



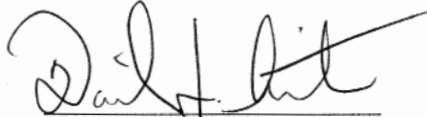
GOVERNMENTWIDE ACQUISITION PERFORMANCE MEASUREMENT PROGRAM

**PROCUREMENT EXECUTIVES COUNCIL
APRIL 2000**

Governmentwide Acquisition Performance Measurement Program



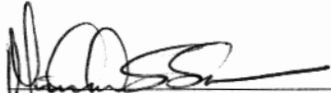
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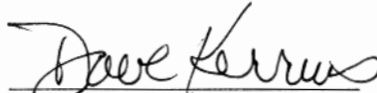
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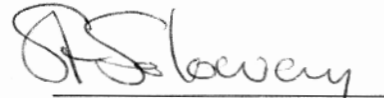
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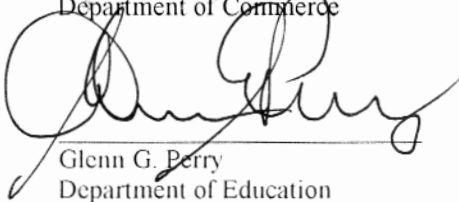
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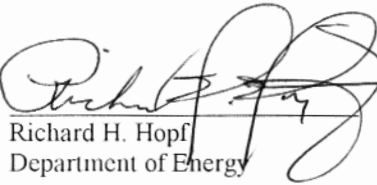
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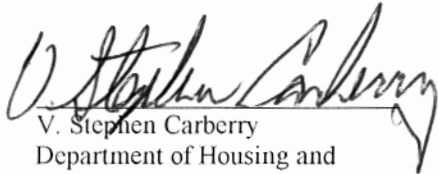
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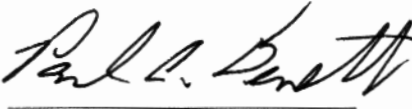
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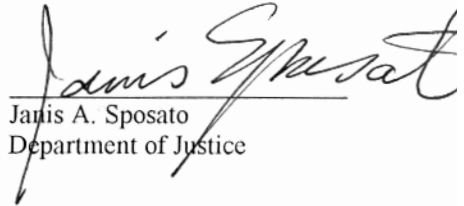
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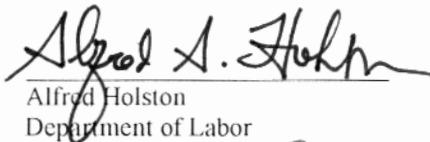
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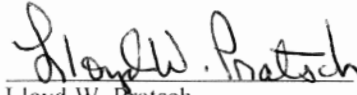
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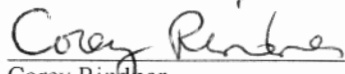
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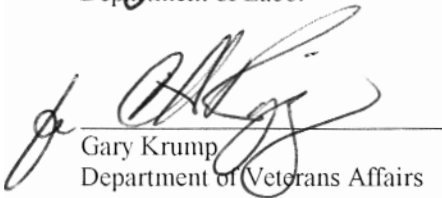
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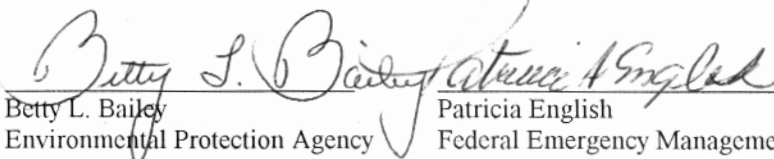
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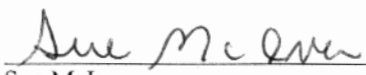


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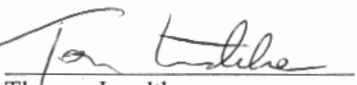


