SMR?**

The Army has contracted with the Balanced Scorecard Collaborative, a consulting firm headed by David Norton and Robert Kaplan, the creators of the Balanced Scorecard concept, to provide advice on applying the Balanced Scorecard concept (described in more detail in the FY 03 CCG). Norton and Kaplan have continued to develop their concept, and, in particular, have adapted it specifically for its application to a public agency, versus a private business. Working with The Army, for example, they have adapted the "financial management" sector of the balanced scorecard to one which uses the term "resources" as one more appropriate to the public sector.

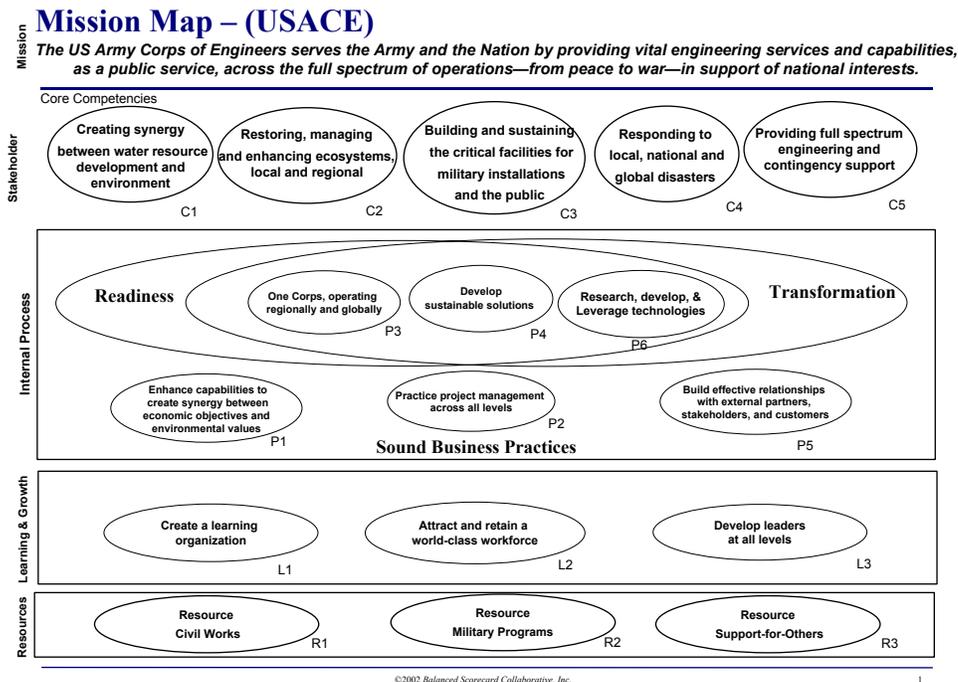
For USACE, the SRS is an Army-adopted balanced scorecard approach that provides a well-developed system for applying the balanced scorecard to our MACOM. The Army recognizes that our first efforts at creating an SRS balanced scorecard will be subject to later change and improvement. The USACE intent, however, should remain a focus on clearly identifying and measuring outcomes that are of interest to our stakeholders.

### HOW IS THE BALANCED SCORECARD CONCEPT APPLIED IN THE SRS?

The Army SRS Mission Map shows a set of two-way, but linear, linkages starting with "securing resources" at the base and culminating with satisfying stakeholders at the top through executing The Army's "core competencies." (The use of the term "core competency" here is somewhat different from that which USACE has used for other purposes. We will match The Army's use of the term for SRS purposes).



Our USACE SRS Mission Map was built primarily from our USACE Vision and Campaign Plan. The stakeholder objectives at the top of the map are taken directly from the USACE "Spectrum of Operations" in the Vision. Most of the other objectives are from the Campaign Plan.



### WHAT IS THE STATUS OF SRS?

All Army MACOMs (including USACE), DA Staff offices, and Secretariats prepared their individual versions of mission maps and scorecards by 1 June 2002. USACE MSCs will not prepare mission maps and scorecards in alignment with the USACE Mission Map.

### WHAT IS THE FUTURE FOR SRS & ITS RELATIONSHIP TO THE PRESIDENT'S MANAGEMENT AGENDA?

The Army originally developed its SRS concept independently of the President's Management Agenda, but the concepts are completely compatible. As we work with OMB to select the appropriate measures to support the President's Management Agenda, we intend to incorporate those within our SRS scorecard. Similarly, we anticipate that Army will be changing some of the measures in its current set, as we all gain more experience with the system.

## USACE COMMAND MANAGEMENT REVIEW

### GENERAL

The Command Management Review (CMR) is a quarterly review and analysis used by senior leaders of USACE to assess the operational condition of the Corps. In FY 04, there are 64 CMR performance indicators, versus 68 in FY 03. The following 10 tables contain each HQUSACE directorate performance measurements for FY 04, to include the functional area, proponent, indicator and evaluation visibility level, source of data, definition, calculation, rating criteria, and governing regulation or law. Each quarter, approximately 10-15 performance measurements are selected for presentation at the CMR. These charts are placed on the DRM homepage at least a week prior to the scheduled CMR.

### CHANGES IN FY 04

#### Table 2 Civil Works:

Dropped Award of Construction Contract (CW12)

Dropped Design Completion (CW13)

#### Table 4 Research and Development:

Consolidated all indicators into one

#### Table 5 Resource Management:

Added Military Prompt Payment Interest (RM07)

Added Utilization of ED&M Funded (GE & OMA) Manpower (RM09)

#### Table 7 Corporate Information:

Added IT Capital Planning & Investment Control (CPIC) Process (CI02)

#### FY03 Table 7 Equal Employment Opportunity:

Removed all indicators

# MILITARY PROGRAMS

**METRICS NAME: PROGRAM EXECUTION - MP – 01**

**PROPONENTS: CEMP-M, All Customers**

**VISIBILITY LEVEL: HQUSACE, RBCs, and Customers**

**FREQUENCY: Quarterly**

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42

Air Force Programs: TF 20, 21 & 26

DOD/WFO Programs: 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX.

**PROGRAM YEAR (PY) MEASURED: PY04**

**GOAL: Award all President's Budget (Pres Bud) FY04 and PFY unawarded projects by the end of the 2<sup>nd</sup> Quarter of the PY (i.e. 31 Mar '04 for PY 04 Pres Bud projects) and 100% of Congressional Adds and Supplemental Authorizations/Appropriations by 30 Sep of the PY.**

**PURPOSE: A proactive measure using a Construction Forecasted Award Date of how USACE is positioned to execute the Pres Bud PY, PFY unawarded projects, Congressional Adds and Supplemental projects. This critical forecast is the basis for the Service proponents to plan their obligations of MILCON funds and report to Congress. Further, it is a strategic performance metric for the USACE Command Management Review (CMR), Director Military Programs Management Review (DMR) and our customers' program reviews. The Forecast and is the basis of the Corps' contract with customers. Early award of construction helps to ensure a favorable bidding climate and takes advantage of the spring and summer construction seasons to ensure early project delivery.**

**DEFINITIONS: Forecasted Award Date: Project Award Date agreed to by HQ, RBC, district and customer after Congressional Appropriation; the Forecast date will be 'lock-in' and will not be changed unless the project is deferred, cancelled, and/or delayed by the customer. Award Date-Actual: Date project construction funds (50% or more) were actually awarded or obligated to industry. Award Date – Scheduled: The RBC/district's current scheduled date for project contract awarded.**

**DATA SOURCE(s): PROMIS/PPDS and/or P2**

**RELATIONSHIP of DATA to WHAT is MEASURED: Forecasted, Actual and Scheduled Award data will directly measure how the PY and PFY projects will be executed during the FY and the extent to which the RBC/District will successfully meet the strategic Execution Goals. Project award schedules failing to meet Forecasted Execution Goals will be readily identifiable for appropriate action, intensive management and sharing of lessons learned.**

**METRIC CALCULATION: Excludes projects that have been deferred, cancelled, placed on hold and/or delayed by the customer.**

**2<sup>nd</sup> Qtr PY Goal: Numerator: Number of Forecasted FY04 Pres Bud & PFY projects with Award Date Actual on or before 31 Mar of the PY.**

**Denominator: Total number of Pres Bud & PFY projects available for award.**

**30 Sep PY Goal: Numerator: Total number of Forecasted Cong Add & Suppl PY & PFY projects with Forecast Date on or before 30 Sep of the PY.**

**Denominator: Total number of Cong Add & Suppl PY and PFY projects available for award.**

**RATING CRITERIA: 2<sup>nd</sup> Qtr PY and prior and 30 Sep for Cong Adds and Supplementals:**

**Green: ≥ 95%**

**Amber: 85 – 94.9%**

**Red: < 85%**

# MILITARY PROGRAMS

**METRICS NAME:** AWARD CWE to PROGRAMMED AMOUNT (PA) RATIO - MP - 02

**PROPONENTS:** CEMP-M, CECW-E, RBCs & All Customers

**VISIBILITY LEVEL:** HQUSACE, RBCs and customers.

**FREQUENCY:** Quarterly

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42;

Air Force Programs: TF 20, 21 & 26;

DOD/WFO Programs: 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX.

**PROGRAM YEAR (PY) MEASURED:** PYs: FY04 & PFY

**GOAL:** Award all MILCON projects within authorized PA at full scope.

**PURPOSE:** To measure quality of programming, scope definition and design to produce construction contract plans and specifications that can be bid on and awarded for construction at or below the authorized Congressional funding level and provide the customer with a complete and useable facility at full authorized scope. Awarding projects at full scope and within budgeted funds benefits military readiness and the Nation.

**DEFINITIONS:** Measure of the award CWEs of all current PY projects awarded and scheduled for award vs. the authorized project PAs and actual primary scope awarded vs. authorized primary scope. The authorized scope is identified on the DD Form 1391 and may include ancillary facilities, i.e. parking. The award CWE includes all direct and other direct construction costs, S&A, DDC, contingencies, etc. Ratings will apply to the award CWE vs. PA only. The 'Awarded Scope' will be expressed as a percentage of scope authorized in the DD Form 1391 using the primary and/or other appropriate measure to express the full project scope, including ancillary facilities.

**DATA SOURCE(s):** PROMIS/PPDS and/or P2

**RELATIONSHIP of DATA to WHAT is MEASURED:** The award CWE directly relates to the funds allocated (PA) to construct a project of a specified scope established in the DD Form 1391 or other authorizing programming document. The scope of the facility actually awarded for construction directly relates to the authorized scope. The Corps' goal is to provide full scope facilities within the budgeted funds. CWE to PA Ratio and percentage of scope awarded will be readily identifiable appropriate corrective action and lessons learned applied to other projects and programs.

**METRIC CALCULATION:** The percent of projects awarded below full scope will be shown for information only.

Primary Metric: Total CWE of all projects awarded divided by the PA of all projects awarded.

Secondary Metric: Total CWE of all projects awarded and scheduled for award divided by the total PAs of all projects in FY program

Scope Information: Number of projects awarded with less than 100% of full scope divided by total number of projects awarded. This information is being deferred until appropriate data elements are established in PROMIS and P2.

**RATING CRITERIA:** Green:  $\leq 100\%$  of PA  
Amber: 101% - 105% of PA  
Red:  $> 105\%$  of PA

# MILITARY PROGRAMS

**METRICS NAME: FINAL DESIGN RELEASE BY CUSTOMER MP – 3**

**PROPONENTS: CEMP-M, CECW-E, RBCs & All Customers**

**VISIBILITY LEVEL: HQUSACE, RBCs and customers.**

**FREQUENCY: Quarterly**

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42

Air Force Programs: TF 20, 21 & 26

DOD/WFO Programs: 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX; PY(s) 05

**PROGRAM YEARS (PY) MEASURED: PY05**

**GOAL: Release 100% of Pres Bud projects in the PY being measured for Final Design NLT 1 October of PY -1 (e.g. 15 Oct '03 for PY 05 projects) with adequate funding and NEPA certification and all real-estate actions completed.**

**PURPOSE: A proactive measure of all parties performance to authorize Corps RBCs to begin final design for the project sufficiently early in order to allow adequate time for preparation of final design documents and specifications, incorporation of required user changes, develop procurement strategies and be 'Ready-to-Advertise (RTA)' at the end of PY -1. Early final design authorization is a best practice to ensure the construction award of projects early in the PY when construction bidding climates are more favorable and advantage can be taken of the spring and summer construction seasons to ensure early project delivery.**

**DEFINITION: Final design authorization is defined by release of a 'Design Code 6' directive and date authorizing design to the 100% complete, RTA stage. In some circumstances, customers will have already authorized complete design, up to and including final design, i.e. 'Design Code 6' or design-build, i.e. 'Design Code 7'. In these cases the directive authorizing Design Code 6 or 7 and directive date will be used again as the 'Final Design Release' date.**

**DATA SOURCE(s): PROMIS/PPDS thru 3<sup>rd</sup> Qtr FY04; P2 (CAPES or ACES/PM Interface or manual input to P2 for other customers)**

**RELATIONSHIP of DATA to WHAT is MEASURED: Existence of a majority of Code 6 and 7 design directives and dates prior to 15 Oct of the PY-1 are directly related to the future success of program execution and having projects 'RTA' by the end of the PY -1. The data will directly measure the extent to which this best practice behavior and performance is practiced. Customer/projects failing to meet the Final Design Release Goal will be readily identifiable for appropriate action for future improvement.**

**METRIC CALCULATION:**

**Numerators: Number of Pres Bud projects with Design Directive Auth Code 6 or 7 on/or before 15 Oct of PY -1**

**Denominator: Number of known Pres Bud Projects in the PY being measured**

**RATING CRITERIA: Green: ≥ 95%  
Amber: 85 – 94.9%  
Red: < 85%**

# MILITARY PROGRAMS

**METRICS NAME:** READY TO ADVERTISE (RTA) MP – 4

**PROPONENTS:** CEMP-M, CECW-E, RBCs & All Customers

**VISIBILITY LEVEL:** HQUSACE, RBCs and customers.

**FREQUENCY:** Quarterly

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42;

Air Force Programs: TF 20, 21 & 26;

DOD/WFO Programs: 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX.

