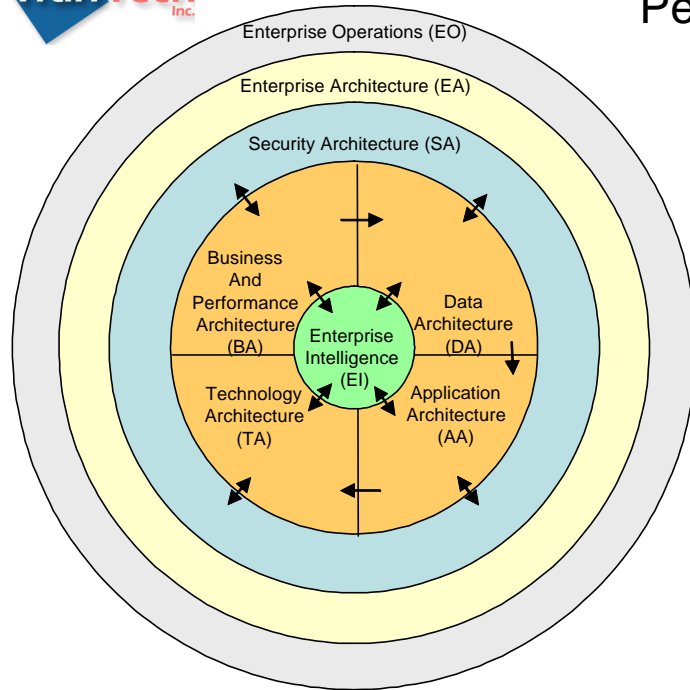




## 4. GEM Enables Getting Federal Executives to a Green Performance Scorecard



**GEM Methodology Structure**  
(Implemented Through Enterprise Management Services)

EO = Enterprise Operations
EI = Enterprise Intelligence
EA = Enterprise Architecture
SA = Security Architecture
BA = Business Architecture (FEA BRM and DoDAF OV Conformant)
DA = Data Architecture (FEA SRM and DoDAF OV Conformant)
AA = Application Architecture (FEA SRM and DoDAF OV Conformant)
TA = Technology Architecture (FEA TRM and DoDAF TV Conformant)
PART = Performance Assessment and Rating Tool

President's Management Agenda Hierarchy	PART Rating	GEM Methodology Functions						
		E O	E A					E I
			S A	B A	D A	A A	T A	
Government Performance and Results Act (GPRA) (1993)		X		X				X
President's Goals (2001)		X		X				X
US President's Management Agenda		X		X				X
Five Government-Wide Initiatives (Scorecard Items)		X	X	X				X
1. Human Capital	●	X	X	X	X	X	X	X
2. Competitive Outsourcing	●	X	X	X	X	X	X	X
3. Financial Performance	●	X	X	X	X	X	X	X
4. Expanding eGovernment	●	X	X	X	X	X	X	X
•24 eGov Initiatives		X	X	X	X	X	X	X
•Federal Enterprise Architecture (FEA) in support of Clinger Cohen Act (CCA) (1996)		X	X	X	X	X	X	X
•Federal Information Security Management Act (FISMA) (2003)		X	X	X				X
5. Budget / Performance Integration	●	X	X	X	X	X	X	X
•OMB Performance Assessment and Rating Tool (PART Scorecard) (2002)		X	X	X				X

President's Management Agenda (PMA) – Five Government-Wide Initiatives	GEM METHODOLOGY AREAS							Comments
	EO	EA					EI	
		SA	BA	DA	AA	TA		
1. Human Capital Initiative Elements and Expected Results								
1.1. Initiative								
1.1.1. Make government citizen-centered	X		X				X	The General Enterprise Management (GEM) methodology provides a generalized management and improvement approach to performing any endeavor. In support of this initiative, the GEM business architecture (BA) function includes modeling the value-chain of government functions, ending with the citizen (as customer), and managing those models as enterprise intelligence (EI). The BA provides a means to trace a product/service provided to the citizen back through its production processes, showing the process distribution across its controlling functions, organization units, parent organization, and physical/virtual locations. This enables customer focus and relationship management, and helps to identify and resolve gaps and overlaps in provisioning the products/services.
1.1.1.1. Compress layers in government to reduce the distance between citizens and decision-makers	X		X				X	Overlaps in product/service provisioning, across production processes, controlling functions, performing organization units, responsible organizations, and physical/virtual locations are identified in the BA. The BA results are managed as EI, helping to guide the reorganization of assets and structure necessary for compressing and mission-optimizing organizational hierarchies.

