



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

April 28, 2008

**MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES**

FROM: Linda M. Springer,  
Director

SUBJECT: 2008 President's Quality Award Program

It is my delight to announce the call for applications for the 2008 President's Quality Award (PQA) Program.

For twenty years, the PQA has recognized excellence in quality and productivity within the Federal Government. The award's character has reflected each Presidential administration's management values. This year, the PQA will continue to recognize those agencies that best implement the objectives of President George W. Bush's Management Agenda (PMA).

The award criteria emphasize demonstrated program results as the key requirement for agency nominations. There are three separate award categories. These are: *Category One Awards* which recognize specific innovative and exemplary practices under the five Governmentwide Management Initiatives outlined in the PMA; *Category Two Awards* which recognize overall agency achievement in each of the five initiatives; and *Category Three Awards* which recognize agency performance in integrating the five management systems under the PMA.

All award submissions must be received no **later than Noon, EDT on Friday, July 25, 2008**. The specific award criteria and application instructions are attached and available electronically at [opm.gov/pqa](http://opm.gov/pqa).

I look forward to this year's program and hope that you will strongly consider submitting your agency for recognition. Information concerning this year's PQA Award Ceremony will be forthcoming.

Attachment

# ***2008 President's Quality Award Program Criteria and Application Information***

## **PRESIDENTIAL AWARD FOR MANAGEMENT EXCELLENCE**

The U.S. Office of Personnel Management (OPM) proudly announces the 2008 President's Quality Award Program. In his management agenda, President George W. Bush has focused on several Governmentwide priorities for enhancing service to the American people. This award program focuses on those priorities and recognizes the accomplishments of organizations that further the Administration's objectives. Organizations will be recognized for their *performance* and *results*. They will serve as role models and benchmarks for other organizations to attain similar success – so together we will attain President Bush's vision of a Government that is citizen-centered, results-oriented, and market-based.

### ***AWARD CATEGORIES***

- ❖ Agencies that are scored under the President's Management Agenda (PMA) Scorecard and meet the required baseline status score(s) can apply under all three categories. Agencies that are not scored under the PMA Scorecard can submit applications only for Category One awards.

**Category One Award** - For a specific practice, falling under one of the five Governmentwide Management Initiatives, that is innovative and exemplary.

**Category Two Award** - For agency performance in one of the five Governmentwide Management Initiatives.

**Category Three Award** - For agency performance in integrating their management systems under the five Governmentwide Management Initiatives.

### ***GOVERNMENTWIDE MANAGEMENT INITIATIVES***

- ❖ The five Governmentwide Management Initiatives provide the touchstones for this program. They are:
  - Strategic Management of Human Capital;
  - Competitive Sourcing;
  - Improved Financial Performance;

- Expanded Electronic Government; and
- Budget and Performance Integration.

### ***BASELINE PMA STATUS SCORE(S) REQUIREMENTS***

- ❖ An agency must meet the baseline PMA status score(s) requirements to apply for an award in any of the categories. Scores as of June 30, 2008, will be the scores of record. Agencies that are not scored under the PMA scorecard can only apply for category one awards. The baseline requirements are:

- Category One Award** - Status of yellow or better for the Governmentwide Management Initiative under which the specific practice falls. For agencies not scored under the PMA Scorecard, the baseline requirement is that the practice directly and materially forwards the objectives of the PMA (to be determined during the evaluation process).
- Category Two Award** - Status of green for the Governmentwide Management Initiative in which the submission is made.
- Category Three Award** - Status of green in four of the Governmentwide Management Initiatives and at least yellow in the other one.

## CRITERIA FOR MANAGEMENT EXCELLENCE

*The criteria outlined below are aligned with, and are intended to support, the President's Management Agenda and the Executive Branch Management Scorecard. Award submissions from Federal agencies will be evaluated based on the criteria outlined below.*

**Category One Award** - A specific practice, falling under one of the five Governmentwide Management Initiatives, that is innovative and exemplary.

- (a) The practice is one of a number of elements making up an agency's program under a Governmentwide initiative (see Category Two Award Criteria), and it can originate anywhere in the agency (e.g., field, headquarters, subcomponents, etc.).
- (b) The practice is innovative and exemplary. To be considered innovative and exemplary, the practice must be distinctly different from past approaches, represent a new way of doing business, and result in attainment of objectives.
- (c) The practice has been adopted, expanded, or adapted for use in other parts of the agency.
- (d) The results are significant and quantifiable.