**PROGRAM YEARS (PY) MEASURED:** PY05

**GOAL:** 100% of Pres Bud to be RTA by the end PY -1 that have not been deferred, cancelled, placed on hold and/or delayed by the Programming Command (e.g. 30 Sep '04 for PY05 projects).

**PURPOSE:** A proactive measure of MSC and customer performance in implementing best practices during previous programming and design phases to position themselves to execute the future PY projects. The goal to have 100% of the Pres Bud projects RTA by the end of the PY -1 is a best practice to ensure the construction award of projects early in the PY to obtain the best construction bids and start construction with delay during the spring and summer construction seasons to ensure early project delivery.

**DEFINITION:** RTA is defined as completing all necessary steps to advertise a project for award of construction contact. This includes reproduction of contract drawings and specifications, appropriate notices, completion of NEPA certifications, real-estate and other actions and in the procurement office awaiting authority to advertise, as appropriate.

**DATA SOURCE(s):** RMS/PROMIS/PPDS thru 3<sup>rd</sup> Qtr FY04; RMS/P2 subsequently.

**RELATIONSHIP of DATA to WHAT is MEASURED:** Existence of a majority of projects that are RTA prior to 30 Sep of the PY-1 are directly related to the future success of early program execution and meeting Program Execution Goals for the PY. The data will directly measure the extent to which the Corps has positioned the customer's program for successful execution or failure. Customer/projects failing to meet the RTA Goal will be readily identifiable for appropriate action and lessons learned for future improvement.

**METRIC CALCULATION:**

Numerator: Number of Pres Bud projects with Actual or Scheduled (shown separately) RTA as of 30 Sep '03 (for PY04) and 30 Sep 04 (for PY05)

Denominator: Number of Pres Bud Projects in the PY being measured that are not subsequently deferred, cancelled, placed on hold and/or delayed by the Programming Command.

**RATING CRITERIA:**  
Green:  $\geq 95\%$   
Amber: 85 – 94.9%  
Red:  $< 85\%$

# MILITARY PROGRAMS

**METRICS NAME: INITIAL DESIGN RELEASE BY CUSTOMER MP - 5**

**PROPONENTS: CEMP-M, CECW-E, RBCs & All Customers**

**VISIBILITY LEVEL: HQUSACE, RBCs and customers.**

**FREQUENCY: Quarterly**

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42

Air Force Programs: TF 20, 21 & 26

DOD/WFO Programs: 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX; PY(s) 06 & 07

**PROGRAM YEARS (PY) MEASURED: PY06**

**GOAL: Release 100% of Budget Estimate Submission (BES) projects in the PY being measured for initial design NLT 15 October of PY -2 (e.g. 15 Oct '03 for PY 06 projects) with adequate funding and NEPA certification and all real-estate actions either completed or in final phases.**

**PURPOSE: A proactive measure of all parties performance to authorize Corps RBCs to begin project design sufficiently early to allow adequate time for site investigation, customer collaboration, completion of a parametric or concept design and development of a reliable estimated project construction costs prior to project submission to Congress in June of the PY -1 for authorization and appropriation. Early release of design is a best practice to prevent under programming of the project which may potentially result in a 'less than full scope project' being delivered to the customer in order to remain within the authorized funds and/or a re-programming action.**

**DEFINITION: Initial design authorization is defined by release of a 'Design Code 2 or 3' directive and date authorizing design to the 35% stage only. In some circumstances, customers will authorize complete design, up to and including final design, i.e. 'Design Code 6' or design-build, i.e. 'Design Code 7'. In these cases the directive authorizing Design Code 6 or 7 and directive date will be used as the 'Initial Design Release' date.**

**DATA SOURCE(s): PROMIS/PPDS thru 3<sup>rd</sup> Qtr FY04; P2 (CAPES or ACES/PM Interface or manual input to P2 for other customers)**

**RELATIONSHIP of DATA to WHAT is MEASURED: Existence of a majority of Code 2, 3, 6 and 7 design directives and dates prior to 15 Oct of the PY-2 are directly related to the future success of program execution and successful delivery of full scope projects within budgets. The data will measure the timeliness and performance of all parties involved in the Initial Release of Design Goal. Customer/projects failing to meet the initial design release goals will be readily identifiable for appropriate action for future improvement.**

**METRIC CALCULATION:**

**Numerators: Number of BES projects with Design Directive Authorization Code 2, 3, 6 or 7 on/or before 15 Oct of PY -2**

**Denominator: Number of known BES Projects in the PY being measured**

**RATING CRITERIA: Green:  $\geq$  95%  
Amber: 85 - 94.9%  
Red:  $<$  85%**

# MILITARY PROGRAMS

**METRICS NAME: CONSTRUCTION CONTRACT COST GROWTH MP - 6**

**PROPONENTS: CEMP-M, CECW-E, RBCs & All Customers**

**VISIBILITY LEVEL: HQUSACE, RBCs and customers.**

**FREQUENCY: Quarterly**

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42;

Air Force Programs: TF 20, 21 & 26;

DOD/WFO – 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX

**PROGRAM YEARS (PY) MEASURED: FY00, 01, 02, 03**

**GOAL: Complete and accept construction with no more than 5% total contract cost growth.**

**PURPOSE: To provide visibility and comparison of construction contract cost growth between active PYs for analysis to improve execution performance. Constructing and delivering facilities with minimum time growth to the user and benefits military readiness and the Nation.**

**DEFINITIONS: Total construction contract cost growth includes all cost modifications after the initial contract award, including user changes and options exercised after award. User requested modifications (RMS Mod Reason Code 4) and 'Options' exercised (RMS Mod Reason Code 5) after contract award will be shown for information. This metric is applicable to design-bid-build as well as design-build contracts.**

**DATA SOURCE(s): RMS/PROMIS/PPDS and/or RMS/P2**

**RELATIONSHIP of DATA to WHAT is MEASURED: Contract cost growth is a measure of the quality of programming, design quality, construction management and contractor performance. User modifications will increase contact costs. Projects meeting and not meeting cost growth goals will be readily identifiable for intensive management and appropriate action and sharing of lessons learned for improvement.**

**METRIC CALCULATION: The metric will select only projects/contracts in the PYs selected with Construction Contract Complete Date-Actual for rating.**

**Numerator:** Sum total of the initial contract award amount + sum of all post award contract modifications for projects/contracts selected in the PY.

**Denominator:** Sum total of the initial contract award amount for projects/contracts selected in the PY.

**Information Items:** Sum total of the dollar value of post-award Options exercised divided by original contract award amount (same projects/PY)

Sum total of the dollar value of User Requested Changes divided by original contract award amount (same projects/PY)

**RATING CRITERIA: Rating will be applied to each PY selected for comparison/improvement.**

Green =  $\leq 5\%$  Total Contract Cost Growth

Amber = 5.1 – 10% Total Contract Cost Growth

Red =  $\geq 10.1$  Total Contract Cost Growth

# MILITARY PROGRAMS

**METRICS NAME:** CONSTRUCTION CONTRACT TIME GROWTH MP - 7

**PROPONENTS:** CEMP-M, CECW-E, RBCs & All Customers

**VISIBILITY LEVEL:** HQUSACE, RBCs and customers.

**FREQUENCY:** Quarterly

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42;

Air Force Programs: TF 20, 21 & 26;

DOD/WFO – 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX

**PROGRAM YEARS (PY) MEASURED:** FY00, 01, 02, 03

**GOAL:** Complete and accept construction with no more than 10% total contract time growth.

**PURPOSE:** To provide visibility and comparison of construction contract time growth between active PYs for analysis and execution performance improvement. Constructing and delivering facilities with minimum time growth to the user and benefits military readiness and the Nation.

**DEFINITIONS:** The Contract Complete date is defined as when KO accepts the construction from the contractor, with or without deficiencies, and LDs stop. Construction contract time growth is measured by the difference in days between the RMS original 'Contract Required Completion Date (Actual NTP date plus the contract duration at award) and the Actual Contract Completion Date. The Contract Completion should not be confused with the Physically Complete Date, which is defined as when all deficiencies (i.e. punch lists) are corrected. The Physically Complete Date is not a contractual date and is not used in this metric calculation. Total construction contract time growth includes all time modifications after the initial contract award, including user changes (RMS Mod Reason Code 4) and options exercised (RMS Mod Reason Code 5) after award and will be shown for information only. This metric is applicable to design-bid-build as well as design-build contracts.

**DATA SOURCE(s):** RMS/PROMIS/PPDS and/or RMS/P2

**RELATIONSHIP of DATA to WHAT is MEASURED:** Contract time growth is a measure of the quality of programming, design quality, construction management and contractor performance. User modifications will extend contact performance time. Projects meeting and not meeting time growth goals will be readily identifiable for intensive management and appropriate action and sharing of lessons learned for improvement.

**METRIC CALCULATION:** The metric will select only projects/contracts in the PYs with Construction Contract Complete Date-Actual for rating. Negative time growth will be counted as '0' time growth in the summaries.

**Numerator:** Sum total for the difference between the Actual Contract Complete Date minus Original Contract Required Complete Date for the projects selected in the PY.

**Denominator:** Sum total of all Original Contract Durations for projects selected in the PY.

**Information Items:** Sum total of modifications in days for Post-award Options exercised divided by the Original Contract Days for selected PY projects.  
Sum total of modification in days for User Requested Changes divided by the Original Contract Days for selected PY projects.

**RATING CRITERIA:** Rating will be applied to each PY selected for comparison/improvement.

Green:  $\leq 10\%$  Total Contract Time Growth

Amber: 10.1 - 20% Total Contract Time Growth

Red:  $\geq 20$  Total Contract Time Growth

## MILITARY PROGRAMS

**METRICS NAME: BENEFICIAL OCCUPANCY DATE (BOD) TIME GROWTH MP – 8**

**PROPONENTS: CEMP-M, CECW-E, RBCs & All Customers**

**VISIBILITY LEVEL: HQUSACE, RBCs and customers.**

**FREQUENCY: Quarterly**

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42;

Air Force Programs: TF 20, 21 & 26; PY(s) 99, 00, 01, 02 & 03

DOD/WFO – 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX; PY(s) 99, 00, 01, 02 & 03

**PROGRAM YEARS (PY) MEASURED: PY(s): FY00, 01, 02 & 03**

**GOAL: Deliver all projects to customer with no more than 10% BOD time growth based on NTP to Original BOD.**

**PURPOSE: Measure of the Corps' ability to deliver PY projects on the date previously agreed to between the Corps and the customer with all potential delays and changes during construction fully considered. Measure will review both number of projects actually delivered and scheduled for delivery for the PYs measured based on the projects' Original BOD.**

**DEFINITIONS: Beneficial Occupancy Date (BOD) – BOD Original is the date, agreed to by Corps and customer, when the facility will be ready for useful occupancy and/or delivery and installation of equipment/furniture. Current Scheduled BOD reflects the date the Corps is currently anticipating delivering the project for BOD. BOD Actual is determined by the customer accepting the complete facility for useful occupancy, either prior to or after construction contract completion (defined as when KO accepts the construction from the contractor, with or without deficiencies and LDs stop), and signs the interim Real Property Transfer Document - DD Form 1354. Partial facility occupancy by the customer without acceptance of the DD 1354 does not constitute Actual BOD and may have potentially negative contractual implications and costs resulting from potential user inflicted damage, etc. BOD will be noted in the PMP, updated as required and agreed to, and generally locked in no later than issuance of the construction 'Notice to Proceed (NTP)'.**

**DATA SOURCE(s): RMS/PROMIS/PPDS thru 3<sup>rd</sup> Qtr FY04; RMS/P2 subsequently.**

**RELATIONSHIP of DATA to WHAT is MEASURED: Original, current Scheduled and Actual BOD data will directly measure how well the Corps has or will meet its commitment to the customer to deliver the project for useful occupancy. Projects not meeting BOD Goals will be readily identifiable for intensive management and appropriate action based on lessons learned. Metrics will be applied to projects/contracts within the selected PY, and results compared between the PYs to ascertain steady improvement.**

**METRIC CALCULATION: BOD Time Growth will select and measure projects within a PY with Actual BOD only for comparison. On-going construction using Scheduled BOD will be shown separately for comparison purposes also.**

**Numerator: Total cumulative time (in days) between [BOD Act – BOD Orig] for all projects selected within the PY**

**Denominator: Total cumulative time (in days) between NTP Act - Original BOD for all PY projects selected within the PY.**

**Sched BOD Information: Numerator: Total cumulative time (in days) between [BOD Sched – BOD Orig] of all PY projects on-going.**

**Denominator: Total cumulative time (in days) between [NTP Act - Original BOD] of all PY projects on-going.**

**RATING CRITERIA: Green:  $\geq 95\%$  ( Actual BOD  $\leq 10\%$  BOD Time Growth)**

**Amber: 85 – 94.9% (Actual BOD  $\geq 10.1\%$  to  $\leq 20\%$  of BOD Time Growth)**

**Red:  $< 84.9\%$  (Actual BOD  $\geq 20.1\%$  of BOD Time Growth)**

# MILITARY PROGRAMS

**METRICS NAME:** CONSTRUCTION TIMELINE (DURATION) MP - 9

**PROPONENTS:** CEMP-M, CECW-E, RBCs & All Customers

**VISIBILITY LEVEL:** HQUSACE, RBCs and customers.

**FREQUENCY:** Quarterly

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 10, 12, 40 & 42;

Air Force Programs: TF 20, 21 & 26;

DOD/WFO Programs: 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & WX;

**PROGRAM YEARS (PY) MEASURED:** FY00, 01, 02 & 03

**GOAL:** Construct and deliver all projects to customer within the Program Amount (PA) and construction timeline (NTP to BOD) 'Target Parameters' below. Constructing projects as quickly as possible delivers the facility to the user and benefits military readiness and the Nation.

