

PRESIDENT'S MANAGEMENT AGENDA EXECUTIVE BRANCH MANAGEMENT SCORECARD

AGENCY TRENDS FOR PERIOD ENDING 3/31/06

BY AUSTIN RUSS

Robbins-Gioia's Architecture Profile Series delivers unique and practical insights to the practice of enterprise architecture (EA) based on analyses of publicly available data. Different reports in this series explore EA experiences for government and commercial environments.

This report identifies trends in Executive Branch Management Scorecard (EBMS) results since the inception of the program. By focusing on trends, the report highlights areas of consistent and uneven progress in achieving President's Management Agenda initiatives for results-oriented government.

THE EXECUTIVE BRANCH MANAGEMENT SCORECARD

Since 2001, the Office of Management and Budget (OMB) has evaluated, on a quarterly basis, federal departments and major agencies on their advancements in achieving five government-wide initiatives established to improve the management and performance of the federal government: (1) strategic management of human capital, (2) competitive sourcing, (3) improved financial performance, (4) expanded electronic government, and (5) budget and performance integration. Performance is reported based on a three-color scoring system, i.e., green for success, yellow for mixed results, and red for unsatisfactory results.

By applying the principles of performance management and making results public, the EBMS is a positive and practical example of management transparency and accountability. Clay Johnson, deputy director for management at OMB, reiterates why good management practices are essential in delivering value to taxpayers in a February 2, 2006 memorandum entitled, "Your Agency is Green. So What?" at <http://www.whitehouse.gov/results/agenda/depdir.html>.

TRENDS IN DEPARTMENT AND AGENCY PERFORMANCE

The scorecard published by OMB (<http://www.whitehouse.gov/results/agenda/scorecard.html>) provides a snapshot of performance for each department and major agency and includes a notation highlighting performance increases (↑) and decreases (↓) from the previous period.

This analysis explores implications of the longer-term performance trends. For example, the Department of Labor retains its distinction as being the only department or major agency receiving scores of "green" in each of the five

The most dramatic change appears for the E-Gov initiative where nine agencies received lower scores and one agency, the Social Security Administration, improved its score from yellow to green.

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initiatives. The most recent scorecard reflects the fourth consecutive quarter in which Labor has maintained this performance and the seventh consecutive quarter in which Labor has received at least four "green" scores. Such consistency suggests the Department of Labor has institutionalized the PMA standards for success. Similarly, the National Science Foundation marks its fourth consecutive quarter for receiving "green" in four of the five PMA initiatives.

In the area of "Budget/Performance Integration," small but positive progress continues. At least 23 agencies have received scores of "yellow" or "green" for four consecutive quarters. The last two quarters have seen agency improvement from "yellow" to "green." As a result, March 2006 marks the first time 10 agencies have received a score of "green" for this initiative.

This quarter marks the first time less than 17 agencies have received "red" for "Improved Financial Performance." In the 2001 baseline, 20 agencies received a score of "red." Progress has been slow, but generally positive.

In "Competitive Sourcing," 6 agencies have received "red" for five consecutive quarters. The number of agencies receiving "green" and "yellow" returns to 11 and 9 respectively - a level of performance last achieved for the period ending September 2005.

"Strategic Management of Human Capital" remains flat this quarter, i.e., 13 agencies scored "green" and 13 agencies scored "yellow."

The most dramatic change appears for the E-Gov initiative where nine agencies received lower scores and one agency, the Social Security Administration, improved its score from yellow to green. In total, only 3 agencies received "green" and 14 agencies received "yellow." The last time E-Gov scores were this low was March 2004 when 2 agencies received "green," 13 agencies received "yellow," and 11 agencies received "red." Of the 9 agencies that declined in E-Gov performance for second-quarter FY 2006, only 2 appear to exhibit a consistently downward trend:

- ▲ The Department of Transportation declined from "green" to "yellow" to "red" over the last three quarters following 6 consecutive quarters of "green."

- ▲ The Office of Personnel Management received "red" following 3 consecutive quarters of "yellow" and 6 consecutive quarters of "green."

STANDARDS FOR SUCCESS

Scores are based on standards for success. While detailed standards for success are published at <http://www.whitehouse.gov/results/agenda/standards.pdf>, a summary of emphasis for each initiative appears below:

1) Human Capital (Strategic Management of Human Capital)

- ▲ Comprehensive Human Capital Plan
- ▲ Succession strategies, including structured executive development programs
- ▲ Merit-based performance appraisal and award systems
- ▲ Established processes to sustain diversity
- ▲ Identifies and addresses competency gaps
- ▲ Collects and analyzes data on all stages of the hiring process
- ▲ OPM-approved accountability system based on HCAAF

2) Competitive Sourcing

- ▲ OMB-approved competition plan to compete commercial activities
- ▲ Structures competitions to include both private and public sectors
- ▲ Regularly reviews work performed to ensure performance standards met
- ▲ Ability to document/validate net savings and/or performance improvements

3) Financial Performance (Improved Financial Performance)

