

## Goal 6. U.S. Department of Education Capacity:

Improve the organizational capacities of the Department to implement the *Strategic Plan*.

### Goal Leader:

Andrew Jackson, Assistant Secretary, Office of Management (OM)

### Public Benefit

To ensure the achievement of the Department's mission critical objectives, grants and contract management remain a strategic focus for improvement in long- and short-term initiatives. Additionally, fortifying human capital strategies, competencies and resources, along with the continuous improvement of IT security and technologically enhanced work environments, continue to be priorities. These activities support grantees, schools, students, families, and communities in achieving their educational and economic goals, while also continuing to hold recipients of the Department's funding accountable to clear financial requirements and legal obligations.

The Department continues to focus on human capital management to acquire and develop its workforce; increase diversity and inclusion and improve employee engagement; rethink how it monitors and intervenes with high-risk grantees and contractors; enhance workforce productivity through information technology; safeguard its assets and stakeholders from cybersecurity threats; continue to improve and integrate effective performance management; and transform the way the Department interacts with states, districts, IHEs, and other grantees and stakeholders. These efforts will improve performance results, increase stakeholder collaboration, and lead to greater employee engagement.

In FY 2015, the Department was a leader in the broader grant community to implement successfully the new [Uniform Guidance](#) regulations prescribed and updated by the President's Office of Management and Budget. The Department created an online repository of resources and conducted frequent outreach to help grantees follow the new rules, which reduce burden while strengthening controls against waste, fraud, and abuse.

Using a strategic approach in FY 2015, the Department strengthened Human Resources (HR) operations by reducing hiring lead times, improving executive recruitment strategies, revising outdated HR policies, expanding training opportunities, and improving management practices.

### Analysis and Next Steps

**Objective 6.4: Productivity and Performance Management.** Improve workforce productivity through information technology enhancements, telework expansion efforts, more effective process performance management systems, and state-of-the-art leadership and knowledge management practices.

### Objective Leaders:

Denise Carter, Principal Deputy Assistant Secretary, Office of Management (OM)

Cassandra Cuffee-Graves, Cassandra Cuffee-Graves, Chief Human Capital Officer, Human Capital and Client Services (HCCS), Office of Management (OM)

Danny Harris, Chief Information Officer, Office of the Chief Information Officer(OCIO)

### Explanation and Analysis of Progress:

The Department takes pride in fostering a culture where managers and employees have the information and technology to perform their jobs well even when they are not physically onsite. The Department instituted tools and techniques for managers and employees to make performance goal setting, tracking, and feedback a regular work practice throughout the year. Additionally, some supervisors used a best practice performance feedback worksheet with questions tied to FEVS results which enhanced proactive communication and built trust within work teams. The Department also developed a revised telework training course, *How to Make Telework Really Work*. Training sessions incorporated discussion on changes to the Department's updated telework policy and provided a forum for managers and employees to ask questions about telework and any concerns regarding space reduction and modernization plans. The Department saw an increase in the use of telework as a viable and effective tool that enabled employees to meet professional responsibilities while also offering a mechanism to reduce work/life stress.

To improve efficiencies and reduce costs associated with the Grant Award Notification process, the Department issued a Grant Bulletin establishing policy and guidance to support e-signature for formula grants.

In FY 2015, the Department implemented the second year of the ED Space Modernization Initiative, finalized space designs for two major subcomponents, and worked with the General Services Administration (GSA) to develop an aggressive construction schedule for the first major phase of the initiative in the Department's headquarters building. The Department identified business requirements, conducted market research with a broad group of stakeholders, and completed procurement for an automated hoteling and conference room reservation system. Department staff in San Francisco and Chicago were engaged in the process of redefining requirements for new space when current leases expire and worked with GSA to find federally owned space in San Francisco to avoid a large rent increase in 2014; the resulting solution will save the Department \$15 million in avoided rent and construction costs in 2017–18. The Department worked closely with its labor union partners to address space challenges in Washington, DC and regional office locations.

### Challenges and Next Steps:

The Department adopted a creative and dramatic response to reduce overall administrative expenses through emergency space consolidation in the Washington, DC area. As a result, the Department will achieve substantial cost avoidance in FY 2016 and FY 2017. Though the strategy was developed with full collaboration and commitment of Department leadership, the affected principal offices, OCIO, and GSA, potential challenges include maintaining morale and productivity and sustaining recent gains in employee engagement.

U.S. Department of Education Indicators of Success	Baseline	2013 Actuals	2014 Actuals	2015 Actuals	2015 Current Year Target	Current Year Results	2016 Out-Year Targets	2017 Out-Year Targets
6.4.A. Number of Department IT security incidents	FY: 2012 756	755	445	580	682	<b>MET</b>	551 <sup>1</sup>	523 <sup>2</sup>

<sup>1</sup> FY 2016 target was reduced based on actual incidents reported in FY 2015 and then reducing that actual by 5%.

<sup>2</sup> FY 2017 target was reduced by 5% from the FY 2016 target.

Goal 6 – Strategic Objective 6.4

U.S. Department of Education Indicators of Success	Baseline	2013 Actuals	2014 Actuals	2015 Actuals	2015 Current Year Target	Current Year Results	2016 Out-Year Targets	2017 Out-Year Targets
6.4.B. EVS Results-Oriented Performance Culture Index	FY: 2012 53%	54%	56%	57%	56%	MET	57%	58%
6.4.C. EVS Leadership and Knowledge Management Index	FY: 2012 60%	61%	61%	62%	62%	MET	63%	64%
6.4.D. Total usable square footage	FY: 2012 1,563,641	1,573,317	1,533,239	1,530,864	1,525,937	NOT MET	1,459,937	TBD
6.4.E. Rent cost	FY: 2014 \$74.3M	\$71.7M	\$74.1M	\$72.7M	\$80.3M	MET	\$80,300,000	TBD

NA = Not applicable.

TBD = To be determined.

Academic Year (AY) is a collegiate year spanning August–May; School Year (SY) spans August–July and is aligned with a P–12 school year; Fiscal Year (FY) corresponds to a federal fiscal year; Calendar Year (CY) spans January–December.

Data Sources and Frequency of Collection:

- 6.4.A. Operational Vulnerability Management Solution (OVMS) System; quarterly
- 6.4.B. OPM FEVS; annually
- 6.4.C. OPM FEVS; annually
- 6.4.D. Department’s Master Space Management Plan; annually
- 6.4.E. Department’s Master Space Management Plan; annually