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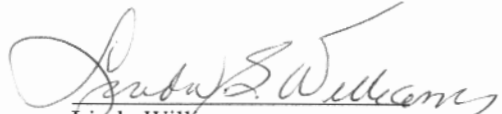
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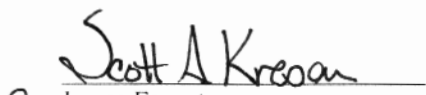
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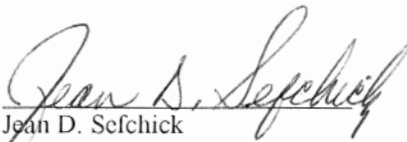
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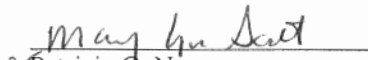
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TABLE OF CONTENTS

	<i>Page</i>
<i>A. Purpose</i>	<i>1</i>
<i>B. Applicability</i>	<i>1</i>
<i>C. Guiding Principle</i>	<i>1</i>
<i>D. Measurement Framework</i>	<i>1</i>
<i>E. Measures Selected</i>	<i>2</i>
<i>F. Implementation</i>	<i>2</i>
1. Data Collection	<i>2</i>
2. Publication of Data	<i>2</i>
3. Use of Data Results Data	<i>3</i>
4. Effective Date	<i>3</i>
<i>G. Committee Concerns</i>	<i>3</i>
1. Customer Satisfaction Performance Measure	<i>3</i>
2. Goals	<i>3</i>
3. Benchmarking Cautions	<i>4</i>
<i>H. Timetable</i>	<i>4</i>
<i>I. Next Steps</i>	<i>4</i>
<i>Appendices</i>	
A. Measurements and Definitions	<i>6</i>
B. Acquisition System Performance Measures Report	<i>15</i>
C. Customer Satisfaction	<i>17</i>

PROCUREMENT
EXECUTIVES
COUNCIL

A. PURPOSE: The PEC Performance Measurement Committee was chartered to create, document, and maintain a strategic performance measurement and management framework to advance the acquisition community's progress towards reaching the vision for the Federal Acquisition System--to deliver on a timely basis the best value product or service to the customer, while maintaining the public's trust and fulfilling public policy objectives.

To move toward this vision, the Committee developed a set of Governmentwide acquisition system performance measures to use as an indicator of progress and as a tool for developing and employing effective management strategies.

B. APPLICABILITY: The acquisition performance measurement program outlined in this document applies to all executive agencies with annual obligations in the Federal Procurement Data System exceeding \$100 million. Executive agencies that do not meet this threshold should strongly consider adopting this framework.

C. GUIDING PRINCIPLES. When formulating the measurement framework, the Committee outlined several guiding principles for the overall framework and for the measurements chosen. The guiding principles were:

1. Guiding Principles for the Overall Performance Measurement Framework
 - a. Be consistent with the Federal Acquisition Regulation vision.
 - b. Respect agency performance measurement structures.
 - c. Promote improvement, benchmarking, sharing, and linkages to strategic plans, etc.
 - d. Achieve a balanced framework.
 - e. Stimulate a progression from procurement to acquisition.
 - f. Consider historical baselines.
 - g. Perform annual reviews and updates.

2. Guiding Principles for Measurement Selection
 - a. Limit the number of measures.
 - b. Accommodate existing data systems.
 - c. Be results vice process oriented.
 - d. Establish goal(s) and benchmarks for each measure as much as is practicable.

D. MEASUREMENT FRAMEWORK. The Committee wanted to accommodate a balanced approach to measurement already being used by some agencies. Accordingly, they chose the model developed by Drs. David Norton and Robert Kaplan--the Balanced Scorecard (BSC) model. The BSC presented in this

report is a conceptual framework containing four perspectives--Customer, Finance, Internal Business Processes, and Learning and Growth. The Committee also wanted to accommodate the four performance categories--Timeliness, Quality, Price, and Productivity, which were outgrowths of the President's Management Council Procurement Task Force Report of 1996.