- ▲ Ability to produce accurate and timely financial information used by management to inform decision-making and drive results in key areas

of operation and expand scope of routine data use

- ▲ Receives unqualified audit opinion on annual financial statements
- ▲ Meets financial statement reporting deadlines
- ▲ Avoids major deficiencies and non-conformances

4) E-Gov (Expanded Electronic Government)

- ▲ Enterprise Architecture scores in appropriate OMB categories
- ▲ Business case acceptability
- ▲ Demonstrates appropriate planning, execution, management of major IT investments (i.e., earned value management, operational analysis, less than 10% cost/schedule variance)
- ▲ Effective certification and accreditation process
- ▲ Implementation of appropriate E-Gov/Lines of Business/SmartBuy initiatives
- ▲ Privacy Impact Assessment
- ▲ Infrastructure optimized to provide for continuity of operations

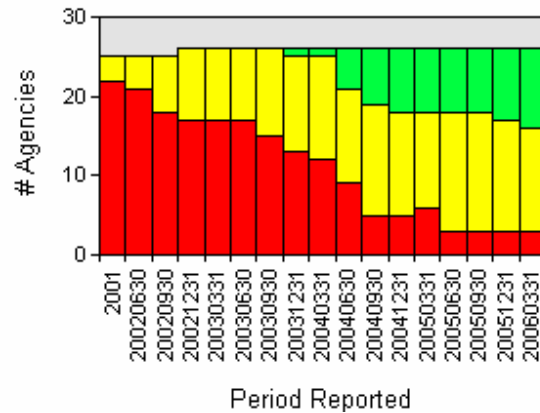
5) Budget/Performance Integration

- ▲ Strategic plans contain outcome-oriented goals and objectives
- ▲ Uses PART evaluations to direct program improvements
- ▲ Reports the full cost of achieving performance goals accurately

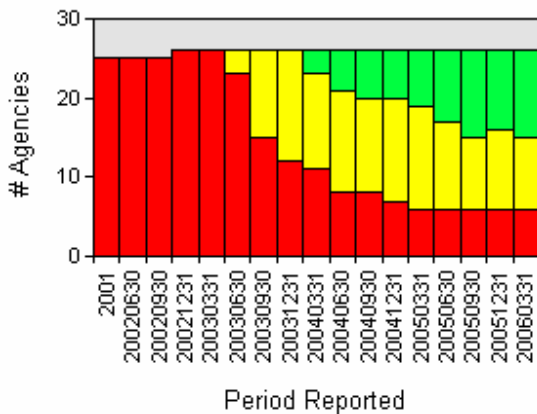
The President's Management Agenda initiatives address many "environmental factors" that impact agency and program success, e.g., linking investments to objectives, linking reward to accomplishment, and promoting value and service through competition. By continuing to evaluate and report performance for departments and major agencies, the federal government is being proactive in identifying areas requiring further attention.