365 Days PA < \$5M

540 Days PA ≥ \$5M and \$20M

730 Days PA ≥ \$20M

**PURPOSE:** To measure of how often projects meet acceptable project delivery timeline targets based on the project PA.

**DEFINITIONS:** Construction Timeline performance is measured from NTP to BOD. The Construction Timeline measurement is the frequency with which the Corps constructs and delivers its projects at or below the specified 'Target Days' which are based on the project PA. Projects measured will be all active construction projects that have reached BOD Actual. Construction Timelines for projects scheduled for construction will be available for information and appropriate action. This metric is applicable to design-bid-build as well as design-build contracts.

**DATA SOURCE(s):** RMS/PROMIS/PPDS or RMS/P2.

**RELATIONSHIP of DATA to WHAT is MEASURED:** Original, current Scheduled and Actual BOD data will directly measure how well the Corps has or will meet its commitment to the customer to deliver the project for useful occupancy in an expedient manner. Projects meeting, or failing to meet, the construction timeline parameters will be readily identifiable for analysis, appropriate action and lessons learned.

**METRIC CALCULATION:** Only projects/contracts within the PY selected with BOD Actual will be measured against the metric. Projects scheduled for construction will be provided for information and appropriate action.

**Actual timeline: Numerator:** Number of PY projects meeting NTP to BOD Actual delivery timeline parameters.

**Denominator:** Total number of PY projects under construction.

**Sched timeline : Numerator:** Number of projects/contracts in the PY whose schedules meet the delivery timeline parameters.

**Denominator:** Total number of PY projects scheduled for construction.

**RATING CRITERIA:** Green: ≥ 95% (Actual and/or Scheduled BOD ≤ 10% of NTP to Original BOD)

Amber: 85 – 94.9% (Actual and/or Scheduled BOD ≥ 10.1% to ≤ 20% of NTP to Original BOD)

Red: < 84.9% (Actual and/or Scheduled BOD ≥ 20.1% of NTP to Original BOD)

# MILITARY PROGRAMS

**METRICS NAME:** PROJECT FINANCIAL CLOSEOUT MP - 10

**PROPONENTS:** CEMP-M, CECW-E, CERM-F, RBCs & All Customers

**VISIBILITY LEVEL:** HQUSACE, RBCs and customers.

**FREQUENCY:** Quarterly

**PROGRAMS/TYPE FUNDS (TF) MEASURED:**

Army Programs: TF 10, 12, 40 & 42;

Air Force Programs: TF 20, 21 & 26;

DOD/WFO Programs: 1K, 3Q, 4B, 4S, 5S, 16, 30, 32, 53, 39, 41, 46, 48, 51, 54, 56, 57, 58, 66, 69, 70 & W.

**PROGRAM YEAR(s) MEASURED:** All Active PYs

**GOAL:** Financially close all projects in CONUS 12 months after BOD and all projects OCONUS 15 months after BOD. Excludes projects with pending claims or litigation, user changes after BOD, delays while awaiting foreign or domestic government agency action, or pending completion of follow-on construction items in the same contract, e.g. landscaping, etc. RMS delay codes F1, F2, F3 F4, F5, F6, F7 and FC apply.

**PURPOSE:** To measure and improve the Corps effectiveness to financially closeout projects and return all excess design and construction funds to customers for further use. In addition, fiscal closeout and transfer of assets out of the Corps Construction-in-Progress (CIP) account in a timely manner is one of the Chief Financial Officer's (CFO) primary goals and ratings.

**DEFINITIONS:** Fiscal Completion is defined when all design and construction funds allocated to the project have been returned, CEFMS Work Item(s) closed and the CEFMS Construction-in-Progress (CIP) account transferred and closed. The measure will included all projects in the previous 12 months from the end of the selected Quarter (i.e. 30 Jun '03 back to 1 Jul '02). All projects actually fiscally complete in the rolling 12 month period (the numerator) will be divided by all those projects fiscally completed in the 12 month period plus all projects in the database that have not been completed as scheduled (the denominator). Projects in the long term Commissioning mode will be summarized and shown separately.

**DATA SOURCE(s):** RMS/PROMIS/PPDS and/or P2

**RELATIONSHIP of DATA to WHAT is MEASURED:** The Scheduled and Actual Fiscal Completion Dates directly relates to the Corps' ability to effectively closeout individual contracts and the overall project, return excess funding and meet CFO goals.

**METRIC CALCULATION:** Calculation will include projects/contracts showing RMS delay codes F1, F2, F3 F4, F5, F6, F7 and FC. A Commissioning code added to RMS for those long term open contracts/projects summarized separately.

Numerator: Number of projects financially closed within the previous 12 months from the rating period

Denominator: Total number of projects financially closed in the previous 12 months + all projects in the database with no 'Actual Fiscal Completion Date' greater than a calculated scheduled Fiscal Complete Date (e.g. BOD Actual + 12 or 15 months, as appropriate)

**RATING CRITERIA:**

Green:  $\geq 90\%$  of all Projects Scheduled in Selection Period

Amber: 80% - 89.9% of all Projects Scheduled in Selection Period

Red:  $< 80\%$  of all Projects Scheduled in Selection Period

## MILITARY PROGRAMS

**METRICS NAME:** ENVIRONMENTAL MP - 11

**PROPONENTS:** CEMP-M, All Customers

**VISIBILITY LEVEL:** HQUSACE, RBCs and customers.

**FREQUENCY:** Quarterly

**PROGRAMS/TYPE FUNDS (TF)**

Army Programs: TF 5U, 5H, 5A, 5G, 5I, 5J, 5K

Civil Programs: TF B1, WD, WU, WG AND TFs beginning with V.

**PROGRAM YEARS (PY) MEASURED:** PY04

**GOAL:** Obligation (Execution) of customers program measured against the following established quarterly goal.

1<sup>st</sup> Qtr 28% obligations  
2<sup>nd</sup> Qtr 55% obligations  
3<sup>rd</sup> Qtr 80% obligations  
4<sup>th</sup> Qtr 100% obligations

**PURPOSE:** To provide visibility and management oversight to achieve effective utilization of available funding to meet OSD quarterly execution goals.

**DEFINITIONS:** A measure of the RBC to execute current FY Environmental Program goals.

**DATA SOURCE(s):** ICAR/CEFMS; Data Call and/or P2

**RELATIONSHIP of DATA to WHAT is MEASURED:** Obligation of allocated funding is a direct measure of program execution success and customer satisfaction and potential continued funding.

**METRIC CALCULATION:**

Numerator: Total program funding obligated by appropriation and funds type.

Denominator: Total program funding allocated by appropriation and fund type.

**RATING CRITERIA:** Green:  $\geq 90\%$  of Qtr goal  
Amber: 80-89% of Qtr goal  
Red:  $< 80\%$  of Qtr goal

## MILITARY PROGRAMS

**METRICS NAME: IN-HOUSE DESIGN PERCENTAGE MP - 12**

**PROPONETS: CECW-E & CEMP-M**

**VISIBILITY LEVEL: HQUSACE, RBCs and customers.**

**FREQUENCY: 4<sup>th</sup> QTR Only**

**PROGRAMS/TYPE FUNDS (TF)**

All Military Type Funds Except TF 8A, 8B, 8C, 9C, 9D

**PROGRAM YEARS (PY) MEASURED: PYs: FY02, 03 04 05 & 06**

**GOAL: Maintain Corps technical capability by designing up to approximately 25% of the Programmed Amount of all Military Programs, measured over a five fiscal year period, by In-house design forces.**

**PURPOSE: To provide visibility on the Corps' maintenance of its' in-house design and technical capability and assure 75%, or more, of the Programs/Projects are contracted to industry.**

**DEFINITIONS: In-house design constitutes the design of all projects from inception through final design, including preparation of RFPs for Design-Build contracts. Environmental projects will be included when the information is available in PROMIS or P2. Measure is based on the PA of the project being designed in-house.**

**DATA SOURCE(s): PROMIS/PPDS and/or P2**

**RELATIONSHIP of DATA to WHAT is MEASURED: Measures the amount of the Military workload being done by In-House resources.**

**METRIC CALCULATION:**

**Numerator: Total Program Amount (PA) of all projects designed in-house**

**Denominator: Total PA of all projects in Program Years FY02, 03, 04, 05 & 06**

**RATING CRITERIA:**

**Green: 20.1% - 25%**

**Amber: Between: 15 and 20% or 25 - 30%**

**Red: Within 0 - 15% or Greater than 30%**

**CIVIL WORKS**

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<b>PROGRAMS</b>				
<p align="center"><b>CW-01</b> PROGRAMMING, BUDGETING AND EXECUTING CIVIL WORKS <b>TOTAL DIRECT PROGRAM</b> CECW-BD FARRINGTON/761-1944</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE <b>GOAL OF 100%</b> WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: &lt; 95%</p>
<p align="center"><b>CW-02</b> PROGRAMMING, BUDGETING AND EXECUTING <b>GENERAL INVESTIGATIONS</b> TOTAL PROGRAM CECW-BW COOK/761-5853</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE <b>GOAL OF 100%</b> WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: &lt; 95%</p>
<p align="center"><b>CW-03</b> PROGRAMMING, BUDGETING AND EXECUTING <b>CONSTRUCTION, GENERAL</b> TOTAL PROGRAM CECW-BE HENRY/761-5856</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE <b>GOAL OF 100%</b> WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: ≥ 95% - 98%</p> <p><u>RED</u>: &lt; 95%</p>

## CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<p><b>CW-04</b> PROGRAMMING, BUDGETING AND EXECUTING <b>CONSTRUCTION,</b> <b>GENERAL -</b> <b>CONTINUING</b> <b>AUTHORITIES</b> <b>PROGRAM</b> TOTAL PROGRAM CECW-BE HENRY/761-5856</p>	<p>ACTUAL EXPENDITURE OF CAP FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF CAP FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE <b>GOAL OF 100%</b> WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: <math>\geq 98\%</math> <u>AMBER</u>: <math>\geq 95\% - 98\%</math> <u>RED</u>: <math>&lt; 95\%</math></p>
<p><b>CW-05</b> PROGRAMMING, BUDGETING AND EXECUTING <b>OPERATIONS AND</b> <b>MAINTENANCE,</b> <b>GENERAL</b> TOTAL PROGRAM CECW-BC BITTNER/761-4130</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>(R SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT CS CECW-B-8) VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE <b>GOAL OF 100%</b> WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: <math>\geq 98\%</math> <u>AMBER</u>: <math>\geq 95\% - 98\%</math> <u>RED</u>: <math>&lt; 95\%</math></p>
<p><b>CW-06</b> PROGRAMMING, BUDGETING AND EXECUTING <b>MR&amp;T</b> <b>TOTAL PROGRAM</b> CECW-BC JONES/761-4105</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE <b>GOAL OF 100%</b> WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: <math>\geq 98\%</math> <u>AMBER</u>: <math>\geq 95\% - 98\%</math> <u>RED</u>: <math>&lt; 95\%</math></p>

## CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<p style="text-align: center;"><b>CW-07 CONGRESSIONAL INTENT</b> CECW-BD FARRINGTON-LYNCH/761-1944</p>	<p>EXECUTION OF CONGRESSIONAL ADDS EVALUATED BY PROJECT STARTS WITHIN THE SAME APPROPRIATION YEAR <b>INCLUDED ARE STUDIES AND PROJECTS IN GI, CG, INCLUDING CAP, O&amp;M, AND MR&amp;T APPROPRIATIONS</b></p> <p>SOD: CECW-BA SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p>	<p>CONGRESSIONAL ADDS ARE THOSE NEW UNBUDGETED PROJECTS ADDED IN THE LEGISLATION &amp; APPROVED FOR EXECUTION. DO NOT INCLUDE CONTINUING PROJECTS OR THOSE ADDED IN PRIOR YEARS UNDER SAME APPROPRIATION.</p> <p><b>STARTED EQUALS THOSE STUDIES OR PROJECTS WHICH HAVE INCURRED AN EXPENDITURE.</b></p>	<p style="text-align: center;">% STARTED =</p> <p style="text-align: center;"><b>ADDS (STARTED) DIVIDED BY SCHEDULED NEW START CONGRESSIONAL ADDS</b></p>	<p><u>GREEN</u>: 100% SCHEDULED AND STARTED WITHIN THE YEAR ADDED.</p> <p><u>AMBER</u>: ≥ 90% - 99%</p> <p><u>RED</u>: &lt; 90%</p>
<p style="text-align: center;"><b>CW-08 CUSTOMER COMMITMENTS</b> CECW-BD HILTZ/761-1817</p>	<p>ACTUAL ACCOMPLISHMENT OF COMMITMENTS MADE WITH PROJECT SPONSOR EVALUATED AS A PERCENTAGE OF SCHEDULED COMMITMENTS MADE WITH PROJECT SPONSOR.</p> <p>SOD: PROJECT SPONSOR COMMITMENT MILESTONE DATES ENTERED IN PROMIS AND QUERIED BY PPDS.</p> <p>VISIBILITY: MSCs</p>	<p>COMMITMENTS MADE WITH PROJECT SPONSOR WHICH HAVE SCHEDULED DATES NEGOTIATED WITH PROJECT SPONSOR FOR ACHIEVEMENT IN CURRENT FY. MEASUREMENT IS A PERCENTAGE OF THE TOTAL NUMBER OF ACTUAL PROJECT SPONSOR COMMITMENTS MET ON TIME AS A FUNCTION OF THE TOTAL NUMBER OF PROJECT SPONSOR COMMITMENTS SCHEDULED.</p>	<p>NUMBER OF PROJECT SPONSOR COMMITMENTS MET FOR THE REPORTING PERIOD DIVIDED BY THE NUMBER OF PROJECT SPONSOR COMMITMENTS SCHEDULED FOR THE REPORTING PERIOD.</p>	<p><u>GREEN</u>: ≥ 90%</p> <p><u>AMBER</u>: ≥ 80% &lt;90%</p> <p><u>RED</u>: &lt; 80%</p>
<p style="text-align: center;"><b>CW-09 PROJECT MANAGEMENT PLANS</b> CECW-BD HILTZ/761-1817</p>	<p>USE OF PROJECT MANAGEMENT PLANS AND INCLUSION OF QUALITY OBJECTIVES AS ELEMENTAL TOOLS OF THE CORPORATE PROJECT MANAGEMENT BUSINESS PROCESS.</p> <p>SOD: QUARTELRY DATA CALL.</p> <p>VISIBILITY: MSCs</p>	<p>NUMBER OF PROJECTS, NUMBER OF PROJECTS WITH PROJECT MANAGEMENT PLANS (PMP'S), AND NUMBER OF PMP'S WITH QUALITY OBJECTIVES.</p>	<p><u># OF PROJECTS W. PMP'S</u> # OF PROJECTS</p> <p><u># PMP'S W. QUALITY OBJECTIVES</u> # OF PROJECTS W. PMP'S</p>	<p><u>GREEN</u>: ≥ 98%</p> <p><u>AMBER</u>: &gt;95% &lt;98%</p> <p><u>RED</u>: &lt; 95%</p>

## CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<b>PLANNING</b>				
<p style="text-align: center;"><b>CW-10</b> GENERAL INVESTIGATIONS (GI) STUDIES <b>(RECONS)</b> CECW-PM SMITH/761-4560</p>	<p>RECONNAISSANCE REPORTS EVALUATED BY ACTUAL COMPLETIONS AS A PERCENTAGE OF SCHEDULED COMPLETIONS.</p> <p>SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES CONTAINED IN CURRENT YEAR PLUS 1 JUSTIFICATIONS</p> <p>VISIBILITY: MSCs</p>	<p>A RECON REPORT IS COMPLETE WHEN THE DISTRICT SIGNS THE REPORT OR 905B ANALYSIS TO THE DIVISION FOR REVIEW OR WHEN THE STUDY IS TERMINATED</p>	<p style="text-align: center;">% COMPLETE =  RECONNAISSANCE STUDY REPORTS COMPLETED DIVIDED BY REPORTS SCHEDULED</p>	<p><u>GREEN</u>: &gt; or = 90% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>AMBER</u>: 80-89% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>RED</u>: &lt; 80% OF SCHEDULED REPORTS ARE COMPLETED.</p>
<p style="text-align: center;"><b>CW-11</b> GENERAL INVESTIGATIONS (GI) STUDIES <b>(FEASIBILITIES)</b> CECW-PM SMITH/761-4560</p>	<p>FEASIBILITY STUDY COMPLETIONS EVALUATED BY ACTUAL COMPLETIONS AS A PERCENTAGE OF SCHEDULED COMPLETIONS.</p> <p>SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES IN CURRENT YEAR PLUS 1 JUSTIFICATIONS</p> <p>VISIBILITY: MSCs</p>	<p>A STUDY IS CONSIDERED COMPLETE WHEN THE DIVISION ENGINEER'S REPORT IS ISSUED OR WHEN THE STUDY IS TERMINATED</p>	<p style="text-align: center;">% COMPLETE =  FEASIBILITY REPORTS COMPLETED DIVIDED BY REPORTS SCHEDULED</p>	<p><u>GREEN</u>: &gt; or = 90% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>AMBER</u>: 80-89% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>RED</u>: &lt; 80% OF SCHEDULED REPORTS ARE COMPLETED.</p>

## CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<b>POLICY</b>				
<p style="text-align: center;"><b>CW-12 PROJECT COOPERATION AGREEMENTS</b> CECW-PC SMITH/ 202-761-4236</p>	<p>PROJECT COOPERATION AGREEMENTS (PCAs) EVALUATED BY ACTUAL VS SCHEDULED</p> <p>SOD: MSC SCHEDULES AND EXECUTED PCA DATA FROM CECW-PC</p> <p>VISIBILITY: MSCs</p>	<p>PROJECT COOPERATION AGREEMENTS EXECUTED AS A PERCENTAGE OF PCAs SCHEDULED FOR EXECUTION BY THE MSCs</p>	<p style="text-align: center;">% EXECUTED</p> <p style="text-align: center;"># PCAs EXECUTED DIVIDED BY # PCAs SCHEDULED</p>	<p><u>GREEN</u>: <math>\geq 90\%</math></p> <p><u>AMBER</u>: <math>\geq 80\%</math> AND <math>\leq 89\%</math></p> <p><u>RED</u>: <math>&lt; 80\%</math></p>

**REAL ESTATE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Source of Data Visibility Level</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria &amp; Governing Regulation or Law</b>
<i>Acquisition</i>				
RE01 Recruiting Facilities Program  CERE-M-D  Darvin Smith 202-761-7583	Recruiting facilities leasing actions evaluated as a percentage of actual leases completed compared to scheduled leasing actions  SOD: RFMIS/RECIS VISIBILITY: Districts	Existing Program (forced relocations, lease renewals, emergency upgrades) Maintenance Program (new offices, relocations, expansions and upgrades) Reduction Program (office closures, reduction in space and/or cost relocating into smaller space actions) and High priority actions (Providing all recruiting facility high priority action on the date requested by the Service Recruiting Command	Recruiting Facilities Leases = $\frac{\text{Actuals}}{\text{Planned}} \times 100\%$	Rating Criteria:  <u>GREEN</u> : >95% completion  <u>AMBER</u> : $\geq 89\%$ and $\leq 95\%$  <u>RED</u> : <89% completion.
RE02 Leased Government Housing Program  CERE-M-D  Jamie Paladino 202-761-7545	Leased government housing program leasing action delivery dates compared against requesting commands' delivery dates.  SOD: RFMIS/RECIS VISIBILITY: Districts	Providing service members with leased housing within time period based upon request dates and service member's duty report date.	Variance in days between the USACE delivery date and the customer delivery date. Each housing action possible score: Delivery date $\leq +1$ day variance = 3, Delivery date +2 to +7 days = 2, Delivery date $\geq 8$ days = 1 Rating: total average score for all actions / best possible score (3)	Rating Criteria:  <u>GREEN</u> : $\geq 85\%$ ( $\leq +1$ days variance) = score of 3  <u>AMBER</u> : $\geq 50\%$ < 85% (+2 to +7 days) = score of 2  <u>RED</u> : <50% ( $\geq +8$ days variance) = score of 1



**RESEARCH AND DEVELOPMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
		<b>Funding</b>		<p><u>GREEN</u>: Have all the funding needed at the right time.</p> <p><u>AMBER</u>: Should have enough funding for the effort, but it is not yet in place.</p> <p><u>RED</u>: Should have all funding needed in place at this time, but don't. Obtaining the necessary funds at the right time is unlikely.</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<i>Finance and Accounting</i>				
RM01 Revolving Fund Results of Operation  CERM-F	Overall ending balance of major accounts (Overhead and Shop & Facility) are targeted against an expensed based nominal balance.  SOD: Statement of Results of Operations 3021  Visibility: HQ, MSCs, and Separate FOAs	NOMINAL BALANCE is a year-end account balance which falls within a plus or minus of 1% of current year expenses.	$X = \text{percentage the EOP balance is over or under the total expenses at the end of the reporting period.}$  $X = \text{Expense} \times 1\%$ EOP balance cannot exceed X	Goal: To achieve a zero balance in all Revolving Fund Accounts. An unacceptable balance at end of period (EOP Balance) is one that is greater than:  3 <sup>rd</sup> Qtr 2% 4 <sup>th</sup> Qtr 1%

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>RM02 Civil and Military CFO MSC Self Assessments</p> <p>CERM-F</p>	<p>1) Asset Cost Table Reconciliation 2) CIP-Proper Identification of Cost 3) Abnormal General Ledger Balances 4) Relocation Cost 5) Management of Accounts Receivable 6) Accumulated Depreciation 7) Systems Security Issues 8) Proper Recording of Accruals 9) Equipment 10) Real Property</p> <p>SOD: MSC</p> <p>Visibility Level: HQ, MSCs, and Separate FOAs</p>	<p>CFO issue has been resolved in accordance with guidance in information paper. Ultimate goal is to receive an Unqualified audit opinion on USACE financial statements.</p>	<p>Assess response from Districts to determine if they have completed required action per information papers.</p>	<p><b>GREEN:</b> Action required in Information paper completed and verified by IR.</p> <p><b>AMBER:</b> Action complete but awaiting verification from IR.</p> <p><b>RED:</b> Action required in Information paper not completed or verified.</p> <p>Governing Regulations: - CFO Act 1990 - ER 37-2-10 - CFO Information Papers available on HQ RM homepage: <a href="http://www.usace.army.mil/inet/functions/rm/cfo/cfo.htm">http://www.usace.army.mil/inet/functions/rm/cfo/cfo.htm</a></p>
<p>RM03 Military Problem Disbursements</p> <p>CERM-F</p>	<p>Army/USACE goal is to obligate or correct all problem disbursements within 120 days.</p> <p>Visibility: OSD, HQDA, and HQUSACE</p> <p>SOD: Monthly problem disbursement reports from UFC, POH, HQUSACE, HQDA, and DFAS-IN</p>	<p>Problem disbursements are disbursements made, whereby insufficient or no corresponding obligations can be found in the accounting records.</p> <p>Transactions are aged at 30-day intervals.</p> <p>Balances can be positive or negative and are reviewed monthly at the disbursing station, FY and appropriation level.</p>	<p>Calculate problem disbursements using monthly problem disbursement reports provided by the UFC and POH and/or HQUSACE, HQDA, and DFAS-IN.</p>	<p><b>GREEN:</b> No problem disbursements over 120 days old</p> <p><b>RED:</b> Problem disbursements over 120 days old</p> <p>Governing Laws/Regulations: DOD FMR, Vol. 3, Ch.8 and Ch. 11 DFAS-IN 37-1, Ch. 8 and Ch. 27 HQDA annual memo to MACOMs</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<p>RM04 Military Canceling Appropriation Unliquidated Obligations</p> <p>CERM-F</p>	<p>Army/USACE goal is a 100% reduction for Unliquidated Obligations (ULO) in military appropriations canceling this FY.</p> <p>Visibility: OSD, HQDA and HQUSACE</p> <p>SOD: Monthly ICAR 218 report</p>	<p>ULO is the difference between the obligation and disbursement amounts.</p> <p>ULO balances can be positive or negative and are reviewed at the FY, appropriation and source of funding (direct and automatic) levels.</p> <p>Military appropriations cancel after being expired (not available for new obligations) for 5 years.</p>	<p>Calculate MSC ULO balance by summing District ULO balances.</p> <p>Compare MSC ULO balance to rating criteria to determine status.</p>	<p><b>GREEN:</b> No MSC ULOs in appropriations canceling this FY and at least a 50% ULO reduction for appropriations canceling next FY</p> <p><b>RED:</b> MSC ULOs in appropriations canceling this FY or less than 50% ULO reduction for appropriations canceling next FY</p> <p>Governing Laws/Regulations: 31 USC 1551-1557 DOD FMR, Vol. 3, Ch.8 DFAS-IN 37-1, Ch. 27 HQDA annual memo to MACOMs</p>
<p>RM05 Military 4th Expired Year Appropriation Unliquidated Obligations</p> <p>CERM-F</p>	<p>Army/USACE goal is a 50% reduction for Unliquidated Obligations (ULO) in military appropriations canceling next FY.</p> <p>Visibility: OSD, HQDA and HQUSACE</p> <p>SOD: Monthly ICAR 218 report</p>	<p>ULO is the difference between the obligation and disbursement amounts.</p> <p>ULO balances can be positive or negative and are reviewed at the FY, appropriation and source of funding (direct and automatic) levels.</p> <p>Military appropriations cancel after being expired (not available for new obligations) for 5 years.</p>	<p>Calculate MSC ULO balance by summing District ULO balances.</p> <p>Compare MSC ULO balance to rating criteria to determine status.</p>	<p><b>GREEN</b> – At least a 50% ULO reduction for appropriations canceling next FY</p> <p><b>RED</b> – Less than a 50% ULO reduction for appropriations canceling next FY</p> <p>Governing Laws/Regulations: 31 USC 1551-1557 DOD FMR, Vol. 3, Ch.8 DFAS-IN 37-1, Ch. 27 HQDA annual memo to MACOMs</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law															
<p>RM06 Revolving Fund Annual Leave Funding</p> <p>CERM-F</p>	<p>Balance of Accrued Leave Account at end of leave year is targeted against the Annual Leave Liability with a goal of 100%-116% funded at end of leave year.</p> <p>SOD: Accrued Leave Analysis</p> <p>Visibility: HQ, MSCs, and Separate FOAs</p>	<p>LIABILITY = Each employees Annual, Credit &amp; Compensatory Leave Balance X their hourly rate plus applicable government contributions.</p> <p>ACCRUED LEAVE ACCOUNT = Net of Revolving Fund accounts RF9310, RF9320 and RF9330.</p> <p>TARGET = Mid-point of each of the goals established for each quarter.</p> <p>VARIANCE = Difference between account balance and target.</p>	<p><math>X = \text{Liability} \times \text{Target} = \text{Target Liability}</math>; <math>\text{Funding} - \text{Target Liability} = \text{Variance}</math> \$, <math>\text{Variance} / \text{Liability} = \text{Variance}\%</math>.</p> <p>Combined Variance %</p> <p>0 – 8% = Green</p> <p>8% - 14% = Amber</p> <p>GT 14% = Red</p>	<p>Goal: To ensure the Corps Annual Leave Liability is fully funded. Expectable levels of tolerance at the end of each period are:</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Goal</u></th> <th style="text-align: center;"><u>Target</u></th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> Qtr</td> <td style="text-align: center;">100%-116%</td> <td style="text-align: center;">108%</td> </tr> <tr> <td>2<sup>nd</sup> Qtr</td> <td style="text-align: center;">102%-118%</td> <td style="text-align: center;">110%</td> </tr> <tr> <td>3<sup>rd</sup> Qtr</td> <td style="text-align: center;">113%-129%</td> <td style="text-align: center;">121%</td> </tr> <tr> <td>4<sup>th</sup> Qtr</td> <td style="text-align: center;">114%-130%</td> <td style="text-align: center;">122%</td> </tr> </tbody> </table>		<u>Goal</u>	<u>Target</u>	1 <sup>st</sup> Qtr	100%-116%	108%	2 <sup>nd</sup> Qtr	102%-118%	110%	3 <sup>rd</sup> Qtr	113%-129%	121%	4 <sup>th</sup> Qtr	114%-130%	122%
	<u>Goal</u>	<u>Target</u>																	
1 <sup>st</sup> Qtr	100%-116%	108%																	
2 <sup>nd</sup> Qtr	102%-118%	110%																	
3 <sup>rd</sup> Qtr	113%-129%	121%																	
4 <sup>th</sup> Qtr	114%-130%	122%																	