E. MEASURES SELECTED. The measures selected fit into one or more of the above categories/perspectives creating a balanced approach to measurement. While some measures could fit into multiple categories, the Committee placed the measure into the category(ies) of most relevance. The measures chosen to be pilot tested in Fiscal Year (FY) 2000 with full implementation in FY 2001 are identified below: (The definitions for each are found in Appendix A.)

PERFORMANCE MEASUREMENT FRAMEWORK

Perspective	Performance Categories			
	Timeliness	Quality	Price	Productivity
Customer	Customer Satisfaction* Schedule Performance	Customer Satisfaction* Performance	Customer Satisfaction*	
Finance			Customer Performance-Based Service Contracting Cost Performance	Cost-to-Spend Purchase Card
Internal Business Processes	Purchase Card Electronic Commerce** Commercial Items	SB Goals Commercial Items Competition Performance-Based Services Contracting		Electronic Commerce**
Learning & Growth				Education & Training

*Used at Executive Agency discretion (see Appendix C)

**Measure to be developed

F. IMPLEMENTATION.

1. Data Collection. The Office of Federal Procurement Policy (OFPP) will be the data collection agent for this Governmentwide measurement effort. All data collected will be reported at the Executive Agency level not at the operating element level (e.g., Bureaus). Efforts were taken to minimize the reporting burden on agencies. Departmentwide data that cannot be collected centrally will be submitted to OFPP by the Executive agencies using the form in Appendix B. Measurement data collected by agencies will be forwarded to OFPP by December 31 following the end of the fiscal year being reported.

2. Publication of Data. OFPP will publish an annual report documenting the results of the procurement performance measurement effort. The report will include a summary of the Governmentwide results and an assessment of those results against the Governmentwide goals established. The report will also

include individual Executive Agency results but will not provide an analysis or comparison of those individual agency results.

- 3. Use of Data Results.** Executive Agencies will establish internal goals and objectives to gauge their progress in achieving the vision for the Federal Acquisition System. These goals and objectives represent each Executive Agency's commitment to better government and best value for the taxpayer and, as a minimum, should be linked to the measures, objectives and goals, herein. Measurement results will be compared to these goals and objectives so that progress can be reported to key stakeholders and appropriate management actions can be taken to accelerate the rate of progress where necessary. As part of a continuous improvement process and to share best practices, Executive agencies will also be encouraged to benchmark among one another.
- 4. Effective Date.** This measurement program becomes effective beginning in Fiscal Year 2001, and OFPP will publish the first formal report early in Fiscal Year 2002 using FY 2001 data. However, FY 2000 will be a "dry run" year. Agencies will determine what data are readily available, collect such data, and submit the information to OFPP by December 29, 2000. Agencies should also use this time to identify actions that must be implemented to collect and submit data that are not readily available. OFPP will develop a prototype report and share the results with the agencies. Agencies are encouraged to further disseminate the report to their operating elements to share the results and to receive feedback. OFPP will work with the PEC to make any adjustments or refinements necessary to the program for FY 2001 as a result of the FY 2000 dry run.

G. COMMITTEE CONCERNS

- 1. Customer Satisfaction Performance Measure.** Some of the Committee strongly believe that measuring customer satisfaction is a critical element of any effective performance measurement program. It became apparent, however, that agencies using this type of measure varied widely in the types of customers surveyed, the survey tools used, the timing of surveys, and the types of questions asked. The Committee recognized that developing any sort of meaningful Governmentwide data would be impossible without significantly perturbing existing agency processes – a violation of our guiding principles. Therefore, the Committee determined that customer satisfaction data would not be collected or reported by OFPP on a Governmentwide basis. Committee members who have experience with a customer satisfaction metric strongly encourage agencies not already doing so to adopt a customer satisfaction metric as an internal management tool. To facilitate that, the Committee has left the customer satisfaction measure in the overall measurement framework and has provided guidance on developing such a measure in Appendix C.
- 2. Goals.** The Committee strongly believes that setting and managing to goals drives meaningful change. Therefore, the Committee has provided goals for the measures whenever possible. The Committee has established firm goals where there were statutory mandates, preexisting organizational goals, or sufficient data to provide an adequate track record. For new measures or measures with insufficient existing data to evaluate trends, the Committee established interim goals for both the near and long term. For measures with interim goals, the Committee will continue to analyze data both from FY 1999 and FY 2000. For some measures, the Committee determined that there was not sufficient information to establish even interim goals and goals would be reassessed after the initial FY 2000 data collection.