Summary of scores since 2001 baseline

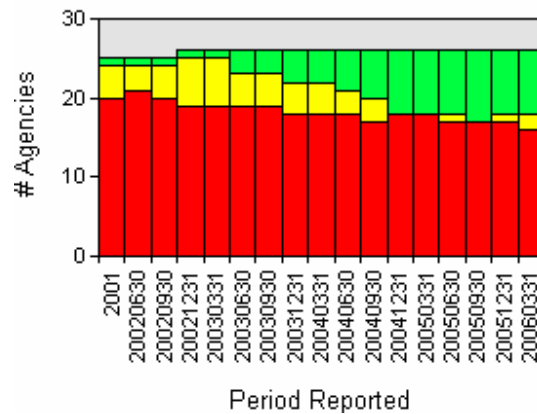
Budget/Performance Integration



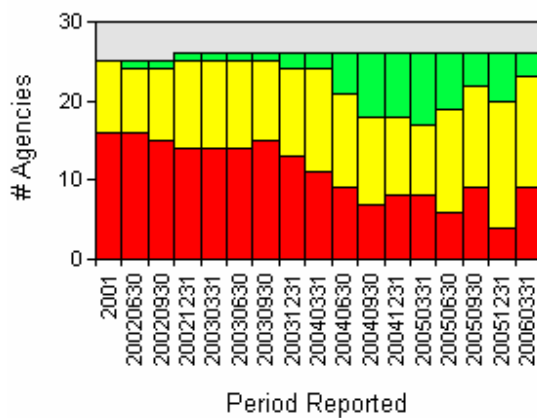
Competitive Sourcing



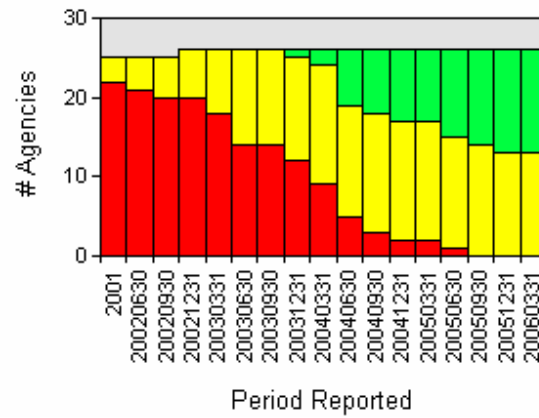
Financial Performance



Expanded Electronic Government



Human Capital Management



Executive Branch Management Scorecard
Agency Trends for Period Ending 3/31/2006

Architecture Profile Series

Agriculture

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	Y	R	Y	Y	G	G	Y	G	G
20051231	Y	Y	R	Y	Y	G	Y	Y	G	G
20050930	Y	Y	R	Y	Y	G	G	G	G	G
20050630	Y	Y	R	Y	Y	G	G	G	G	G
20050331	Y	Y	R	Y	Y	G	G	G	G	G
20041231	Y	Y	R	Y	Y	G	G	G	G	G
20040930	Y	Y	R	Y	Y	G	Y	G	G	G
20040630	Y	Y	R	Y	Y	G	Y	G	G	G
20040331	R	Y	R	Y	R	G	G	G	G	G
20031231	R	Y	R	Y	R	G	G	G	G	G
20030930	R	Y	R	Y	R	G	G	G	Y	G
20030630	R	R	R	Y	R	G	Y	G	G	G
20030331	R	R	R	Y	R	G	Y	Y	G	Y
20021231	R	R	R	Y	R	G	R	G	G	Y
20020930	R	R	R	Y	R	G	Y	G	G	R
20020630	R	R	R	Y	R	R	R	G	G	R
2001	R	R	R	Y	R					

Executive Branch Management Scorecard
Agency Trends for Period Ending 3/31/2006

Architecture Profile Series

AID

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	R	Y	Y	G	G	G	G	G	G
20051231	Y	R	R	Y	G	G	G	G	G	G
20050930	Y	R	R	R	Y	G	G	G	Y	G
20050630	Y	R	R	Y	Y	G	G	G	G	G
20050331	R	R	R	Y	Y	G	Y	G	G	Y
20041231	R	R	R	Y	Y	G	Y	G	G	G
20040930	R	R	R	Y	Y	G	Y	G	G	G
20040630	R	R	R	Y	Y	G	Y	G	G	G
20040331	R	R	R	Y	Y	G	Y	G	G	G
20031231	R	R	R	R	R	G	Y	G	G	G
20030930	R	R	R	R	R	G	R	G	G	G
20030630	R	R	R	R	R	Y	Y	G	G	G
20030331	R	R	R	R	R	R	R	G	G	G
20021231	R	R	R	R	R	R	R	Y	Y	G
20020930	R	R	R	R	R	G	R	Y	Y	G
20020630	R	R	R	R	R	Y	R	Y	Y	Y
2001	R	R	R	R	R					

Executive Branch Management Scorecard
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Architecture Profile Series

Commerce

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	Y	G	R	Y	G	G	G	Y	G
20051231	Y	Y	G	Y	Y	G	G	G	G	G
20050930	Y	Y	G	Y	Y	G	G	G	G	G
20050630	G	Y	G	Y	Y	G	G	G	Y	G
20050331	G	Y	G	Y	Y	G	R	G	G	G
20041231	G	Y	G	Y	Y	G	Y	G	G	G
20040930	Y	Y	Y	Y	Y	G	Y	G	G	G
20040630	Y	Y	R	Y	Y	G	Y	G	G	G
20040331	Y	Y	R	Y	Y	G	Y	G	G	G
20031231	Y	Y	R	Y	Y	G	Y	G	G	G
20030930	Y	Y	R	Y	Y	G	Y	G	G	G
20030630	Y	R	R	Y	Y	G	Y	G	Y	G
20030331	Y	R	R	Y	Y	G	Y	G	Y	G
20021231	R	R	R	Y	Y	G	G	G	Y	G
20020930	R	R	R	Y	R	G	G	G	Y	G
20020630	R	R	R	Y	R	G	G	G	Y	G
2001	R	R	R	Y	R					

Executive Branch Management Scorecard
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Architecture Profile Series

CORPS

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	Y	R	R	R	G	G	G	R	Y
20051231	G	Y	R	R	R	G	G	Y	R	R
20050930	G	Y	R	R	R	G	G	Y	R	R
20050630	G	Y	R	R	R	G	G	Y	R	R
20050331	Y	Y	R	R	R	G	G	Y	Y	Y
20041231	Y	R	R	R	R	G	G	Y	Y	G
20040930	Y	R	R	R	R	G	G	Y	G	Y
20040630	Y	R	R	R	R	G	G	Y	G	Y
20040331	Y	R	R	R	R	G	Y	Y	G	Y
20031231	Y	R	R	R	R	G	Y	Y	G	Y
20030930	Y	R	R	R	R	G	Y	Y	G	Y
20030630	Y	R	R	R	R	G	R	Y	G	Y
20030331	R	R	R	R	R	G	R	G	Y	Y
20021231	R	R	R	R	R	G	R	G	Y	Y
20020930	R	R	R	R	R	Y	R	Y	Y	Y
20020630	R	R	R	R	R	R	R	Y	Y	Y
2001	R	R	R	R	R					

