

SUMMARY OF RECOMMENDATIONS

Recommendation 2008-12: Develop a strategic communications plan, or roadmap, in preparation for the next administration.

Recommendation 2008-13: Expand outreach efforts to build support for, and acceptance of the EM program.

Recommendation 2008-14: Update publications and other informational materials that help promote EM's mission.

Recommendation 2008-15: Encourage efforts that promote and institutionalize the use of plain language in all communications.

Recommendation 2008-16: Develop Standard Operating Policies and Procedures for the Office of Communications and External Affairs.

Recommendation 2008-17: Complete the build-out of financial, analytical tools for strategic planning.

Recommendation 2008-18: Incorporate the use of strategic planning tools and analyses into EM's internal and external dialogues.

Recommendation 2008-19: Utilize new strategic planning and budgeting tools to evaluate and address cost escalation issues that can impact current baseline assumptions.

Recommendation 2008-20: Utilize new strategic planning and budgeting tools to evaluate potential unfunded liabilities, such as increased mission scope and facility transfers from other Departmental programs.

Recommendation 2008-21: Seek an end to the Senior Executive Service hiring freeze in order to fill critical management positions in the Office of Acquisition and Project Management.

Recommendation 2008-22: Obtain authority to use Brooks Bill procedures for professional Architect-Engineering services.

Recommendation 2008-23: Implement the improvements identified in the Business Clearance Improvement Initiative.

Recommendation 2008-24: Include leading indicators in the QA performance metrics that are currently under development.

Recommendation 2008-25: Ensure continued commitment from top leadership for the QA initiatives underway.

Recommendation 2008-26: If staffing becomes a problem, look to other sources for qualified Quality Assurance professionals.

Recommendation 2008-27: Create performance indicators for human capital initiatives in order to track progress over time and assess the extent to which practices have been institutionalized and are achieving the desired goals.

Recommendation 2008-28: Make a concerted effort to institutionalize and implement the various elements of the EM Human Capital Plan during the transition period.

Recommendation 2008-29: Complete and implement workforce planning tools to help predict and model workforce requirements based on shifts in funding.

Recommendation 2008-30: Continue to support the Leadership Excellence Program, which offers great potential for developing a high-performing organization and warrants sustained management commitment and financial resources.

Recommendation 2008-31: As part of the strategic communications plan and transition book being prepared for the next administration, develop a new strategic vision statement for EM to reflect the future direction and requirements of the program.