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	EO	EA					EI	Comments	
		SA	BA	DA	AA	TA			
1.1.1.2. Agencies should redistribute their allotted staff from higher-level positions to front-line service-delivery	X		X					X	Same as above (SAB)
1.1.1.3. Budget for five-year restructuring plan based upon a workforce analysis	X		X					X	The BA-driven reorganization of assets and structure can be accurately budgeted and tracked as a project, with clear performance measures.
1.1.2. Agencies will reshape their organizations to attain the outcomes important to the nation. Each agency will identify how it will do the following.	X		X					X	The BA includes mapping of the enterprise's assigned mission statement to its business functions, their performing organization units, their parent organizations, and their specific physical/virtual locations. This provides the accurate data needed to reshape the mission outcomes needed to support the nation.
1.1.2.1. Reduce the number of managers	X		X					X	Redundant and under-loaded supervisory levels are identified in the BA.
1.1.2.2. Reduce the number of organizational layers	X		X					X	As in PMA item 1.1.1.1 and 1.1.1.2, the BA provides the fact-basis for "flattening" the organization, by identifying those functional/structural layers of the organization that can be consolidated without loss of control, accountability, and responsiveness.
1.1.2.3. Reduce the time it takes to make decisions	X	X	X	X	X	X	X	X	The BA provides the means to identify the products/services, processes, and functions that can operate in a smaller time cycle, thus reducing the decision/response cycle of the functional managers and workers.
1.1.2.4. Change the span of	X	X	X	X	X	X	X	X	The BA, by providing the means to "flatten" the

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		SA	BA	DA	AA	TA		
control								organization, can also help ensure that supervisory span of control is within the appropriate range for the supervisor's duties.
1.1.2.5. Increase the number of employees who provide services to citizens.	X	X	X	X	X	X	X	By modeling the function's product/service value chain through the BA, the organization has the quantitative and qualitative data to identify an appropriate mix of customer-facing and production personnel for the function.
1.1.3. As one part of a knowledge management strategy, Agencies will adopt information technology systems to capture the knowledge, information, and skills, especially of retiring employees, and generate and disseminate this relevant to the organization's mission,.	X	X	X	X	X	X	X	By implementing GEM, starting with the BA, the organization develops a highly detailed and dynamic knowledge base of the enterprise, its functions, and their context, including the value chain of customers, suppliers, authorities, and partners. This includes collection and management of human and machine intelligence content, progressing from intelligence content sources and their authorities, content word lists, user/group/organization keyword lists, concepts, concept maps, semantic models, data models, and ontologies (knowledge-base schema), and knowledge bases. The GEM approach provides an enterprise knowledge management solution, integrated with security management and operations management functions.
1.1.4. Agencies will make better use of the flexible authority currently in place to acquire and develop talent and leadership. Such authorities are largely underutilized	X		X				X	The GEM, through the BA, will provide those with responsibilities for human capital skill and leadership acquisition and development with a knowledge-base of relevant policies, processes, procedures, templates, constraints, and tools they may apply within their authority. This is an

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across the federal sector because many agencies are unaware of the existence of such flexibilities. The Administration will assess agencies' use of existing authorities as well as the outcomes achieved under demonstration projects. This assessment will help determine what statutory changes are needed to enhance management flexibility, permit more performance-oriented compensation, correct skills imbalances, and provide other tools to recruit, retain, and reward a high-quality workforce.								example of the GEM function of pushing relevant references and data to organizational leaders and workers.
<b>1.2. Expected Near-Term Results</b>								
1.2.1. Human capital strategies will be linked to organizational mission, vision, core values, goals, and objectives.	X		X				X	This is inherent in the GEM Operations Management function. It links the hierarchy of enterprise and functional strategies to the hierarchy of enterprise and functional missions, visions, goals, objectives, and performance indicators.
1.2.2. Agencies will use strategic workforce planning and flexible tools to recruit, retrain, and reward employees and develop a high-performing	X		X				X	The GEM can be used to quantitatively and qualitatively identify performance requirements and performance results to the individual leader and worker level, thus providing the data needed for effective and efficient individual and skill-group