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Architecture Profile Series

Defense

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	R	R	R	Y	G	R	G	G	G
20051231	Y	R	R	Y	Y	G	R	G	G	G
20050930	Y	R	R	R	Y	G	R	Y	R	G
20050630	Y	R	R	R	Y	G	R	R	R	G
20050331	Y	Y	R	R	Y	G	R	R	Y	G
20041231	Y	Y	R	R	Y	G	Y	Y	G	G
20040930	Y	G	R	R	Y	G	Y	Y	G	G
20040630	Y	G	R	R	Y	Y	G	Y	Y	G
20040331	Y	Y	R	R	Y	R	G	G	G	G
20031231	Y	Y	R	R	Y	G	G	G	G	G
20030930	Y	Y	R	R	Y	G	Y	G	G	G
20030630	Y	Y	R	R	Y	G	Y	G	G	G
20030331	Y	R	R	R	Y	G	Y	G	G	G
20021231	Y	R	R	R	Y	G	Y	G	G	G
20020930	Y	R	R	R	R	G	Y	G	G	G
20020630	R	R	R	R	R	G	Y	G	G	Y
2001	R	R	R	R	R					

Executive Branch Management Scorecard
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Architecture Profile Series

DHS

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	G	R	R	Y	G	Y	Y	G	G
20051231	Y	Y	R	R	Y	G	G	Y	Y	G
20050930	Y	Y	R	R	Y	G	Y	Y	R	G
20050630	Y	Y	R	R	Y	G	R	Y	R	G
20050331	Y	Y	R	R	Y	G	Y	G	Y	G
20041231	Y	Y	R	R	Y	G	G	G	Y	G
20040930	R	Y	R	R	Y	G	G	G	Y	G
20040630	R	Y	R	R	R	G	G	G	R	G
20040331	R	Y	R	R	R	Y	Y	G	Y	G
20031231	R	Y	R	R	R	Y	G	G	Y	G
20030930	R	R	R	R	R	G	G	G	Y	G
20030630	R	R	R	R	R	Y	G	G	R	G
20030331	R	R	R	R	R					
20021231	R	R	R	R	R					

Executive Branch Management Scorecard
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Architecture Profile Series

DOT

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	G	R	R	G	G	G	G	Y	G
20051231	G	G	R	Y	G	G	G	Y	G	G
20050930	G	G	R	G	G	G	G	G	G	G
20050630	G	G	R	G	G	G	G	G	G	G
20050331	G	G	R	G	G	G	G	G	G	G
20041231	G	G	R	G	G	G	G	G	G	G
20040930	G	G	R	G	G	G	G	G	G	G
20040630	G	G	R	G	G	G	G	G	G	G
20040331	Y	Y	R	Y	Y	G	G	G	G	G
20031231	Y	Y	R	Y	Y	G	G	G	G	G
20030930	Y	Y	R	R	Y	G	G	G	G	G
20030630	Y	R	R	R	Y	G	G	G	G	G
20030331	R	R	R	R	Y	G	G	Y	Y	G
20021231	R	R	R	R	Y	G	G	G	G	G
20020930	R	R	R	R	Y	G	G	G	G	G
20020630	R	R	R	R	Y	Y	R	G	Y	G
2001	R	R	R	R	Y					

Executive Branch Management Scorecard
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Architecture Profile Series

Education

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	G	G	Y	Y	G	Y	G	G	G
20051231	Y	G	G	Y	Y	G	Y	G	Y	G
20050930	Y	G	G	Y	Y	G	G	G	G	G
20050630	Y	Y	G	Y	Y	G	G	G	G	G
20050331	Y	Y	G	Y	Y	G	G	G	G	G
20041231	Y	Y	G	Y	Y	G	G	G	Y	G
20040930	Y	Y	G	Y	Y	G	G	G	G	G
20040630	Y	Y	G	Y	Y	G	R	G	Y	G
20040331	Y	Y	G	Y	R	G	Y	G	G	G
20031231	Y	Y	G	Y	R	G	G	G	G	G
20030930	Y	Y	R	Y	R	G	G	G	G	G
20030630	Y	Y	R	Y	R	G	G	G	G	G
20030331	Y	R	R	Y	R	G	G	G	G	G
20021231	R	R	R	Y	R	G	G	G	G	G
20020930	R	R	R	R	R	G	G	Y	G	G
20020630	R	R	R	R	R	G	G	Y	G	G
2001	R	R	R	R	R					

Executive Branch Management Scorecard
Agency Trends for Period Ending 3/31/2006

Architecture Profile Series

Energy

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	Y	R	Y	G	G	G	G	G	Y
20051231	G	Y	R	Y	G	G	Y	Y	G	Y
20050930	G	G	G	Y	G	G	Y	Y	G	G
20050630	G	G	G	Y	G	G	G	Y	Y	G
20050331	G	G	G	Y	G	G	G	Y	G	G
20041231	G	G	G	Y	G	G	G	G	G	G
20040930	G	G	G	Y	G	G	G	G	G	G
20040630	G	G	G	Y	Y	G	G	G	G	G
20040331	Y	G	Y	Y	Y	G	G	G	G	G
20031231	Y	Y	Y	Y	Y	G	G	G	G	G
20030930	Y	Y	Y	Y	Y	G	G	G	G	G
20030630	Y	R	Y	Y	R	G	G	G	G	G
20030331	Y	R	Y	Y	R	G	G	G	G	G
20021231	Y	R	Y	Y	R	G	G	G	G	Y
20020930	Y	R	R	Y	R	G	G	G	G	Y
20020630	Y	R	R	R	R	G	G	G	G	Y
2001	R	R	R	R	R					