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Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM07 Military Prompt Payment Interest CERM-F	Army/USACE goal is a 40% reduction based on FY02 interest penalty payments.  Visibility: OSD, HQDA and HQUSACE  Monthly ICAR 218 report	PPI is additional money paid to a vendor, when payment is not made within the established time frame	PPI rate published twice a year  Payment amount is automatically computed when payment is processed	<u>GREEN:</u> PPI payment less than USACE goal (published in the Joint Review Program Guidance)  <u>RED:</u> PPI payments greater than USACE goal  Governing Laws/Regulations: DOD FMR, DFAS-IN 37-1 HQDA annual memo to MACOMs

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<i>Manpower &amp; Force Analysis</i>		MANPOWER MANAGEMENT: Constructing utilization plans projecting civilian work years by month throughout the fiscal year and managing civilian FTE execution on a monthly basis within established tolerances of that plan. Plans, for CMR purposes, are due NLT 15 Nov 03 and revised plans are due NLT 16 Apr 04.		
RM08 Military and Civil  CERM-M	<p>Total actual cumulative civilian manpower FTE utilization evaluated as a % variance from the combined/latest approved Civilian Employment Plan (CEP) and Civil Workyear Utilization Plan (CWUP).</p> <p><u>Source of Data:</u>                      CEP &amp; CWUP – latest HQUSACE approved plans;                      ACTUAL FTE – Military and Civil FTE report submissions from field activities.                      AUTHORIZED FTE – latest published manpower portion of the CCG.                      MILITARY-FUNDED ON-BOARD STRENGTH (MEMO ENTRY) – Count from Modern DCPDS for military Unit Identification Codes (UICs) and Functional Designator Code = 1</p> <p><u>Functional Areas:</u> HQUSACE, Division Headquarters, Districts, ERDC, Centers, and Separate FOAs.</p>	<p>The CEP and the CWUP for a particular month/quarter show projected military and civil-funded FTE utilization.</p> <p>CEFMS Military Funded FTE and OPM 113G reports show actual FTE utilization. These reports will be used for monthly analysis of execution and the development of quarterly CMR charts. All other required monthly reports must be submitted to CEEMIS by the requested date. These additional reports are used for a more detailed monthly analyses of execution results.</p> <p>The CEP will reflect military-funded on-board strength. The Command Management Review (CMR) will continue to measure FTE execution; however, there is a direct correlation between the FTE execution and end strength. MSCs and districts should continue monitoring both on a monthly basis to ensure each is correctly reported.</p> <p>The upward CEEMIS reports should generated NLT the 7<sup>th</sup> working day of the quarter for CMR purposes.</p> <p>Those organizations that do not meet the CMR green</p>	$\% \text{ Variance} = \frac{\text{YTD FTE ACTUALS} - \text{FTE PROJECTIONS}}{\text{FTE PROJECTIONS}}$	<p>Rating Criteria %:</p> <p><u>GREEN:</u> 1<sup>st</sup> QTR -1.0 thru +2.0                      2<sup>nd</sup> QTR -1.0 thru +2.0                      3<sup>rd</sup> QTR -1.0 thru +2.0                      4<sup>th</sup> QTR -1.0 thru +2.0</p> <p><u>AMBER:</u>                      1<sup>st</sup>QTR &gt;-1.0 thru -1.5 or &gt;+2.0 thru +2.5                      2<sup>nd</sup>QTR &gt;-1.0 thru -1.5 or &gt;+2.0 thru +2.5                      3<sup>rd</sup>QTR &gt;-1.0 thru -1.5 or &gt;+2.0 thru +2.5                      4<sup>th</sup>QTR &gt;-1.0 thru -1.5 or &gt;+2.0 thru +2.5</p> <p><u>RED:</u> 1<sup>st</sup> QTR &gt;-1.5 or &gt;+2.5                      2<sup>nd</sup> QTR &gt;-1.5 or &gt;+2.5                      3<sup>rd</sup> QTR &gt;-1.5 or &gt;+2.5                      4<sup>th</sup> QTR &gt;-1.5 or &gt;+2.5</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
		criteria, must provide written explanation of the variance and what they are doing to recover. This information is due via e-mail to CERM-M NLT the 10 <sup>th</sup> working day of the quarter.		
RM09 Utilization of ED&M-Funded (GE & OMA) Manpower  CERM-M	To be developed.	To be defined once USACE 2012 decisions pertinent to ED&M funding and manpower are made. Target date for defining the indicator, the calculation, and the criteria is September 2003.	To be developed post USACE 2012 decisions on ED&M funding and manpower.	To be developed post USACE 2012 decisions on ED&M funding and manpower.