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workforce.								development and acquisition.
1.2.3. Agencies will determine their “core competencies” and decide whether to build internal capacity, or contract for services from the private sector. This will maximize agencies’ flexibility in getting the job done effectively and efficiently.	X		X				X	The BA will identify which functions, with their corresponding process and system/software/data investments, are appropriate to the mission. Through the BA, assigned missions will have the quantitative basis for performance measurement, and assumed missions will have the organization and function basis for validation or disposition.
1.2.4. The statutory framework will be in place to make it easier to attract and retain the right people, in the right places, at the right time.	X		X				X	The BA will identify where the regulatory and statutory constraints on data, tools, procedures, processes, policy, or function-assignment undermine the ability of authorized personnel and organizations to acquire and develop required human skills and leadership.
<b>1.3. Expected Long-Term Results</b>								
1.3.1. Citizens will recognize improved service and performance and citizen satisfaction will increase.	X	X	X	X	X	X	X	The BA will provide the value-chain analysis basis for effectively and efficiently communicating with appropriate product/service constituent groups and individuals, thus enabling rapid, effective, and efficient feedback-mechanisms and relationship management. This uses the inherent value-chain analysis, relationship management, and customer focus of GEM.
1.3.2. Agencies will build, sustain, and effectively deploy the skilled, knowledgeable, diverse, and high-performing workforce needed to meet the	X		X				X	The GEM BA, along with the Security Architecture (SA), provides the basis for determining the appropriate skills, knowledge, abilities, and diversity for each enterprise function. This provides the fact-basis for building, sustaining, and

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		SA	BA	DA	AA	TA		
current and emerging needs of government and its citizens.								effectively employing leaders and their workforce. GEM also provides the mechanism for rapidly adapting organization, functions, processes, and resources to the needs of the customer and the value chain.
1.3.3. The workforce will adapt quickly in size, composition, and competencies to accommodate changes in mission, technology, and labor markets.	X	X	X	X	X	X	X	The GEM BA, along with the Security Architecture (SA), provides the basis for determining the appropriate skills, knowledge, abilities, and diversity for each enterprise function. This provides the fact basis for rapidly adapting organization, functions, processes, and resources (people, funds, intelligence, materiel, facilities, services, etc.) to the needs of the customer and the value chain.
1.3.4. Government employee satisfaction will increase.	X	X	X	X	X	X	X	The GEM approach to management provides the means for leaders and workers to perform their duties effectively, efficiently, and responsively, with a high degree of quality and professionalism. GEM helps them to understand their role in the larger organization and its functions, giving them an awareness and sensitivity to “where they fit” in the big picture of serving the citizen/customer. GEM also helps them provide feedback to the appropriate functional and organizational leaders on what they perceive and feel, relative to the mission and its elements. This provides valuable “sensing” of the internal elements of the organization, and of its larger environment. All of these, singly and in combination, give the leader and worker a greater sense of belonging and “buyin” to the organization

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		SA	BA	DA	AA	TA		
								and its efforts, thus directly contributing to their satisfaction.
1.3.5. High performance will become a way of life that defines the culture of the federal service.	X		X				X	As in PMA item 1.2.2, GEM can be used to quantitatively and qualitatively identify mission-performance requirements and performance results at the individual leader and worker level, thus providing the data needed for effective and efficient individual and group development, and performance-based compensation and other incentives.
1.3.5.1. The system will attract and retain talented people who will demand and deliver sustained excellence and high levels of performance.	X	X	X	X	X	X	X	See PMA item 1.3.5. A Human Capital Management system based on GEM will support measurable customer satisfaction resulting from high quality performance, and thus provide the factual basis for rewarding, attracting, developing, and retaining highly skilled and effective leaders and workers.
1.3.5.2. The civil service will use clear and carefully aligned performance incentives for individual employees, for teams, and for its leadership. In turn, these incentives will be tied clearly to reaching their agency's mission objectives.	X		X				X	See PMA item 1.3.5.
1.3.5.3. Agencies will meet and exceed established productivity and	X		X				X	See PMA item 1.3.5.

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performance goals.								
1.3.5.4. Accountability for results will be clear and meaningful, with positive rewards for success and real consequences for failure.	X		X				X	See PMA item 1.3.5