**Category Two Award** - Agency performance in a Governmentwide Management Initiative.

### **Strategic Management of Human Capital**

- (a) Human capital strategies are linked to organizational mission, vision, core values, goals, and objectives.
- (b) The agency is using strategic human capital and workforce planning, HR flexibilities, technology, and other tools to recruit, retain, and reward employees.
- (c) The agency is developing leadership and organization's culture to support a high-performing workforce that continuously improves its productivity.
- (d) The agency is identifying the "strategic competencies" of the organization and is identifying the most effective and efficient way to develop and maintain those strategic competencies (i.e., building in-house capacity or contract for services).
- (e) Human capital strategies and initiatives are supporting the agency's work on the other four Governmentwide management initiatives.
- (f) The results are significant and quantifiable.

### **Competitive Sourcing**

- (a) The agency uses a clear method to identify activities for potential competitive sourcing.
- (b) The agency has promoted continuous improvement within the organization to ensure the most efficient organization.
- (c) The agency complies timely with the FAIR Act and makes efforts to accurately list all commercial activities performed by employees.
- (d) Senior leaders promote competition visibly and tangibly.

- (e) Competitive sourcing initiatives are supporting the agency's work on the other four Governmentwide initiatives.
- (f) The results are significant and quantifiable.

### **Improved Financial Performance**

- (a) The agency has improved timeliness, usefulness, reliability, and access to financial management data such as operating expenses, budgets, cost data, erroneous payment rates, inventory, receivables, payables, etc., that support day-to-day operations.
- (b) Financial management systems have been designed/reengineered to ensure that decision-makers have accurate, timely, and useful information.
- (c) Financial management information is used to ensure desired outcomes and affect performance.
- (d) Improved financial performance is supporting the agency's work on the other four Governmentwide management initiatives.
- (e) The results are significant and quantifiable.

### **Expanded Electronic Government**

- (a) E-Government initiatives enhance mission efficiency (i.e., electronic applications, purchases, proposals, etc.) Initiatives provided customers better access, improved customer service, and reduced program costs.
- (b) Web enhancements provide convenient customer-oriented access, and provide increased access for persons with disabilities.
- (c) The organization has realized productivity improvements by implementing customer relationship management, supply chain management, enterprise resource management, or knowledge management best practices.
- (d) E-Government initiatives are supporting the agency's work on the other four Governmentwide management initiatives.
- (e) The results are significant and quantifiable.

### **Performance Improvement Initiative**

- (a) The process for developing performance goals and output targets is designed to allocate resources in the context of past results?
- (b) Planning and budget staff work with program managers to create an integrated performance plan and budget. They monitor and evaluate program implementation.
- (c) A rigorous process is in place for ensuring that resources (staff and \$) are aligned to support achievement of organizational goals.
- (d) Improved budget and performance integration is supporting the agency's work on the other four Governmentwide management initiatives.
- (e) The results are significant and quantifiable.

**Category Three Award** - Agency performance in integrating its management systems.

- (a) Management systems are integrated.
  - (b) Critical management information is made available to all levels of leadership and management within the agency.
  - (c) This information has been and is being used in making critical management decisions.
  - (d) The agency has developed a common management culture and language to address issues relating to the planning and execution of work.
  - (e) The results are significant and quantifiable. This should include before and after improvements in decision making, survey results relating to management culture, examples of more effective use of resources, etc.
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## EVALUATION GUIDELINES

As applicable, we will consider the following areas when evaluating your application:

- ❖ **Results** – specific measurements that document success
- ❖ **Impact** – measurable results that enable mission success
- ❖ **Deployment** – the extent of implementation
- ❖ **Integration** – the degree to which your process is integrated with other PMA initiatives and internal management systems
- ❖ **Transferability** – the degree to which your process and results have been or could be adopted by other Federal Government organizations

## PERIOD OF PERFORMANCE

The period of performance to be evaluated is from January 2003 to June 2008. However, the most recent performance data will be weighed the heaviest.

## APPLICATION INFORMATION

To qualify for the Award Program, an agency submission must meet the following conditions:

### **General Eligibility**

- The submission must come from an agency that is part of the Executive Branch of the Federal Government.
- In the case of an interagency project that affects a number of agencies, the submission must come from the agency with lead responsibility.

### **Baseline PMA Status Score Conditions**

- As previously described.

### **Future Eligibility of Previous Award Recipients**

- Previous winners of the Presidential Award for Management Excellence in the innovative and exemplary category may not submit an application for the same project again for two years, and only then if there has been significant change in terms of development and extension of that project. For example, the 2005 award winners may not apply again until award year 2008.

### **Agency Nomination Limitations – Category One Award**

- Applications are limited to a maximum of five applications per cabinet department and executive agency.
- The Department of Defense may submit a total of 20 applications for all of their military departments and other Defense agencies.