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<i>Business Practices Chargeability (Military/Civil)</i>				
<p>RM10 Consolidated Chargeability For Military CDO Districts</p> <p>Design Chargeability Non-CDO Districts CERM-P</p>	<p>Labor charged directly to projects evaluated as a proportion of all labor costs.</p> <p>SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS)</p> <p>Data extracted from columns: 1, 3, 4, 6, 8, 9, 10, 11, 12, 14, 16 and 17</p> <p>Data extracted from columns: 1, 6, 8 and 14</p> <p>Visibility: MSCs</p>	<p>LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning, engineering and design, contracting, and construction costs.</p>	<p>CHARGEABILITY =</p> <p style="text-align: center;"><u>Direct labor costs</u></p> <p>(Direct labor+indirect labor+absence amount)</p> <p>NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.</p>	<p>TARGET: 60%</p> <p><u>GREEN</u>: 58-64% (≤ 3% below target or &lt; 7% above target)</p> <p><u>AMBER</u>: 57%, 65-66% (&gt;3% below target and &lt; 7% below target or ≥7% above target and &lt;12% above the target)</p> <p><u>RED</u>: ≤ 56% or ≥ 67% (≥ 5% below target or ≥ 12% above the target).</p>
<p>RM11 Consolidated Chargeability For Civil CDO Districts</p> <p>Design Chargeability Non-CDO Districts CERM-P</p>	<p>Labor charged directly to projects evaluated as a proportion of all labor costs.</p> <p>SOD: CODB Civil Matrix Report (CEFMS)</p> <p>Data extracted from columns: 1, 2, 3, 4, 8, 9, 19 and 22</p> <p>Data extracted from columns: 3, 4, 18 and 21</p> <p>Visibility: MSCs</p>	<p>LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning, engineering and design, contracting, and construction costs.</p>	<p>CHARGEABILITY =</p> <p style="text-align: center;"><u>Direct labor costs</u></p> <p>(Direct labor+indirect labor+absence amount)</p> <p>NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.</p>	<p>TARGET: 60%</p> <p><u>GREEN</u>: 58-64% (≤ 3% below target or &lt; 7% above target)</p> <p><u>AMBER</u>: 57%, 65-66% (&gt;3% below target and &lt; 7% below target or ≥7% above target and &lt;12% above the target)</p> <p><u>RED</u>: ≤ 56% or ≥ 67% (≥ 5% below target or ≥ 12% above the target).</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
	<i>Business Practices General &amp; Administrative Overhead</i>			
RM12  Military  General And Administrative (G&A) Overhead  CDO Districts  CERM-P	G&A overhead evaluated as a percentage of base salary dollars and fringe benefits.  SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS)  Visibility: Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload.  SMALLER DISTRICTS: Total military direct labor base ≤ \$17 million  LARGER DISTRICTS: Total military direct labor base >\$17 million  <b>Note: Non-CDO Mil G&amp;A – See RM12a</b>	G&A Percentage =  $\frac{\text{(G\&A Costs Charged Mil Workload)}}{\text{Base salary dollars + fringe benefits}}$  NOTE: Efficiency of indirect costs for general and administrative activities. If this percentage is too high, indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	<p style="text-align: center;"><b>CONUS:</b></p> <p><b>SMALLER:</b> Target: 26%  <b>GREEN:</b> &lt; 29% (&lt;10% over target)  <b>AMBER:</b> 29-30% (≥ 10% over the target and &lt;20% over the target)  <b>RED:</b> ≥ 31% (≥ 20% over the target)</p> <p><b>LARGER:</b> Target: 24%  <b>GREEN:</b> &lt;26% (&lt;10% over target)  <b>AMBER:</b> 26-28% (≥ 10% over the target and &lt;20% over the target)  <b>RED:</b> ≥ 29% (≥ 20% over the target)</p> <p style="text-align: center;"><b>OCONUS:</b></p> <p><b>ALL:</b> Target: 32%  <b>GREEN:</b> &lt; 35%(&lt;10% over target)  <b>AMBER:</b> 35-37% (≥ 10% over the target and &lt;20% over the target)  <b>RED:</b> ≥ 38% (≥ 20% over the target)</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM12a  Military  General and Administrative (G&A) Overhead  Non-CDO Districts  CERM-P	G&A overhead evaluated as a percentage of base salary dollars and fringe benefits. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS)  Visibility: MSC / Mil Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload.  SMALLER DISTRICTS: Direct labor base ≤ \$17 million  LARGER DISTRICTS: Direct labor base >\$17 million	G&A Percentage =  $\frac{\text{(G\&A Costs Charged Mil Workload)}}{\text{Base salary dollars + fringe benefits}}$  NOTE: Efficiency of indirect costs for general and administrative activities. If this percentage is too high, indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	<p style="text-align: center;"><b>CONUS:</b></p> <p><b>SMALLER:</b> Target: 27%  <b>GREEN:</b> &lt; 30% (&lt;10% over target)  <b>AMBER:</b> 30-31% (≥ 10% over the target and &lt;20% over the target)  <b>RED:</b> ≥ 32% (≥ 20% over the target)</p> <p><b>LARGER:</b> Target: 25%  <b>GREEN:</b> &lt; 28% (&lt;10% over target)  <b>AMBER:</b> 28-29% (≥ 10% over the target and &lt;20% over the target)  <b>RED:</b> ≥ 30% (≥ 20% over the target)</p> <p style="text-align: center;"><b>OCONUS:</b></p> <p><b>ALL:</b> Target: 33%  <b>GREEN:</b> &lt; 36% (&lt;10% over target)  <b>AMBER:</b> 36-40% (≥ 10% over the target and &lt;20% over the target)  <b>RED:</b> ≥ 41% (≥ 20% over the target)</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM13  Civil Works  General and Administrative (G&A) Overhead  CDO Districts  CERM-P	Indirect costs evaluated as a percentage of based salary dollars and fringe benefits.  SOD: CODB Civil Matrix Report (CEFMS)  Visibility: Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to civil workload divided by base labor and fringe charged to that workload.  SMALLER DISTRICTS: Total civil direct labor base ≤\$19 million  MIDDLE DISTRICTS: Total civil direct labor base >\$19 and <\$34 million  LARGER DISTRICTS: Total civil direct labor base ≥\$34 million  <b>Note: Non-CDO Civ G&amp;A – See RM13a</b>	G&A Percentage =  $\frac{\text{(G\&A Costs Charged Civil Workload)}}{\text{Base salary dollars + fringe benefits}}$  NOTE: If this percentage is too high indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	<p style="text-align: center;"><b>CONUS:</b></p> <p><b>SMALLER:</b> Target: 33%  <b>GREEN:</b> &lt; 36% (&lt;10% over target)  <b>AMBER:</b> 36-39% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 40% (≥ 20% over the target)</p> <p><b>MIDDLE:</b> Target: 28%  <b>GREEN:</b> &lt; 31% (&lt;10% over target)  <b>AMBER:</b> 31-33% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 34% (≥ 20% over the target)</p> <p><b>LARGER:</b> Target: 25%  <b>GREEN:</b> &lt; 28% (&lt;10% over target)  <b>AMBER:</b> 28-29% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 30% (≥ 20% over the target)</p> <p style="text-align: center;"><b>OCONUS:</b></p> <p><b>ALL:</b> Target: 34%  <b>GREEN:</b> &lt; 37% (&lt;10% over target)  <b>AMBER:</b> 37-40% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 41% (≥ 20% over the target)</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM13a  Civil Works  General and Administrative (G&A) Overhead  <b>Non-CDO Districts</b>  CERM-P	Indirect costs evaluated as a percentage of based salary dollars and fringe benefits.  SOD: CODB Civil Matrix Report (CEFMS)  Visibility: MSC / Civ Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to civil workload divided by base labor and fringe charged to that workload.  SMALLER DISTRICTS: Direct labor base ≤\$19 million  MIDDLE DISTRICTS: Direct labor base >\$19 and <\$34million  LARGER DISTRICTS: Direct labor base ≥\$34 million	G&A Percentage =  $\frac{\text{(G\&A Costs Charged Civil Workload)}}{\text{Base salary dollars + fringe benefits}}$  NOTE: If this percentage is too high indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	<p style="text-align: center;"><b>CONUS:</b></p> <p><b>SMALLER:</b> Target: 34%  <b>GREEN:</b> &lt; 37% (&lt;10% over target)  <b>AMBER:</b> 37-40% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 41% (≥ 20% over the target)</p> <p><b>MIDDLE:</b> Target: 29%  <b>GREEN:</b> &lt; 32% (&lt;10% over target)  <b>AMBER:</b> 32-34% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 35% (≥ 20% over the target)</p> <p><b>LARGER:</b> Target: 26%  <b>GREEN:</b> &lt; 29% (&lt;10% over target)  <b>AMBER:</b> 29-30% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 31% (≥ 20% over the target)</p> <p style="text-align: center;"><b>OCONUS:</b></p> <p><b>ALL:</b> Target: 34%  <b>GREEN:</b> &lt; 37% (&lt;10% over target)  <b>AMBER:</b> 37-40% (≥ 10% over the target and &lt; 20% over the target)  <b>RED:</b> ≥ 41% (≥ 20% over the target)</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation Or Law
	<i>Business Practices Supervision &amp; Administration (S&amp;A)</i>			
RM14/RM15 Supervision and Administration (MILCON) and (O&M)  Fund Type Groups: All Military  CERM-P	Management of S&A costs evaluated by rates based on actual placement. Expenses and income, MILCON and O&M rates are established by MSC & Suballocated to Districts.  SOD: SA95 Report (CEFMS)  Visibility: Military and Environmental Districts	MILCON (RM14) and O&M (RM15) actual placement and expenses are totalled for the current fiscal year. Actual S&A rates are equal to actual expenses divided by actual placement.  <u>Significant variations</u> from S&A targets are defined as deviation which exceed the following: MILCON plus or minus 0.3 percent, O&M plus or minus 0.4 percent, and DERP plus or minus 0.6 percent. <u>Acceptable variations</u> are variations that are not significant.	The S&A rate is equal to the expenses divided by the placement for the current year.	<u>GREEN:</u> Actual S&A rates are within the acceptable variation of the S&A target (year-end) or monthly schedule. <u>AMBER:</u> Actual S&A rates are within 1% of the S&A target (year-end) or monthly schedule. <u>RED:</u> Actual S&A rates are over or under the S&A target (year-end) or monthly schedule by more than 1%. ER 415-1-16
RM16 S&A Gains And Losses  CERM-P	Solvency of the RF S&A accounts are impacted by the gains and losses generated by each MSC.  SOD: SA95 Report (CEFMS) 3021 Report (RF Results of Operations) (CEFMS)	Actual gain (losses) are equal to income minus expense. Scheduled income is calculated by multiplying scheduled placement times applicable flat rate.  <u>Significant variations</u> also include a fluctuation in either income or expenses that will cause the MSC to exhaust it's "checking" account at year-end.	$\text{Current FY Gains or Losses} = \frac{\text{Current FY Income} - \text{Current FY Expenses}}{\text{Current FY Income}}$	<u>GREEN:</u> Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than the acceptable variation. <u>AMBER:</u> Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than 1% (times placement) but greater than the acceptable variation. <u>RED:</u> Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount greater than 1% (times placement) or exhaust the MSC "checking" account at year end.

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation Or Law
<p>RM17 S&amp;A Leakage</p> <p>CERM-P</p>	<p>Collection of all earned income is required.</p> <p>SOD: SA95 Report (CEFMS) Total Obligation Line Item (OLI) Leakage</p>	<p>S&amp;A MILCON and O&amp;M Leakage: Difference between expected and actual income.</p>	<p>Leakage = Expected Income – Actual Income</p> <p>(Expected Income = Placement x S&amp;A Rate)</p>	<p><u>GREEN</u>: Leakage ≤ \$25K per military district <u>AMBER</u>: &gt; \$25K thru \$100K per military district <u>RED</u>: Greater than \$100K per military district</p> <p>“Overall division rating is based on average district performance (total leakage divided by number of military districts).”</p>

## RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation Or Law
<i>Business Practices</i>				
<i>Total Labor Multiplier (TLM)</i>				
RM18 Total Labor Multiplier (TLM)  <u>Military:</u> CDO Real Estate  <u>Civil:</u> CDO (S,M,L) O&M (S,M,L)  CERM-P	TLM evaluated as a multiple or ratio of total costs associated with each direct labor dollar to the base pay for each direct labor dollar.  SOD: Cost of Doing Business (CODB) Military & Civil Matrices Reports (CEFMS) Data extracted from columns:  Visibility: MSC / Mil Districts	A measure of cost efficiency and competitiveness. The TLM expresses, as a multiple, the ratio for each direct labor hour required to recoup the organization's labor costs, fringes, and overheads (Departmental and G&A). The TLM does not include direct non-labor charges. A high multiple relative to other organizations indicates excessive or non-competitive costs.	The calculation for TLM is as follows:  A. Use 1 as the base salary labor hour. Add the effective rate.  B. Multiply G&A rate by (A) above.  C. Multiply Departmental Overhead by (A) above.  D. $TLM = A+B+C$	Targets = To be staffed accordingly. Release date approx. 30 August.  <b>Draft Targets may be found in Chapter 2, Section 3 (pages 2-80, 81 &amp; 82).</b>  <u>GREEN:</u> ≤ Target  <u>AMBER:</u> > target < 5% above the target  <u>RED:</u> ≥ 5% above the target

## HUMAN RESOURCES

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
HR01 Organization Structure CEHR-E	Supervisory ratio is evaluated against the FY 04 USACE Goal of 1:10  SOD: DCPDS VISIBILITY: Districts	Ratio of supervision to non-supervisors	Ratio = 1 Supervisor: Number of non-supervisors divided by number of supervisors	Rating Criteria:  <u>GREEN</u> : Ratio =>1:10 <u>AMBER</u> : Ratio =>1:9.3 <1:10 <u>RED</u> : Ratio < 1:9.3

## CORPORATE INFORMATION

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p style="text-align: center;">CI01</p> <p style="text-align: center;">Improve the IT Capital Planning Process</p> <p style="text-align: center;">CECI</p>	<p>Identifies breadth and depth of command use of IT investment decision processes.</p> <p>Visibility Level: Headquarters, Regional, District, Centers, Laboratory, and Field Operating Activities</p> <p>Source of Data: ITIPS</p>	<p>Ensure visibility of well planned and budgeted funding of IT resources by comparing the number of IT investments obligated in CEFMS to the total number of IT investments budgeted in ITIPS.</p> <p>FY04 Goal 95%</p>	$\% = \frac{\text{Number Matched IT \#s}}{\text{Number Obligated}}$	<p>Green = 95-100% Amber = 85-94% Red = &lt; 85%</p>
<p style="text-align: center;">CI02</p> <p style="text-align: center;">Ensure implementation of the Selection Process of the IT Capital Planning and Investment Control (CPIC) Process.</p> <p style="text-align: center;">CECI</p>	<p>Identifies the breadth and depth of each command's use of the Select Process of the CPIC Process.</p> <p>Visibility Level: Headquarters, Regional, District, Centers, Laboratory, and Field Operating Activities</p> <p>Source of Data: ITIPS</p>	<p>Ensure the implementation of the CPIC in the selection of IT investments by comparing the number of authorized investments to the number of IT investments containing funding requirements in ITIPS.</p> <p>FY04 Goal 100%</p>	$\% = \frac{\text{Number Authorized Initiatives}}{\text{Number Initiatives Requesting Funding}}$	<p>Green = 100% Amber = 80 – 99% Red = &lt;80%</p>



LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD01</p> <p>Personal Property Management</p> <p>CELD-MS</p>	<p>Cyclic inventory of nonexpendable personal property evaluated by % of items inventoried during a running 365 day period. Data captured from barcode scanners and reconciled electronically in APPMS will update command charts.</p> <p>SOD: MSCs (APPMS) MSC, DIST, FOAs, Labs</p> <p>Identification of capitalized assets and depreciation status</p> <p>DOD: MSCs (APPMS/CEFMS) MSC, Centers, Districts, FOAs</p>	<p>% of item inventoried is equal to</p> <p><u>(# items inventoried (365 days) by barcode scanner)</u> X 100 (# items recorded on Property Book)</p> <ul style="list-style-type: none"> <li>• Number of items meeting civil and military capitalization criteria and;</li> <li>• Number of capitalized items fully depreciated and associated replacement cost based on original acquisition price and;</li> <li>• Number of capitalized items with one year of depreciation remaining and associated replacement cost based on original acquisition cost.</li> </ul> <p>Formula =</p> <p><u># of capitalized items fully depreciated</u> X 100 # of capitalized assets</p> <p><u># of capitalized items within 1 year of full depreciation</u> X 100 # of capitalized items</p>	<p>Rating Criteria:</p> <p>GREEN: 98-100%</p> <p>YELLOW: 95-97%</p> <p>RED: 94% and below</p> <p><i>Note: This is based on the Army/USACE Goal of 100% with the Army management Level set at 95%</i></p> <p>GREEN: &lt;10%</p> <p>AMBER: 11-19%</p> <p>RED: &gt;20%</p>	

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD02</p> <p>Motor Vehicle Management</p> <p>CELD-T</p>	<p>Utilization rate evaluated by: Number of miles driven</p>	<p>Average mileage per vehicle driven for the quarter = total number of miles driven for the quarter divided by the average number of vehicles on hand.</p> <p>Projected miles driven for the quarter per vehicle = 2500 miles.</p> <p>Utilization Rate = average mileage per vehicle driven for the quarter divided by the projected miles driven per vehicle.</p> <p>Reported Utilization will be an annual rate based on the three previous quarters plus the currently submitted quarter.</p>		<p>Rating Criteria:</p> <p>GREEN: &gt; 85%</p> <p>RED: &lt; 85%</p>

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD03</p> <p>Vehicle Cost Per Mile</p> <p>CELD-T</p>	<p>Fleet Cost Per Mile (CPM)</p> <p>Vehicle operating cost (VOC): by total fleet; and by vehicle type</p>	<p>Cost Per Mile = total operating cost divided by total miles driven for the quarter. (CPM is compared against Large Military Fleet averages published in GSA’s Federal Motor Vehicle Fleet Report.)</p> <p>Vehicle Operating Cost = total operating cost per category of vehicles and rollup for entire fleet. (Total operating cost is compared against Large Military Fleet averages published in GSA’s Federal Motor Vehicle Fleet Report.)</p>		<p>GREEN: &lt;= Military CPM</p> <p>RED: &gt; Military CPM</p> <p>GREEN: &lt;= Military VOC</p> <p>RED: &gt; Military VOC</p>
<p>LD04</p> <p>Real Property Management Program – Current</p> <p>CELD-ZE</p>	<p>Current Adjusted Administrative space, owned and leased, evaluated by net sq ft/allocation</p> <p>SOD: MSCs (annual real property utilization survey)</p> <p>MSC, DIST, FOAs, Labs</p>	<p><i>ADMIN SPACE UTILIZATION = <math>\frac{\text{TOTAL NET ADMIN SPACE}}{\text{TOTAL FACILITY ALLOCATION}}</math></i></p> <p>CURRENT ADJUSTED</p> <p>*Omits SF for waivers and space on military installations</p>		<p>Rating Criteria:</p> <p><u>GREEN</u>: <math>\geq 144</math> &amp; <math>\leq 162</math></p> <p>NSF/ALLOC</p> <p><u>AMBER</u>: <math>&gt; 162</math> &amp; <math>\leq 178</math> / <math>\leq 143</math> &amp; <math>\geq 130</math></p> <p>NSF/ALLOC</p> <p><u>RED</u>: <math>&gt; 178</math> / <math>&lt; 130</math></p> <p>NSF/ALLOC</p>