Finally, there were a few (e.g., cost avoidance using purchase cards, cost-to-spend, education) measures for which the Committee believed it inappropriate to set a goal. The Committee is still evaluating approaches to setting internal agency goals and will provide recommendations at a later date.

3. Benchmarking Cautions. Due to the variation in acquisition system organizational structures across the Federal agencies, certain measures may not be directly comparable, one agency to another. The result for any given measurement should be looked at as only one of the indicators of the current status of the acquisition system's efficiency and effectiveness. The most important focus should be on overall progress. Benchmarking across, and outside of, Federal agencies can provide avenues of inquiry for identifying best practices for possible adoption, and should also be one of the techniques used to facilitate performance improvement. Agencies should ensure that they are comparing "apples to apples" when benchmarking. For example, cost-to-spend ratios may vary significantly among agencies that have a significant number of major systems acquisitions and those that do not. Appendices A and B identify those measures that need some qualifying information, but agencies may choose to provide additional qualifying or background information to facilitate meaningful benchmarking.

H. TIMETABLE.

<i>ACTION</i>	<i>DATE</i>
Approval of Acquisition Performance Measurement Committee Report	February 2000
Executive agencies submit "dry run" results	December 2000
PEC discuss "dry-run" experience	February 2001
OFPP disseminates "dry run" results	March 2001
PEC evaluates results and makes any adjustments	June 2001
Executive agencies submit data results for FY01	December 2001
OFPP disseminates report on results (Cycle continues for each fiscal year)	March 2002

I. NEXT STEPS. Assuming PEC approval of this report, the Committee will make it widely available electronically and post it on the PEC website on the ARNET. We plan to share it with the President's Council on Integrity and Efficiency, the General Accounting Office and the President's Management Council. We will also make it available to the trade press.

The Committee plans to continue meeting during the remainder of FY2000 to evaluate existing data to refine some of the goals. For example, the Committee wants to look at FPDS data for commercial items by product and service codes to determine if there are specific categories of items we should be targeting for improvement. The Committee will also use this data to determine if there is a simple, effective way to accomplish goal-setting for the individual agencies.

When the PEC Electronic Commerce (EC) Committee completes development of an EC performance metric, it will be incorporated into this framework.

OFPP is evaluating making a change to FPDS to be able to track the existence of competition at the order level for multiple award contracts. If this change occurs, it will be factored into the competition performance measure.

Once the data for FY 2000 is collected, the Committee will work with OFPP to develop the "dry run" report, assess any problems with the data collection process and work to resolve them, and evaluate and further refine the measures and goals if necessary. Before making any major changes to the approved framework, the Committee will report to the PEC.

The Committee is also available to assist agencies in their implementation of this acquisition performance measurement framework. The following are the Procurement Performance Measurement Committee members who participated in formulating this document and who are available to provide assistance:

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MEASUREMENTS AND DEFINITIONS

Purchase Cards

Objective:

Use purchase cards under the simplified acquisition threshold to reduce transactional administrative costs and processing time. (See Note 1 below.)

Benchmarks:

1. In FY92, purchase card usage was negligible.
2. In FY93, the results of a multi-agency study indicated an average savings per transaction of \$53.77.

Measures: (Choose 1A or 1B along with 2)

- 1A. % of micro-purchase actions (actions less than \$2,500) using purchase cards; or
- 1B. % of simplified acquisition actions of \$25,000 or less using purchase cards; and
2. Amount of cost avoidance through the use of purchase cards.