Executive Branch Management Scorecard
Agency Trends for Period Ending 3/31/2006

Architecture Profile Series

EPA

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	Y	G	Y	Y	G	G	G	Y	G
20051231	Y	Y	G	G	Y	G	G	G	G	G
20050930	Y	Y	G	Y	Y	Y	Y	G	Y	G
20050630	Y	Y	G	G	Y	Y	Y	G	G	G
20050331	Y	Y	G	G	Y	Y	Y	G	G	G
20041231	Y	Y	G	G	Y	G	Y	G	G	G
20040930	Y	Y	G	G	Y	G	G	G	G	G
20040630	Y	Y	G	G	Y	G	G	G	G	G
20040331	Y	R	G	Y	Y	G	Y	G	G	Y
20031231	R	R	G	Y	Y	G	G	G	G	G
20030930	R	R	G	Y	Y	G	G	G	G	G
20030630	R	R	G	Y	Y	Y	G	G	Y	G
20030331	R	R	Y	Y	Y	G	G	G	G	G
20021231	R	R	Y	Y	Y	G	G	G	G	G
20020930	R	R	Y	Y	Y	G	G	G	G	G
20020630	R	R	R	Y	Y	Y	G	Y	G	G
2001	R	R	R	Y	Y					

Executive Branch Management Scorecard
Agency Trends for Period Ending 3/31/2006

Architecture Profile Series

GSA

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	G	R	Y	Y	G	G	G	G	G
20051231	Y	G	R	Y	Y	G	G	Y	G	G
20050930	Y	G	G	Y	Y	G	Y	G	G	G
20050630	Y	G	Y	Y	Y	G	G	G	G	G
20050331	Y	G	R	Y	R	G	G	G	G	Y
20041231	Y	G	R	Y	Y	G	G	G	Y	G
20040930	Y	G	R	Y	Y	G	G	G	G	G
20040630	Y	Y	R	R	R	Y	G	G	G	Y
20040331	Y	Y	R	R	R	G	G	G	Y	G
20031231	Y	Y	R	R	R	G	G	G	Y	G
20030930	R	Y	Y	R	R	G	G	G	G	Y
20030630	R	R	Y	R	R	G	Y	G	G	Y
20030331	R	R	Y	R	R	G	R	G	G	Y
20021231	R	R	Y	R	R	R	G	G	Y	Y
20020930	R	R	Y	R	R	G	G	G	Y	Y
20020630	R	R	Y	R	R	Y	G	G	G	Y
2001	R	R	Y	R	R					

Executive Branch Management Scorecard
Agency Trends for Period Ending 3/31/2006

Architecture Profile Series

HHS

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	G	R	Y	Y	G	G	G	G	G
20051231	G	G	R	Y	Y	G	G	G	G	G
20050930	G	G	R	Y	Y	G	G	G	G	G
20050630	G	G	R	Y	Y	G	G	G	G	Y
20050331	G	G	R	Y	Y	G	G	Y	G	G
20041231	G	G	R	Y	Y	G	G	Y	Y	G
20040930	G	G	R	Y	Y	G	G	Y	G	G
20040630	Y	G	R	R	Y	G	G	G	G	G
20040331	Y	G	R	R	R	G	G	G	G	G
20031231	Y	Y	R	R	R	G	G	G	Y	Y
20030930	R	Y	R	R	R	G	G	G	Y	Y
20030630	R	R	R	R	R	G	G	G	G	G
20030331	R	R	R	R	R	G	G	G	G	Y
20021231	R	R	R	R	R	G	G	Y	Y	G
20020930	R	R	R	R	R	G	Y	Y	Y	G
20020630	R	R	R	R	R	Y	Y	Y	G	Y
2001	R	R	R	R	R					

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Architecture Profile Series

HUD

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	Y	R	Y	Y	G	G	G	Y	Y
20051231	Y	Y	R	G	Y	G	G	G	G	Y
20050930	Y	Y	R	Y	Y	Y	G	G	G	G
20050630	Y	Y	R	Y	Y	Y	G	G	G	G
20050331	Y	R	R	R	R	G	Y	G	Y	G
20041231	Y	R	R	R	R	G	G	Y	G	G
20040930	Y	R	R	R	R	G	Y	Y	G	G
20040630	Y	R	R	R	R	G	G	G	G	G
20040331	R	R	R	R	R	G	G	G	R	Y
20031231	R	R	R	R	R	G	Y	G	Y	G
20030930	R	R	R	R	R	Y	Y	G	Y	G
20030630	R	R	R	R	R	G	Y	G	G	G
20030331	R	R	R	R	R	Y	Y	G	G	G
20021231	R	R	R	R	R	Y	Y	G	G	G
20020930	R	R	R	R	R	Y	R	G	G	G
20020630	R	R	R	R	R	Y	G	Y	G	Y
2001	R	R	R	R	R					