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD05</p> <p>Real Property Mgmt Program Plan</p> <p>CELD-ZE</p>	<p>Plan - Administrative space, owned &amp; leased, evaluated by space reduction according to plan:</p> <p>SOD: MSCs (Annual Real Property Utilization Survey) Dists, FOAs, Labs</p>	<p>Administrative Space Utilization Plan is the USACE approved field command plan to reduce excess space by meeting major milestones and reaching target utilization rate (162) by plan completion date.</p>		<p>Rating Criteria:</p> <p>Green: Approved plan meeting milestones</p> <p>Amber: Approved plan but slipping milestones with remedial plan being developed.</p> <p>Red: No Plan in place; or plan milestones slippage with no remedial action plan submitted.</p>

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD06 Inventory Assets CELD-MS</p>	<p>Calculation of Order Ship Time criteria is evaluated by reviewing the stockage criteria for a specified time period.</p> <p>Average value of inventory/operating material and supplies is evaluated by reviewing the total value of items held in inventory (stratified by source of funding) divided by the number of items on-hand each quarter</p>	<p>ORDER SHIP TIME % =</p> <p>Number items received &gt; 10 days from order date ( _____ ) X 100 total number inventory items</p> <p><u>Acquisition value of all items held in inventory</u> X 100 <u>Total number of items held in inventory</u> (stratified by funding source)</p>		<p>GREEN: &gt; 10 days for ≥ 10% of total inventory</p> <p>RED: &lt; 10 days for &gt; 10% of total inventory</p> <p>No specific rating criteria</p> <p>Regulations: ER 700-1-1 &amp; AR 710-2</p>

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD07 Property Usage Standards CELD-MS</p>	<p>Quarterly calculation of personal property usage evaluated by:                      (a) Meeting minimum standard in days,                      and/or                      (b) Meeting minimum standard in percentage of use.                      Visibility Level - Data gathered by Facilities and Equipment Maintenance (FEM) System.                       SOD: MSCs, Dists, FOAs and Labs                       Note: This performance indicator will not be utilized until the Facilities and Equipment Maintenance (FEM) Systems is fully implemented USACE-wide</p>	<p>a. Floating plant property, and all capitalized property not specifically listed in, or similar to, any of the property categories in Table 1-5, EP 750-1-1, will have standard of 45 days minimum quarterly use.                       b. For all other items (includes special purpose equipment) requiring usage reporting, compute quarterly use percentage with operational days as basis. Multiply number of days operated per year by 100, and divide product by number of operational days in the quarter. Compare % to that in Table 1-5.                       Reporting Periods:                       1<sup>st</sup> Qtr: 1 Oct – 31 Dec – 92 possible days                      2<sup>nd</sup> Qtr: 1 Jan – 31 Mar – 91 possible days                      3<sup>rd</sup> Qtr: 1 Apr – 30 Jun – 91 possible days                      4<sup>th</sup> Qtr: 1 Jul – 30 Sep – 92 possible days</p>		<p>GREEN: <math>\geq 85\%</math>                       AMBER: 75-84%                       RED: 74% and below.                       Regulations: ER 700-1-1, ER 750-1-1, AR 750-1, and AR 71-32</p>

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD08 Equipment Operational (Availability) Rate CELD-MS</p>	<p>Equipment operational rates evaluated by percent of days equipment is available for use.</p> <p>SOD: MSC's Operational and Maintenance Records.</p> <p>Note: This performance indicator will not be utilized until the Facilities and Equipment Maintenance (FEM) Systems is fully implemented USACE-wide</p>	<p>An operational rate is another indicator to diagnose the performance level of an equipment management program. USACE has set operational criteria or a goal for command activities to strive for or surpass.</p> <p>Operational Rate:</p> <p><u>Available Days</u> Possible Days X 100</p> <p>Example: <math>82/91 = .901 \times 100 = 90.1</math> (Green)</p>		<p>Green: 85% or higher</p> <p>Amber: 75 – 84%</p> <p>Red: 74% or less</p> <p>Regulations: ER 700-1-1, ER 750-1-1, AR 750-1, and AR 71-32</p>

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD09 Equipment Maintenance Backlog CELD-MS</p>	<p>Equipment maintenance backlog costs is evaluated by the percent of scheduled work against the hours for in-completed scheduled work.</p> <p>SOD: MSCs (Maintenance Cost &amp; Repair Records), DIST, FOAs, LABs</p> <p>Note: This performance indicator will not be utilized until the Facilities and Equipment Maintenance (FEM) Systems is fully implemented USACE-wide.</p>	<p>An effective and efficiency equipment maintenance management program can be determined by monitoring the scheduled and the in-completed scheduled work at the end of a set time (quarterly).</p> <p><u>Maintenance Backlog Costs</u> Total Maintenance hours and repair parts costs (Scheduled - Incomplete maintenance hours and repair parts costs) = Backlog Costs/Scheduled X 100 =Backlog Percent.</p> <p>Example: \$200 + \$1500 – \$50 + \$250 =\$1400 Backlog Costs \$300</p> <p>Backlog Percent= \$300/\$1700 = 0.176 X 100 = 18 % (Red)</p>		<p>Green: 10% or less</p> <p>Amber: 11-15 %</p> <p>Red: 16% or higher</p> <p>Regulations: ER 700-1-1, ER 750-1-1, AR 750-1, and AR 71-32</p>

LOGISTICS

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<p>LD10 Report of Survey Management Information CELD-MS</p>	<p>Summery data is complied and provided for Command Management Information</p> <p>Data collected by APPMS from MSCs, Districts,FOAs, and the Laboratory</p> <p>SOD: Report of Survey Register for MSCs, Dist, FOAs, and Laboratory</p>	<p>Report of Survey Information:</p> <p>Lost items. #of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for the loss. Total loss to the Government = the Difference of <i>total value all</i> minus the <i>total value assessed to individual</i>.</p> <p>Damaged Items # of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for damaged items. Total loss to the Government = the Difference of <i>total value all</i> minus the <i>total value assessed to individual</i>.</p>		<p>No Rating Information – for management purposes only</p> <p>AR 735-5</p>

## SAFETY AND OCCUPATIONAL HEALTH

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<i>Performance</i>				
SO01/SO02 Accident Prevention	Civilian Team Member Lost Time Incidents evaluated as rate.  SOD: Lost time cases: DOL, OWCP- New Case create reports. Hours worked: HQUSACE (CERM-U) via MSC, Districts and Center Feeder Reports.	Rate reflects number of lost time injuries/illnesses claims per 200,000 worker hours (200,000 worker hours equals 100 worker years).	# of lost time claims multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months.	Rating Criteria: <u>GREEN</u> : At or below 1.55 <u>AMBER</u> : Between 1.55 and 2.31 <u>RED</u> : At or above 2.31
	Contractor Injury/Illness Cases (involving days away from work) evaluated as a rate.  SOD: MSC, District and Center Feeder Reports.	Rate reflects number of injury/illness cases (involving days away from work) per 200,000 worker hours (200,000 contractor worker hours equals 100 worker years).	# of injury/illness cases (involving days away from work) multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months	Rating Criteria: <u>GREEN</u> : At or below 0.84 <u>AMBER</u> : Between 0.84 and 1.95 <u>RED</u> : At or above 1.95

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<b>1. Professionalism</b>	All District Level Semi Annual Data- Call			
CEPR-O	<b>a. Certified Level III Acquisition Supervisors/ Managers Rate</b>	All 1100 series* Acquisition Workforce members level III certified supervisors and managers GS-12 or above.	<u>Acquisition Workforce Level III Certified</u> = Number of all supervisors/managers Level III Certified (GS-12 or above) <u>divided</u> by total number of all GS 12 or above, 1100 series supervisors/managers in the command <u>times</u> 100%.	<u>Green:</u> ≥90% <u>Amber:</u> 70-89% <u>Red:</u> ≤69%
CEPR-O	<b>b. Certified Level II Acquisition Personnel Rate</b>	All 1100 series* Acquisition Workforce members level II certified personnel GS-9 thru GS-12.  * USACE defines 1100 series acquisition workforce as all 1102s, 1105s, and 1103s.	<u>Acquisition Workforce Level II Certified</u> = (Number of all Level II Certified GS-9 thru GS-12 <u>divided</u> by total number of all GS-9 thru GS-12, 1100 series personnel eligible for level II certification in the command) <u>times</u> 100%. (Note: Since 1106s have no certification requirements, they are not included in this calculation.)	<u>Green:</u> ≥90% <u>Amber:</u> 70-89% <u>Red:</u> ≤69%
CEPR-O	<b>c. 1100 &amp; 800 Series Personnel Meeting or Exceeding DAWIA Rate/Section 808, NDAA</b>	All 1100 & 800 series acquisition work force personnel* who meet or exceed the DAWIA mandated minimum degree and education requirement of 24 semester business credit hours.	<u>1100 &amp; 800 Series Personnel Meeting or Exceeding DAWIA</u> = (All 1100 & 800 series acquisition work force personnel who meet or exceed the DAWIA mandated degree and 24 credit hours requirement <u>divided</u> by (the total number of all 1100 & 800 series acquisition	<u>Green:</u> ≥ 50% <u>Amber:</u> >25-49% <u>Red:</u> ≤24%

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
	<p><b>(1) 1100s with Bachelors Degree only</b></p> <p><b>(2) 1100s with 24 hours only</b></p> <p><b>(3) 1100s with neither</b></p>	<p>1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines</p> <p>1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree</p> <p>1100 series personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines and do not have at least a bachelors</p>	<p>work force personnel <u>minus</u> the number of 100 &amp; 800 series acquisition workforce personnel grandfathered)) <u>times</u> 100%</p> <p>(Number of 1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines <u>divided</u> by the total number of 1100 series personnel) <u>times</u> 100%</p> <p>(Number of 1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree <u>divided</u> by the total number of 1100 series personnel ) <u>times</u> 100%</p> <p>(Number of 1100 series personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines and do not</p>	

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
	<p><b>(4) 800s with Bachelors Degree only</b></p>	<p>degree</p> <p>800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines</p>	<p>have at least a bachelors degree <u>divided</u> by the total number of 1100 series personnel) <u>times</u> 100%</p> <p>(Number of 800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines <u>divided</u> by the total number of 800 series acquisition personnel) <u>times</u> 100%</p>	
	<p><b>(5) 800s with 24 hours only</b></p>	<p>800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree</p>	<p>(Number of 800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree <u>divided</u> by the total number of 800 series acquisition personnel) <u>times</u> 100%</p>	
	<p><b>(6) 800s with neither</b></p>	<p>800 series acquisition personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business</p>	<p>(Number of 800 series acquisition personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in</p>	

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		<p>related disciplines and do not have at least a bachelors degree</p> <p>* USACE defines acquisition workforce as all 1102s, 1105s, and 1103s. The 800 series USACE personnel included in the Acquisition Workforce: (1) must be involved in construction contract administration; (2) must be a construction engineer (or architect), Civil Techs or Con Reps (802/809); (3) must be an ACO or in their feeder group at the GS 13 level or below.</p>	<p>business related disciplines and do not have at least a bachelors degree <u>divided</u> by the total number of 800 series acquisition personnel) <u>times</u> 100%</p>	
<p><b>2. Processes</b> (Director of Contracting)</p>	<p>All District Level Semi Annual Data- Call</p>			
<p>CEPR-O</p>	<p><b>a. Credit Card Usage Rate</b></p>	<p>All credit card purchases made by all command personnel compared to all purchases made under the credit card dollar threshold limit.</p>	<p><u>Credit Card Usage</u> = (Total number of bank-reported credit card transactions of the command <u>divided</u> by the number of all simplified acquisition procedures (Total number of bank-reported credit</p>	<p><u>Green:</u> ≥ 90% <u>Amber:</u> 80-89% <u>Red:</u> ≤79%</p>

