

OFFICE OF CONTRACTING AND ADMINISTRATIVE SERVICES

The Office of Contracting and Administrative Services' (OCAS) mission is to support Office of Personnel Management (OPM) program managers nationwide in achieving their strategic goals, acquiring the quality products and services they need to accomplish their core responsibilities and keep their operating costs low. OCAS delegates authority and provides information, expert advice, and service delivery to ensure efficient and cost effective administrative management throughout OPM.

Specific services provided include contracting, local telecommunications, real and personal property management, printing, publishing, mail and library services. OCAS ensures that OPM employees enjoy a quality workplace environment that is safe, secure and conducive to high productivity. In addition, OCAS works to ensure agency emergency preparedness and assists in achieving Governmentwide administrative and procurement policy goals.

ANNUAL PERFORMANCE GOALS FOR FY 2001

OCAS Goal 1: Agency Space Planning Supports Program Office Strategic Plans FY 2001

Means:

- Issue an agencywide request and develop a coordinated agency strategic space program.
- Enhance the coordination between facility infrastructure planning and space design and construction.
- Redesign selected Theodore Roosevelt Building (Washington, DC) and Service Center (field locations) space to improve utilization.
- Negotiate occupancy agreements at GSA leased facilities and release excess space.
- Verify space assignments and costs to detect and correct GSA rent billing errors.
- Contract with a commercial architect to develop a workspace allocation/stacking plan for the TRB. This is the necessary first step to plan and prepare for a public-private partnership to renovate the TRB.

Indicators/Performance Results:

- Integrated workplace management principles and program office strategic plans are used

in space redesign and lease negotiations.

- Rent charges are accurate and equitably distributed among programs.
- Rent charges are linked to program strategic plans.

VERIFICATION AND VALIDATION

OCAS audits the monthly GSA Public Buildings Service "Bill for Space and Services" to determine its progress. OCAS has developed an automated "profile" of all space assignments based on this bill. OCAS works with OPM's program offices to coordinate the review of this bill and to reconcile all assignments and charges.

OCAS coordinates the development of "Occupancy Agreements" with GSA and OPM program offices to ensure that the cost for the space we occupy is as low as possible.

OCAS Goal 2: Provide Quality Procurement Support To OPM'S Program Offices FY 2001

Means:

- Use methods and technologies which reduce the time and cost of procurement.
- Partner with program managers to advance procurement planning in all contract actions.
- Provide quality guidance and training to OPM personnel with delegated procurement authority.
- Increase the number of OPM's contractors using electronic commerce. Additionally, increase the number of electronic solicitations, purchase orders, invoices, and payments to OPM's contractors.
- Award service contracts through which other Federal agencies can obtain critical service to meet their mission responsibilities.

Indicators/Performance Results:

- Increased number of procurement documents issued electronically. Increased number of contractors doing business electronically with OPM.
- Formal procurement plans are prepared for all major OPM contract actions.
- Results of annual review of purchases made by OPM personnel with delegated procurement authority show improvement.

- Training programs are provided to OPM procurement personnel.
- OPM's service contracts incorporate performance based principles where appropriate.
- Reduced procurement costs as a result of increased purchase card use.
- Increased number of contracts awarded to GSA Federal Supply Schedule contractors.
- Number of contract actions through which services are provided to other Federal agencies.

VERIFICATION AND VALIDATION

The Federal Procurement Data System (FPDS), the ADPICS automated purchasing system and internal computer records are the sources of data to measure attainment of the procurement performance indicators. The FPDS and ADPICS systems have data edits that help ensure the accuracy of the data. Internal records, and reports generated from these records, are reviewed by the Contracting Division Chief to determine their validity and accuracy.

OCAS Goal 3: Improve Mail Management Services to Reduce Postage and Shipping FY 2001 Costs

Means:

- Expand the use of pre-sort mail contract services and zip plus four.
- Improve mail preparation by expanding the use of correct address protocols to maximize compatibility with automated processes.
- Improve partnering by providing training and guidance to OPM customers of mail services.