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Architecture Profile Series

Interior

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	G	R	R	Y	G	Y	G	R	G
20051231	G	G	R	R	Y	G	G	G	R	G
20050930	G	G	R	R	Y	G	G	G	R	G
20050630	Y	G	R	Y	Y	G	G	Y	R	G
20050331	Y	G	R	Y	Y	G	G	G	Y	G
20041231	Y	Y	R	Y	R	G	G	G	G	G
20040930	Y	Y	R	Y	R	G	Y	G	G	G
20040630	Y	Y	R	Y	R	G	Y	Y	G	G
20040331	R	Y	R	R	R	G	G	Y	Y	Y
20031231	R	Y	R	R	R	Y	G	Y	Y	Y
20030930	R	Y	R	R	R	G	G	Y	Y	Y
20030630	R	R	R	R	R	G	G	Y	G	Y
20030331	R	R	R	R	R	G	G	R	G	Y
20021231	R	R	R	R	R	G	G	R	G	G
20020930	R	R	R	R	R	Y	R	G	Y	Y
20020630	R	R	R	R	R	Y	G	R	Y	Y
2001	R	R	R	R	R					

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Architecture Profile Series

Justice

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	Y	R	R	G	G	G	G	Y	G
20051231	G	Y	R	Y	Y	G	G	G	G	G
20050930	G	Y	R	R	Y	G	Y	Y	R	G
20050630	Y	Y	R	Y	Y	G	G	Y	Y	Y
20050331	Y	Y	R	Y	Y	G	G	Y	Y	Y
20041231	Y	Y	R	Y	Y	G	G	Y	G	G
20040930	Y	Y	R	Y	Y	G	G	G	G	G
20040630	R	Y	R	Y	R	G	G	G	G	G
20040331	R	Y	R	R	R	G	G	G	G	G
20031231	R	Y	R	R	R	G	G	G	G	G
20030930	R	Y	R	R	R	G	G	G	G	G
20030630	R	R	R	R	R	G	G	G	G	G
20030331	R	R	R	R	R	Y	G	G	G	Y
20021231	R	R	R	R	R	G	G	G	G	G
20020930	R	R	R	R	R	G	Y	G	G	Y
20020630	R	R	R	R	R	Y	G	G	Y	G
2001	R	R	R	R	R					

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Architecture Profile Series

Labor

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	G	G	G	G	G	G	Y	G	G
20051231	G	G	G	G	G	G	G	G	G	G
20050930	G	G	G	G	G	G	G	G	G	G
20050630	G	G	G	G	G	G	G	G	G	G
20050331	G	Y	G	G	G	G	G	G	G	G
20041231	G	Y	G	G	G	G	G	G	G	G
20040930	G	Y	G	G	G	G	G	G	G	G
20040630	G	Y	Y	Y	G	G	G	G	G	G
20040331	G	R	Y	Y	Y	G	G	G	G	G
20031231	Y	R	Y	Y	Y	G	Y	G	G	G
20030930	Y	R	Y	Y	Y	G	Y	G	G	G
20030630	Y	R	Y	Y	Y	G	Y	G	G	G
20030331	Y	R	Y	Y	Y	G	Y	G	G	G
20021231	Y	R	Y	Y	Y	G	Y	G	G	G
20020930	Y	R	Y	Y	Y	G	Y	G	G	G
20020630	Y	R	Y	Y	R	G	Y	G	G	G
2001	Y	R	R	Y	R					

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Architecture Profile Series

NASA

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	G	R	Y	G	Y	G	Y	Y	G
20051231	G	G	R	G	G	G	G	R	G	G
20050930	G	G	R	Y	G	Y	G	R	Y	Y
20050630	G	G	R	G	G	G	G	R	G	G
20050331	G	Y	R	G	G	G	G	R	G	G
20041231	G	Y	R	G	G	G	G	R	G	G
20040930	G	Y	R	G	G	G	G	R	G	G
20040630	G	Y	R	Y	G	G	G	Y	G	G
20040331	G	Y	R	Y	G	G	G	Y	G	G
20031231	G	Y	R	Y	G	G	G	Y	G	G
20030930	Y	R	R	R	Y	G	G	G	G	G
20030630	Y	R	R	R	Y	G	G	G	G	G
20030331	Y	R	R	R	Y	G	G	G	G	G
20021231	Y	R	R	R	Y	G	G	G	G	G
20020930	R	R	R	R	Y	G	G	G	Y	G
20020630	R	R	R	R	R	G	G	G	G	G
2001	R	R	Y	R	R					