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
			card transactions plus the number reported on DD Form 1057 block f1)) <u>times</u> 100%.	
CEPR-O	<b>b. Operational Efficiency</b>	The average cost of operations for every dollar awarded for the following categories: HTRW/Environmental Supplies Services Construction/Maintenance	Sum of the total cost of operations relevant to each category <u>divided</u> by the sum of total dollars awarded for each category	<u>Green:</u> \$0.06 <u>Amber:</u> \$0.06 - \$0.10 <u>Red:</u> \$0.10
CEPR-O	<b>c. Ratifications</b>	All ratifications as defined in FAR and EFARS occurring within the reportable period.	Number of reported ratifications occurring within the reportable period as listed in EFARS 1.602-3.	<u>Green:</u> Zero (0) ratifications within the reportable period. <u>Amber:</u> One (1) ratification within the reportable period. <u>Red:</u> Greater than one (1) ratifications within the reportable period.
CEPR-O	<b>d. Indefinite Delivery Contract (IDC) Usage</b>  <b>(1) IDC Obligation Rate.</b>	All Indefinite Delivery Contracts (IDC) regardless of type (all “D” type contracts) as defined in FARS Subpart 16 and supplemental regulations. IDC calculations are performed individually for each area listed below, then combined for a	General formula for calculation of individual <u>IDC Obligation Rate</u> = (Total IDC obligations divided by the total available IDC contract capacity) times 100%.  A cumulative Total IDC usage	<u>Green:</u> ≥ 50% <u>Amber:</u> 30-49% <u>Red:</u> ≤29%

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
	<b>(2) IDC(s) with less than 33% usage (Hollow)</b>	total usage rate.  <u>HTRW Contracts:</u> TERC PRAC A-E IDT Envir. Service  <u>Civil/Military Contracts</u> A-E IDT Survey/Mapping JOC Service/Supply  Total IDC USAGE Rate	rate is calculated by summing the individual obligations and capacity data and using the formula above. (For this calculation use only that part of the IDC which has been exercised. The capacity of options that have not been exercised should NOT be included.)  The number of all IDC(s) that will expire within one year following the report date with a usage rate less than 33%.	<u>Green:</u> Zero IDCs with less than 33% usage rate within the reportable period. <u>Amber:</u> One (1) IDCs with less than 33% usage rate within the reportable period. <u>Red:</u> Greater than one (1) IDC with less than 33% usage rate within the reporting period.
CEPR-O	<b>e. Contractor Performance Evaluation Rate</b>	All contractor performance evaluations as required by FAR 42.15 and implementing USACE regulations. Data for the calculation is obtained thru a random sample of <i>twenty</i> recently completed (older than	<u>Contractor Performance Evaluation Rate</u> = (Number properly completed and processed evaluations divided by 20) times 100%.	<u>Green:</u> ≥ 90% <u>Amber:</u> 75-89% <u>Red:</u> ≤74%

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		90 days) contracts consisting of all contract types (to include IDCs) is selected. The official contract file is checked for a completed and processed evaluation.		
CEPR-O	<b>f. Contract Audit Follow-up (CAF) Rate*</b> * Not a field reported item. This element is based data presented by HQUSACE CAF AO in the quarters.	See DODD 7640.2, AFARS, and EFARS Subpart 15.890-3 and subsection therein. Calculation involves the complete, accurate, and timely submission of audit records in the semi-annual status report of specified contract Audit Reports.		<u>Green: = 100%</u> <u>Amber: N/A</u> <u>Red: &lt; 100%</u>
<b>3. Structure</b>	All District Level Semi Annual Data- Call			
CEPR-O	<b>a. 1100 Series Under Contracting</b>	In accordance with DAWIA, all 1100 series* personnel are to be under the supervision and control of the Chief of Contracting excluding the Small Business Personnel.	<u>1100 Series Under Contracting</u> = (Number of 1100 Series assigned and working in the Contracting Office divided by the total number of 1100 series personnel assigned to command) times 100%.	<u>Green: 100%</u> <u>Amber: : 90-99%</u> <u>Red: ≤89%</u>

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
CEPR-O	(1) 1100 Series Co-located with Customer	Number of 1100 series personnel co-located with the technical unit, project manager or other customer	Number of 1100 series personnel co-located with the technical unit, project manager or other customer	<b>Green:</b> ≥40% <b>Amber:</b> 20-39% <b>Red:</b> ≤19%
	(2) 1100 Series in Matrix structure	Number of 1100 series personnel in a matrix/team structure with technical or project personnel  * For this metric USACE defines 1100 series acquisition workforce as all 1102s, and 1105s.	Number of 1100 series personnel in a matrix/team structure with technical or project personnel	
	<b>b. Rightsize/Utilize Acquisition Work Force Rate</b>	The Rightsize/Utilize Acquisition Work Force Rate is the percentage of the Acquisition Work Force (both 800 and 1100 series) properly maintained in support of critical mission functions (Hub/Liaison) and utilized by the Command's Acquisition	<u>Maintain/Utilize Acquisition Work Force Rate</u> = (The number of Acquisition Work Force (both 800 and 1100 series) properly rightsized and utilized divided by the Total number of Acquisition Work Force) times 100%.	

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		Work Force Manager.		
<b>4. Automation</b>	All District Level Semi Annual Data- Call			
CEPR-O	<b>a. Use of Army Single Face to Industry (ASFI)</b>	SAAL-PA directed that solicitations be posted to the ASFI starting no later than 1 May 2000.	(Number of solicitations posted to ASFI <u>divided</u> by the total number of solicitations issued) times 100%	<u>Green:</u> ≥ 95% <u>Amber:</u> 80-94% <u>Red:</u> ≤79%
CEPR-O	<b>b. Solicitations Using Electronic Bids/Proposals</b>	Number of solicitations using electronic bids/proposals	(Number of solicitations using electronic bids/proposals <u>divided</u> by the total number of solicitations issued) times 100%	<u>Green:</u> ≥ 90% <u>Amber:</u> 70-90% <u>Red:</u> ≤69%

# Annex A

## RELATIONSHIP OF THE CCG TO PUBLIC LAW

The CCG is built on a clear and modern foundation of public laws. The six pillars of management in the U.S. Government noted below are dynamic, fully implemented by most Government organizations and directive in nature for all U.S. Executive Agencies. Our CCG and, indeed, our entire existing—and future—USACE management organization must answer to these Federal mandates. It follows then that our CCG must be fashioned so as to carefully reflect each of the following six overarching public laws for management.

- Federal Managers' Financial Integrity Act of 1982 (Public Law 97-255)
- Chief Financial Officers Act of 1990, (CFO) (Public Law 101-576)
- Government Performance and Results Act of 1993, (GPRA or Results Act) (Public Law 103-62)
- Government Management Reform Act of 1994 (Public Law 103-356)
- Paperwork Reduction Act of 1995, (PRA) (Public Law 104-13)
- Clinger-Cohen Act, (formally referred to as the Information Technology Management Reform Act [ITMRA]) (Public Law 104-106), 1996

Each of these public laws is briefly summarized below.

**Federal Managers' Financial Integrity Act (FMFIA) of 1982.** Amended the Accounting and Auditing Act of 1950 to require ongoing evaluations and reports on the adequacy of the systems of internal accounting and administrative control of each executive agency. The FMFIA, implemented through the Department's Management Control Program, requires all DoD managers to assess the effectiveness of management controls applicable to their responsibilities. If material deficiencies are discovered, managers must report those deficiencies with scheduled milestones leading to the resolution of the deficiencies.

**Chief Financial Officers Act of 1990.** This act broke new ground in public law for Federal management more than a decade ago. The CFO Act was one of several major Federal management reforms made into public law. The CFO Act legally established both the definition and duties of all Federal CFOs—starting with creation of a completely revised and expanded set of duties and responsibilities for the Deputy Director for Management of the Executive Office of Management and Budget (OMB). This top-level official was named to be the Federal CFO and

therefore, “the chief official responsible for financial management in the United States Government” (United States Code, title 31, sec. 201). The Corps has aggressively implemented the letter and intent of the CFO Act in naming our Director of Resource Management as our USACE Chief Financial Officer.

**Government Performance and Results Act of 1993.** The objective of the Results Act is to redirect Federal agencies’ current focus and preoccupation with processes and activities to a focus on achieving desired program results. Program results are defined in terms of intended program outcomes (authorized program purposes), customer satisfaction, and service quality. To accomplish this redirection of management focus the Results Act requires the following actions:

- Develop a strategic plan by end of FY 97 and subsequently in three-year intervals. Each plan should:
  - Look forward at least five years.
  - Include the agency’s mission statement.
  - Identify the agency’s long-term goals.
  - Describe how the agency intends to achieve these goals through its activities and human, capital, information, and other resources.
- Submit an annual performance plan beginning in FY 99 and each succeeding fiscal year. The plan should:
  - Provide a direct linkage between strategic planning goals and program performance goals in terms of achieving mission, strategic goals, and authorized program purposes.
  - Contain the agency’s annual program performance goals.
  - Identify the program performance measures the agency will use to assess its progress.

The Results Act requirement for a disciplined linkage of strategic planning to performance planning and accountability reporting is to facilitate the redirection of organizations to results-oriented management. A result orientation overcomes some of the limitations of measuring organizational success primarily in terms of activities and processes (e.g., funding account expenditure rates, number of decision documents completed on schedule, or regulatory permits processed). The Results Act directs management to measure success in terms of desired program results (e.g., improved flood damage prevention, improved navigation services, wetland acres preserved).

The distinction between measuring processes and outcomes is important. When an agency focuses on outcomes, it defines the “bottom line” of its business endeavors. Those who assess an agency’s role and worth can do so in terms of the products and services the agency actually delivers. It is the program outcomes that make sense to the agency’s customer base and to those who fund its programs.

The CCG aligns with the intent of the GPRA. Many of the component requirements of this act are present in the CCG and hold the potential to align annual organizational goals with budget activities, performance indicators, measurement criteria, and resource guidance. With each edition of the CCG, we can more closely link program goals and resources with the USACE Strategic Vision.

The effect of the Results Act will not be to replace existing process performance measures with a different set of outcome measures, but to produce a more balanced set of performance measures. By implementing a **Balanced Scorecard** approach to measuring results across key dimensions of performance (e.g., program outcomes, customer satisfaction, service quality, management effectiveness and efficiency, and quality of work life), we can better plan for and achieve success in ways that meet stakeholder needs and expectations.

The USACE evaluation of mission execution (the Command Management Review or CMR) and internal Program Review Boards are evolving as management vehicles for implementing the USACE Strategic Vision. As these forums evolve and pick up the results-orientation dimension, they will also support fulfilling the objectives of the Results Act.

**Government Management Reform Act of 1994.** This Act amended the Legislative Reorganization Act of 1946 and other Federal law to limit annual cost of living adjustments for Members of Congress, the Vice President, senior Government officials, and Federal judges. It also amended Federal civil service law to eliminate unlimited accumulation of annual leave by members of the Senior Executive Service and set a limit on excess leave of 90 days per year. Further, the Act authorized the Director of OMB to publish annually in the President's Budget any recommendations for the consolidation, elimination, or adjustment in frequency and due dates of statutorily required periodic reports to the Congress or its committees. And it amended federal law to require direct deposit of federal wage, salary, and retirement payments by electronic funds transfer for recipients who begin receiving such payments on or after January 1, 1995. Authorized the Director of the Office of Management and Budget (OMB) to consolidate or adjust the frequency and due dates of statutorily required periodic agency reports to OMB or the President and agency or OMB reports to the Congress under any laws for which OMB has financial management responsibility; and required the annual financial statements of executive agencies to be audited prior to submission to OMB.

**Paperwork Reduction Act of 1995.** This important member of the U.S. Code is often overlooked when considering the laws which molded resource management in the government. In fact, without the Paperwork Reduction Act of 1995, modern Federal resource management—financial, human, or information resources—could not function or perhaps even exist, in any efficient, performance providing sense.

This national guidance is important to the Corps and the CCG because it requires Federal agencies to:

- Be responsible—in consultation with the senior official and the agency Chief Financial Officer (or comparable official), each agency program official shall define program information needs and develop strategies, systems, and capabilities to meet those needs.
- Develop and maintain a strategic information resource management plan that shall describe how information resource management activities help accomplish agency missions.
- Develop and maintain an ongoing process to—
  - Ensure that information resource management operations and decisions are integrated with organizational planning, budget, financial management, human resources management, and program decisions.
  - Fully and accurately account for information technology expenditures, related expenses, and results. This is accomplished in cooperation with the agency Chief Financial Officer or comparable official.
  - Establish (1) goals for improving information resource management's contribution to program productivity, efficiency, and effectiveness; (2) methods for measuring progress towards those goals; and (3) clear roles and responsibilities for achieving those goals.
- Ensure that the public has timely and equitable access to the agency's public information.
- Provide public information maintained in electronic format and to provide timely and equitable access to the underlying data (in whole or in part).

Finally, this Act provides the first clear and understandable definitions for information resources, information resources management (IRM), and information technology (IT).

**Clinger-Cohen Act.** This act complements the GPRA in that the Chief Information Officer (CIO) and the Chief Financial Officer (CFO) partner together to ensure that information technology (IT) investments are aligned with business strategies and managed on a portfolio basis—including both risk and cost considerations, and that IT investments are directly linked with measuring business performance results. The CCG contains critical components to move the Corps further towards alignment with the ITMRA. Critical to the USACE CIO's FY 03 agenda will be:

- Integrating IT planning and Architecture 2000+ with corporate business strategies.

- Performing IT investment management through the Information Technology Investment Portfolio System (ITIPS).
- Providing increased definition to IT governance, including establishing core performance measurements and increasing emphasis on IT asset management.
- Promoting IT competencies throughout the workforce.
- Seeking opportunities where emerging IT can be leveraged for competitive business advantage, as well as business process improvements.
- Ensuring that information security policies, practices, and procedures are in accordance with Operations Order 99-001 (Positive Control).