Measurement Formula:

- 1A. Divide the total number of purchase card transactions under \$2500 (micro-purchases) by the total number of actions under \$2500.
- 1B. Divide the total number of purchase card transactions under \$25,000 by the total number of actions under \$25,000.
2. Multiply the number of purchase card transactions by \$66 (see Note 2 below).

Executive agencies are to specify which measure (i.e., 1A or 1B) is used.

Goals:

In FY01, civilian agencies will make 80% of their micro-purchases or 75% of transactions of \$25,000 or less by purchase cards.

Goal Source: FY98 Presidential Budget

In FY01, DoD will make 90% of its micro-purchases by purchase cards.

Goal Source: GPRA Annual Performance Plan

No goal has been established for cost avoidance.

Data sources:

SF 279, SF 281, Bankcard holder, DD1057 (DOD only)

Management reports available through FSS Smart Pay vendors (purchase card companies).

NOTE:

- (1) Agencies using the purchase card for buys over \$2500 must follow appropriate regulatory and internal agency procedures (e.g., Federal Acquisition Regulation).
- (2) In 1993, a Procurement Executive's Association study group (in concert with OFPP) researched the administrative savings that would accrue for a purchase card transaction vice a purchase order. The amount of \$53.77 per transaction was determined. Escalating this amount by a 3% inflation factor per year derives the amount of \$66 to be applied to this measure beginning in FY 2000.

Competition

Objective:

Make maximum use of competitive procedures to obtain best value and promote fairness.

Benchmarks:

61% of contract dollars over \$25,000 were competed in FY83 (pre-CICA).

76% of contract dollars over \$25,000 were competed in FY93-95.

72% of contract dollars over \$25,000 were competed in FY98.

75% of contract actions over \$25,000 were competed in FY98.

Measures:

% of contract dollars over \$25,000 that are competed.

% of contract actions over \$25,000 that are competed.

Measurement Formula:

Total dollars of competed actions in FPDS Block 29 A+C divided by total dollars of actions in Block 29 A+C+D.

Total number of competed actions in FPDS Block 29 A+C divided by total number of actions in Block 29 A+C+D.

Goals:

In FY01, 75% of contract dollars over \$25,000 will be competed.

In FY01, * % of contract actions over \$25,000 will be competed. (*To be determined)

Data source:

FPDS

NOTE:

Changes to the FPDS are currently being considered to track the existence of competition at the order level for multiple award contracts. If this change occurs, it will be factored into this performance measure.

The Committee will consider analyzing the above formula and benchmarks to ensure the same blocks from the FPDS are utilized. One or both of these elements may change.

Cost-To-Spend

Objective:

Maximize the efficiency of the procurement system relative to purchasing costs.

Benchmark:

FY98 Government experience indicates a cost of approximately 2.0 cents to contractually obligate \$1.00. This was derived from DOD's cost to spend range of 1.09 to 1.54 (see <http://www.acqnet.sarda.army.mil>) and a range of 1.26 to 2.5 indicated by the benchmarking of DOC, DOE, HHS, and DOT in FY98.

DOC and DOD results indicate the following cost-to-spend using different operating cost elements:

	DOC	DOD
1995:	3.1	1.5
1996:	3.1	1.3
1997:	3.0	1.4
1998:	2.5	1.4

Operating cost elements:

salaries, benefits, travel, training, information technology and contractor support costs	average salaries and benefits
---	----------------------------------

Measure:

Cost- to- spend ratio.

Measurement Formula:

This element represents the cost for the Executive agency (i.e., total operating costs of all procurement offices) to spend \$1.00.

Divide the operating cost of the Executive agency's procurement offices by the total obligations for the Executive agency as reported in FPDS.

"Operating costs" means, as a minimum, salaries, benefits, and contractor support costs to the procurement office. Agencies may collect additional costs such as training, travel, and information technology. When agencies utilize more than the minimum, they are to clearly define the other costs.

Goal: Agency cost-to-spend rates are * /\$1.00. (*Goal to be developed.)