Indicators/Performance Results:

- Number of pieces of mail not sorted by zip plus four.
- Increased number of pieces of mail eligible for pre-sort discounts.
- Improved agency mail management through training and guidance.
- Fewer rented postal boxes.

VERIFICATION AND VALIDATION

The data collected from the agency accounting mail system is used to verify mail reports received from the contractor.

**OCAS Goal 4: Local Voice Telecommunications Services are Improved
FY 2001**

Means:

- Conduct inventories to reduce the number of local telecommunications lines and review monthly telephone bills to assure accuracy.
- Increased use of automated local voice services to improve productivity.
- Lead a work group that will evaluate available alternative voice telecommunication technologies.
- Train and advise program offices on available local voice telecommunication services.

Indicators/Performance Results:

- Make recommendations for alternative local voice telecommunication systems to the OPM Director.
- Number of designated administrative contacts trained.
- Number of employees with automated local voice services.
- Manage costs and number of lines by conducting annual phone line inventories and correcting billing errors.
- Award contract for local voice telecommunications services.

VERIFICATION AND VALIDATION

The monthly invoices received from GSA and their service providers are used to measure and manage telecommunications lines and costs. Savings from any replacement local voice telecommunication system will be verified by a comparison with current system costs.

**OCAS Goal 5: Facility Systems and Customer Services are Improved to Increase
FY 2001 Employee Productivity, Satisfaction and Awareness**

Means:

- Develop electronic customer surveys to determine customer satisfaction and awareness of services.
- Improve building services, safety and security.
- Replace building mechanical systems or components which have exceeded their normal service life expectancy.
- Maintain and improve active preventive maintenance program.
- Pursue major TRB renovations.

Indicators/Performance Results:

- Customers surveyed and service improvements initiated.
- New building guard service contract awarded.
- Building security systems improved.
- Building services improved.
- Building mechanical systems or components replaced and computerized facility management program implemented.
- Funding sought from GSA and alternative sources for major TRB renovations.

VERIFICATION AND VALIDATION

Surveys will be conducted to determine customer satisfaction with TRB Systems and Environments.

Inventories of equipment replaced and preventive maintenance conducted will be used to document progress.

Funding requests will be documented.

**OCAS Goal 6: Administration and OPM policy objectives are fulfilled
FY 2001**

Means:

- Meet requirements of the Executive Orders relating to environmental policy.

- Reprocure privatized investigations services.
- Continue testing and improving OPM's Continuity of Operations Plan and Business Continuity and Contingency Plans with program offices and other emergency preparedness organizations.
- Ensure contracts awarded meet Administration socio-economic policy initiatives.
- Coordinate the development of the OPM's annual Federal Activities Inventory Reform Act (FAIR) inventory of commercial activities.
- Partner with appropriate OPM offices to foster electronic communications and publication bridge.

Indicators/Performance Results:

- Energy costs are reduced by replacing building systems.
- Expansion of energy savings projects through the Energy Savings Performance Contract.
- Initiatives to fulfill the environmental policy objectives contained in Executive Orders are developed and implemented.
- OPM' Continuity of Operations and Business Continuity and Contingency Plans are tested and improved.
- Solicitations and contracts contain provisions to meet Administration socio-economic policy initiatives.
- A new contract is awarded for privatized investigations services.
- The small business contracting and subcontracting goals established with the Small Business Administration are met or exceeded.
- The FAIR inventory of commercial activities is submitted to OMB by June 30.
- Partnerships formed to develop means to increase the number of publications available electronically.

VERIFICATION AND VALIDATION

The Federal Procurement Data System (FPDS), the ADPICS automated purchasing system and internal computer records are the sources of data to measure attainment of the procurement performance indicators. The FPDS and ADPICS systems have data edits that help ensure the accuracy of the data. Internal records, and reports generated from these records, are reviewed by the Contracting Division Chief to determine their validity and accuracy.

Internal records are maintained with the exception of attainment of small business contracting goals which is dependent on data obtained from the Federal Procurement Data System. All data and reports are reviewed by OCAS managers to determine the accuracy and validity of the reported results.