### **Winning Applications – All Categories**

- Will be made available on request to other agencies.

## **APPLICATION PROCEDURES**

Applications must:

- ❖ be narrative responses that clearly respond to each item (bullet) under the category for which you are applying;
- ❖ discuss your approach and breadth of deployment;
- ❖ indicate if the project (or process) has been adopted by other organizations;
- ❖ have documented results;
- ❖ be submitted in ten hard copies and in electronic format on disk or CD-ROM (submitted with the hard copies);
- ❖ be submitted on 8 ½” x 11” paper, with one-inch margins and in no less than 12-point type;
- ❖ be accompanied by a nomination form (if submitting an application under more than one category, complete a nomination form for each); and
- ❖ be accompanied by a completed “Organization Background” form no longer than two pages.

Responses are limited to:

- ❖ for Category One and Category Two – no more than 10 pages for each nomination plus a one page summary, the Nomination Form and Organization Background Form. No additional attachments or supporting documents exceeding the 10-page limit will be accepted. The page ordering for the submission should be: Nomination Form, Organizational Background Form, one page Narrative Summary, and 10-page narrative.
- ❖ for Category Three – the page limit excluding the one page Narrative Summary, Nomination Form and Organization Background, is twenty pages. The page ordering should be Nomination Form, Organizational Background form, one page Narrative Summary, and 20-page narrative. No additional attachments or supporting documents exceeding the 20-page limit will be accepted.

Nomination forms must:



- ❖ be signed to certify accuracy of submission by the highest ranking official in the project organization; and
- ❖ be signed and submitted by the head of the agency or his or her designee.

Mail applications to: Office of Personnel Management  
President's Quality Award Program  
1900 E Street NW, Room 7673  
Washington, DC 20415

Program Point of Contact is: Angela Graham Humes  
202-606-2430  
[Angela.GrahamHumes@opm.gov](mailto:Angela.GrahamHumes@opm.gov)

## SELECTION AND RECOGNITION PROCESS

- ❖ Initial application review: August – September 2008
- ❖ Notification of agencies being considered for awards: October 2008
- ❖ Awards ceremony: December 2008

## SUBMISSIONS ARE DUE

- ❖ Noon, EDT on July 25, 2008 for all categories
- ❖ If you are mailing your application, you must ensure its delivery by this date and time. No exceptions will be made for applications delayed by mail delivery.

## GENERAL TIPS

- ❖ Be sure to use the appropriate criteria for the application being submitted.
- ❖ Be sure not to submit extra pages.
- ❖ Be sure to submit applications prior to the deadline.
- ❖ Call the OPM contact if you have questions.

## ***2008 PQA NOMINATION FORM***

**NOMINATION CATEGORY:** (Please check one only. A separate Nomination Form is required for each category nominated)

Category One Award, falling under:

- |                                                                |                                                         |
|----------------------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Strategic Management of Human Capital | <input type="checkbox"/> Competitive Sourcing           |
| <input type="checkbox"/> Budget and Performance Integration    | <input type="checkbox"/> Improved Financial Performance |
| <input type="checkbox"/> Expanded Electronic Government        |                                                         |

Category Two Award for:

- |                                                                |                                                         |
|----------------------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Strategic Management of Human Capital | <input type="checkbox"/> Competitive Sourcing           |
| <input type="checkbox"/> Budget and Performance Integration    | <input type="checkbox"/> Improved Financial Performance |
| <input type="checkbox"/> Expanded Electronic Government        |                                                         |

Category Three Award

1. **Name of Organization (responsible for the project/initiative/process being submitted):**

\_\_\_\_\_

2. **Name of Parent Department or Agency** (*e.g., Department of Labor, Department of Defense, Environmental Protection Agency, etc.*):

\_\_\_\_\_

3. **Department/Agency Point of Contact:**

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_

Phone Number: \_\_\_\_\_ E-mail Address: \_\_\_\_\_

4. **Certification by Responsible Organization:** The person most senior in the organization responsible for the project must sign below:

I certify that, to the best of my knowledge, the information contained in this application is accurate.

\_\_\_\_\_  
Printed name Title

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_

Phone Number: \_\_\_\_\_ E-mail Address: \_\_\_\_\_

\_\_\_\_\_  
Signature Date

5. **Head of the Department/Agency:**

\_\_\_\_\_  
Printed name Title

\_\_\_\_\_  
Signature Date

**Organization Background**  
*“Tell us a Little About Yourself”*  
*(Maximum of 2 pages)*

**What is your mission?**

**What are your primary strategic goals and objectives?**

**Who are your primary customers?**

**What is your primary product or service?**

**How many employees do you have in your organization?**