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Architecture Profile Series

NSF

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	R	G	G	G	G	Y	G	G	G
20051231	G	R	G	G	G	Y	Y	G	G	G
20050930	G	R	G	G	G	G	Y	G	G	G
20050630	G	R	G	G	G	G	Y	G	G	G
20050331	Y	R	G	G	G	G	R	G	G	G
20041231	Y	R	G	G	G	G	R	G	G	G
20040930	Y	R	G	G	Y	G	R	G	G	G
20040630	Y	R	G	G	Y	G	R	G	G	G
20040331	Y	R	G	G	Y	G	R	G	G	G
20031231	R	R	G	G	Y	G	R	G	G	Y
20030930	R	R	G	G	Y	Y	R	G	G	Y
20030630	R	R	G	G	R	G	R	G	G	Y
20030331	R	R	G	G	R	G	R	G	G	Y
20021231	R	R	G	G	R	G	R	G	G	Y
20020930	R	R	G	G	R	G	R	G	G	Y
20020630	R	R	G	G	R	G	Y	G	G	Y
2001	R	R	G	Y	R					

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Architecture Profile Series

OMB

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	R	R	Y	R	G	R	G	G	R
20051231	Y	R	R	Y	R	G	G	G	G	Y
20050930	Y	R	R	Y	R	G	G	G	G	Y
20050630	Y	R	R	Y	R	G	G	G	G	G
20050331	Y	R	R	R	R	G	G	G	G	Y
20041231	Y	R	R	R	R	R	R	G	G	R
20040930	Y	R	R	R	R	G	R	G	G	R
20040630	Y	R	R	R	R	G	R	G	G	R
20040331	Y	R	R	R	R	G	R	G	G	R
20031231	R	R	R	R	R	G	R	Y	G	Y
20030930	R	R	R	R	R	G	Y	Y	G	R
20030630	R	R	R	R	R	G	Y	Y	G	R
20030331	R	R	R	R	R	Y	G	Y	G	R
20021231	R	R	R	R	R	Y	G	Y	G	Y
20020930	R	R	R	R	R	Y	Y	Y	G	Y
20020630	R	R	R	R	R	G	Y	Y	G	Y
2001	R	R	R	R	R					

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OPM

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	G	Y	R	Y	G	G	G	G	G
20051231	G	G	Y	Y	Y	G	G	G	G	G
20050930	G	G	R	Y	Y	G	G	G	G	G
20050630	G	G	R	Y	Y	G	G	G	G	G
20050331	G	G	R	G	Y	G	G	G	G	G
20041231	G	G	R	G	Y	G	R	G	Y	G
20040930	G	G	Y	G	Y	G	Y	G	G	Y
20040630	G	G	Y	G	Y	G	G	G	G	G
20040331	Y	G	Y	G	Y	G	G	G	G	G
20031231	Y	Y	Y	G	Y	G	G	G	G	G
20030930	Y	Y	Y	Y	R	G	G	G	G	G
20030630	Y	Y	Y	Y	R	G	G	G	G	G
20030331	Y	R	Y	Y	R	G	G	G	G	Y
20021231	Y	R	Y	Y	R	G	G	G	G	G
20020930	Y	R	R	Y	R	Y	G	G	G	G
20020630	Y	R	R	Y	R	G	G	G	G	Y
2001	Y	R	R	Y	R					

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Architecture Profile Series

SBA

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	G	R	Y	G	G	G	G	Y	G
20051231	Y	G	R	G	G	G	G	G	G	G
20050930	Y	G	R	G	G	G	G	G	G	G
20050630	Y	Y	R	G	G	G	G	G	G	G
20050331	Y	Y	R	G	G	G	G	G	G	G
20041231	Y	Y	R	Y	G	G	G	G	G	G
20040930	Y	Y	R	G	G	G	Y	G	G	G
20040630	Y	Y	R	G	G	G	Y	G	G	G
20040331	Y	Y	R	Y	Y	G	G	G	G	G
20031231	Y	Y	R	Y	Y	G	G	Y	G	G
20030930	Y	R	R	Y	Y	G	G	Y	Y	G
20030630	Y	R	R	Y	Y	G	R	G	Y	Y
20030331	R	R	R	Y	Y	G	R	Y	G	Y
20021231	R	R	R	Y	Y	G	G	R	G	Y
20020930	R	R	R	Y	Y	G	G	R	G	Y
20020630	R	R	R	Y	Y	G	G	G	G	Y
2001	R	R	Y	Y	Y					

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Architecture Profile Series

Smithsonian

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	R	G	Y	Y	G	Y	G	G	G
20051231	Y	R	G	Y	Y	G	R	G	G	G
20050930	Y	R	R	R	Y	G	R	G	G	G
20050630	R	R	R	R	Y	G	R	G	G	G
20050331	R	R	R	R	R	G	R	G	G	G
20041231	R	R	R	R	R	G	R	Y	Y	Y
20040930	R	R	R	R	R	G	R	Y	Y	Y
20040630	R	R	R	R	R	Y	R	Y	Y	Y
20040331	R	R	R	R	R	R	R	Y	Y	Y
20031231	R	R	R	R	R	R	R	Y	Y	Y
20030930	R	R	R	R	R	R	R	Y	Y	Y
20030630	R	R	R	Y	R	R	R	Y	Y	Y
20030331	R	R	R	Y	R	R	R	Y	Y	Y
20021231	R	R	R	Y	R	Y	Y	Y	G	Y
20020930	R	R	R	Y	R	R	R	Y	G	Y
20020630	R	R	R	Y	R	Y	Y	Y	G	R
2001	R	R	R	Y	R					