Data Source:

The amount for total obligations is taken from the FPDS, block 10. Total operating costs are derived/estimated from internal agency management information systems.

Small Business Goals

Objective:

Ensure that a fair proportion of the total purchases and contracts or subcontracts for goods and services for the Government are placed with small business enterprises.

Measure:

% of contract dollars for socio-economic categories. (See "Goals" below for category listing).

(This element tracks the Government's achievement of the statutorily-based goals for each of the categories reported to the SBA.)

Measurement Formula:

As determined and calculated by SBA.

Goals:

Goals are annually established by SBA after negotiations with the agencies. The Governmentwide statutory goals by category for FY01 are:

Category	Goal for FY2001
Small Business Concerns	23%
Small Disadvantaged Business Concerns (includes 8(a))	5%
Women Owned Small Business Concerns	5%
HUBZone Small Business Concerns	2%
Service-Disabled Veterans owned Small Businesses	3%

Data Source:

SBA report

NOTE:

The PEC's Socio-economic Committee is currently reviewing other measures that may replace or augment the above metric.

Commercial Items

Objective:

Increase the use of commercial products and services.

Benchmark(s):

For FY97, 9% of obligated dollars were for commercial items greater than \$25,000.

For FY99, 11% of obligated dollars were for commercial items greater than \$25,000.

For FY98, 15% of actions were for commercial items greater than \$25,000.

Measures:

% of total dollars obligated for commercial items.

% of total actions for commercial items.

Measurement Formula:

Divide the total dollar amount spent on commercial items in FPDS Block 10 (when Block 14 is coded "yes") by the total dollars obligated in FPDS Block 10. This applies to contracts and purchase orders greater than \$25,000.

Divide the total number of actions for commercial items in FPDS Block 2 (when Block 14 is coded "yes") by the total number of actions in FPDS Block 2. This applies to contracts and purchase orders greater than \$25,000.

Interim Goals:

Acquisition of commercial items will increase to an interim goal of 20% of total obligations by FY05.

Acquisition of commercial items will increase to an interim goal of * % of total actions by FY05. (*To be determined.)

Data Source:

Data for this measure will be extracted from the FPDS.

NOTE:

The Committee will consider doing the following:

1. Analyze FPDS data for commercial items by product and service codes to determine if there are specific categories of items to target for improvement and the impact that the Federal Supply Schedule, as a required source of supply, may have on agencies commercial item buying.
2. Develop a methodology to capture subcontracts and commercial items that are embedded in larger buys (e.g., systems buys).
3. Analyze the above formula and benchmarks to ensure the same blocks from the FPDS are utilized. One or both of these elements may change.

Cost, Schedule, and Performance

Objective:

Achieve project cost, schedule, and performance requirements.

Measures:

1. % of baseline cost goals that are met or have a less than 10% variance.
2. % of baseline schedule goals that are met or have a less than 10% variance.
3. % of baseline performance goals that are met.

Agencies are encouraged to report additional information, on an optional basis, to the extent that their data systems permit. This additional data should attempt to capture, more precisely, the average amount of cost and schedule variance that an agency is experiencing across all of its major programs. For example, if the average annual cost growth (corrected for inflation and quantity changes) could be reported, agencies would be in a better position to focus more management attention on the total cost growth, not just the programs with the greatest problems. In addition, cycle time and performance variance could be reported in a similar manner thus enabling agencies to monitor and achieve specific goals for these areas.

Measurement Formula:

1. Divide the number of cost goals that were met or that have a less than 10% variance from their baselines by the number of baseline cost goals.
2. Divide the number of schedule goals that were met or that have a less than 10% variance from their baselines by the number of baseline schedule goals.
3. Divide the number of baseline performance goals that were met by the number of baseline performance goals.

"Baseline" means:

For FY 2001: The most recent 300B submission and the most recent Agency Capital Plan for active programs and programs completed during the fiscal year.

For programs introduced during outyears: The initial 300B submission for the program and the initial introduction of the program into the Agency Capital Plan.