OPM Administrative History Office of Contracting and Administrative Services

Reinventing Contracting and Administrative Activities

The Office of Contracting and Administrative Services (OCAS) took great pride in implementing the Principles of the National Performance Review and developing a wide range of corporate improvements including:

- *Creating a clear sense of mission*

We developed and implemented, for the first time, a Strategic Plan focused on servicing the needs of our customers. The Plan included initiatives for lowering costs, improving the workplace and meeting Administration mandates. We shared the plan with our customers and routinely measured our progress against established goals.

We developed and implemented employee performance measures that were fair and balanced and recognized the need to meet both our short and long range objectives.

- *Delegating authority and responsibility*

We reengineered the entire contracting process by developing a carefully constructed plan to delegate appropriate contracting authority to program managers. The plan, which has resulted in a faster, more efficient, and effective process, includes extensive employee training as well as oversight by the Contracting Division.

We reengineered the process used to procure printed material by delegating authority to key program offices to deal directly with the Government Printing Office. This has significantly reduced the time necessary to obtain printed material in support of critical program objectives.

- *Driving down operating costs*

As part of the OPM-wide reinvention, we

- reduced staff by almost 50% by streamlining operations and delegating operational tasks to program office personnel,

- reduced by \$11 million the costs for leasing space for OPM operations,

- reduced postage costs by increasing the number of pieces of mail eligible for postal service discounts, and

- reduced costs for local telecommunications by conducting annual telephone line inventories, negotiating lower rates, and installing more sophisticated equipment to improve productivity.

- *Creating a more responsive, customer service organization*

As part of the OPM-wide reinvention, we

- increased the employee-to-supervisory ratio by over 50%, created many self-directed work teams, and empowered employees to assume ownership of their programs.

- routinely held meetings with our employees to learn and understand their needs in order to improve the way that OCAS does business.

- trained employees to not only improve their on-the-job performance but also to broaden their skills for the future.

- *Replacing regulations with incentives*

We entered into an Energy Savings Performance Contract with a commercial utility company that will result in the installation of over \$3.5 million in new equipment for the Theodore Roosevelt Building at no up-front cost to OPM. Under this agreement, the utility company will install the new equipment and OPM will pay back the company with savings generated by energy consumption savings.

- *Measuring success by customer satisfaction*

We conducted annual OCAS employee and customer surveys to learn about the quality and effectiveness of our programs and how we could improve our services.

- *Using technology to improve our business practices*

We developed a wide range of "e-commerce" approaches including issuing electronic solicitations, purchase orders, and paying invoices electronically to reduce costs and speed payment.

We developed and implemented an effective "purchase card" program that dramatically reduces procurement lead time and reduces administrative costs.

We developed and implemented a sophisticated technology-based system for managing the daily operations of the Theodore Roosevelt Building including a system for tracking customer requests.

We developed a Web-based "Inventory of OPM Publications" that allows OPM customers to learn about OPM publications and how to obtain them.

- *Improving the Theodore Roosevelt Building's systems and environments to improve productivity*

We designed and completed over 20 office space renovation projects that have improved the quality of office space, utilization, and employee productivity.

We improved customer satisfaction by modernizing all the Theodore Roosevelt Building's major corridors.

We made major improvement to the Theodore Roosevelt Building's physical security program by installing several state-of-the-art security systems and strengthening our partnerships with local law enforcement personnel.

- *Fulfilling Administration policy objectives*

We developed, implemented, and tested a Continuity of Operations Plan for central office program offices necessary to continue essential operations in the event of a local, regional or national emergency.

We coordinated and developed the OPM-wide inventory of commercial activities in conformance with the Federal Activities Inventory Reform (FAIR) Act.

We implemented successful strategies to increase the number of employees using public transportation by implementing a nationwide transit benefit program.

We implemented successful strategies to "Green the Government" by increasing our recycling program and buying green products.

We exceeded our goals for contracting with small and disadvantaged businesses.

We supported the Computers for Learning program by donating over 100 personal computers to eligible educational institutions.

We developed and maintained an effective means of tracking all capitalized personal property and coordinated the inventory with the Office of the Chief Financial Officer.