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SSA

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	Y	G	G	G	G	G	G	Y	G
20051231	G	Y	G	Y	G	G	G	G	G	G
20050930	G	Y	G	Y	G	G	G	G	G	G
20050630	G	Y	G	Y	G	G	Y	G	G	G
20050331	G	Y	G	G	G	G	Y	G	Y	G
20041231	G	Y	G	G	G	G	G	G	Y	G
20040930	G	Y	G	Y	G	G	G	G	Y	G
20040630	G	Y	G	Y	G	G	G	G	G	G
20040331	Y	R	G	Y	Y	G	G	G	G	G
20031231	Y	R	G	Y	Y	G	G	G	G	G
20030930	Y	R	G	Y	Y	G	G	G	G	G
20030630	Y	R	G	Y	Y	G	G	G	G	G
20030331	Y	R	Y	Y	Y	G	Y	G	G	G
20021231	Y	R	Y	Y	Y	G	Y	G	G	G
20020930	Y	R	Y	Y	Y	G	Y	G	Y	G
20020630	Y	R	Y	Y	Y	G	Y	G	Y	G
2001	Y	R	Y	Y	R					

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Architecture Profile Series

State

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	Y	G	Y	G	G	Y	G	G	G
20051231	G	Y	G	Y	G	G	G	Y	Y	G
20050930	G	Y	G	Y	G	G	G	G	G	G
20050630	G	Y	G	G	G	G	G	G	G	G
20050331	G	Y	G	G	G	G	G	G	G	G
20041231	G	Y	G	G	G	G	G	G	G	G
20040930	G	R	Y	G	G	G	G	G	G	G
20040630	G	R	Y	Y	Y	G	G	G	G	G
20040331	Y	R	Y	Y	Y	G	G	G	G	G
20031231	Y	R	Y	R	Y	G	Y	G	G	G
20030930	Y	R	R	R	R	G	Y	G	G	G
20030630	Y	R	R	R	R	G	Y	G	G	G
20030331	R	R	R	R	R	G	Y	G	G	G
20021231	R	R	R	R	R	G	Y	G	Y	G
20020930	R	R	R	R	R	G	G	G	R	G
20020630	R	R	R	R	R	Y	G	G	Y	Y
2001	R	R	R	R	R					

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Architecture Profile Series

Treasury

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	G	G	R	Y	Y	G	G	G	G	G
20051231	G	G	R	Y	Y	G	G	G	G	G
20050930	Y	G	R	R	Y	G	G	Y	G	G
20050630	Y	G	R	R	Y	G	G	Y	Y	G
20050331	Y	G	R	R	Y	G	G	R	G	G
20041231	Y	G	R	R	Y	G	Y	Y	G	G
20040930	Y	Y	R	R	Y	G	Y	Y	G	G
20040630	R	Y	R	R	R	G	G	Y	Y	Y
20040331	R	Y	R	R	R	G	G	R	Y	G
20031231	R	R	R	R	R	G	G	Y	Y	G
20030930	R	R	R	R	R	Y	Y	Y	Y	Y
20030630	R	R	R	R	R	G	G	Y	G	Y
20030331	R	R	R	R	R	G	G	G	Y	Y
20021231	R	R	R	R	R	G	G	G	Y	G
20020930	R	R	R	R	R	G	Y	Y	Y	Y
20020630	R	R	R	R	R	G	G	G	G	Y
2001	R	R	R	R	R					

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Architecture Profile Series

VA

Period End YYYYMMDD	Current Status					Progress in Implementing the PMA				
	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	Egov	Bdgt./Perf. Integration
20060331	Y	R	R	R	R	G	R	G	R	G
20051231	Y	R	R	R	R	G	R	G	Y	G
20050930	Y	R	R	R	R	G	R	Y	G	G
20050630	Y	R	R	R	R	G	R	Y	R	G
20050331	Y	R	R	R	R	G	R	R	R	G
20041231	Y	R	R	R	Y	G	R	R	Y	G
20040930	Y	R	R	Y	Y	G	R	R	Y	G
20040630	Y	R	R	Y	Y	G	R	Y	Y	G
20040331	R	R	R	Y	Y	G	R	Y	Y	G
20031231	R	R	R	Y	Y	Y	R	G	G	G
20030930	R	R	R	Y	Y	G	R	G	G	G
20030630	R	R	R	Y	Y	G	G	G	G	G
20030331	R	R	R	Y	Y	G	G	G	G	G
20021231	R	R	R	Y	Y	G	G	G	G	G
20020930	R	R	R	R	Y	G	R	Y	Y	G
20020630	R	R	R	R	R	Y	Y	Y	Y	G
2001	R	R	R	R	R					