Goal:

Achieve, on average, 90% of the cost, schedule and performance goals. (As required by Title V of the Federal Acquisition Streamlining Act.)

Data Source:

OMB A-11, Part 3, Exhibit 300B (active programs) and other programs from the Agency Capital Plan with approved cost, schedule and performance baselines

NOTE:

During the dry-run year, the PEC will evaluate the need to have multiple program goals or a single goal for each parameter.

Performance Based Service Contracts (PBSC)

Objective:

Increase the use of PBSC to acquire best value services.

Benchmark:

In FY99, PBSC usage was negligible for most agencies based on an informal OFPP survey.

Measures:

% of total eligible service contracting dollars obligated for PBSC.

% of total eligible service contract actions for PBSC.

Measurement Formula:

Divide the total dollars for contracts and orders coded PBSC in the FPDS by the total obligated dollars of contracts and orders eligible for PBSC as defined in the FPDS manual (i.e., under product/service codes).

Divide the total number of actions for contracts and orders coded PBSC in the FPDS by the total number of actions for contracts and orders eligible for PBSC as defined in the FPDS manual (i.e., under product/service codes).

Interim Goals:

	FY01	FY05	
Dollars:	10%	50%	(These are interim goals. Progress is expected to continue by 10% per year between FY01 and FY05.)
Actions:	*	*	(*To be determined)

Data Source:

FPDS

Education and Training

Objective:

Provide the acquisition workforce with sufficient education and training to enable it to capably provide business leadership.

Benchmark:

63% of all 1102s held degrees at the end of FY98.

66% of all 1102s held degrees at the end of FY98 were from DOD.

54% of all 1102s held degrees at the end of FY98 were from civilian agencies.

Measures:

1. Education: % of acquisition employees meeting education requirements as defined by the Clinger-Cohen Act or the Defense Acquisition Workforce Improvement Act (DAWIA).
2. Training: % of acquisition employees meeting mandatory training requirements as defined by the Executive agency.

"Acquisition employees" means, as a minimum, full and part-time employees in the GS 1102 series. Executive agencies may also include employees having a significant acquisition function as defined by the Executive Agency.

Measurement Formula:

1. Education: Divide the number of acquisition employees that meet the education requirements by the total number of acquisition employees in the Executive Agency.
2. Training: Divide the number of acquisition employees that meet the Executive Agency mandatory training requirements by the total number of acquisition employees in the Executive Agency.

Agencies are to clearly define the pool of employees considered "acquisition employees" in the Executive Agency.

Goals:

By FY05, 90% of acquisition employees meet training requirements (including Clinger-Cohen or DAWIA requirements).

No goal has been established for education requirements.

Data Source:

Education: Data will be derived from the local Acquisition Career Development Data Systems.

Training: Data will be derived from local Management Information Systems.

ACQUISITION SYSTEM PERFORMANCE MEASURES REPORT

Agency: _____

Point of Contact:

Name: _____ Phone: _____

e-mail _____

Purchase cards: (complete either 1A or 1B and 2)

1A. _____% of micropurchases (less than \$2,500) using purchase cards

1B. _____% of simplified acquisitions of \$25,000 or less using purchase cards

2. \$_____ avoided by using purchase cards

Cost-to-spend:

It costs _____ cents to spend \$1.00.

(Operating costs include salaries, benefits, contractor support costs and (list any others or state "none"))

Cost, Schedule, and Performance

(Attach list of Agency Capital Programs, asterisk those used in this report, and include the % obligated dollars these projects represent of total obligations in FPDS for that year.)

Provide the following for ongoing projects:

"Baseline" means:

For active programs: The FY2001 300B submission and the FY2001 Agency Capital Plan.

For new programs: The initial 300B submission for the program and the initial introduction of the program into the Agency Capital Plan.

_____ % of baseline cost goals were met or had a less than 10% variance

_____ (no.) of the baseline cost goals were met or had a less than 10% variance divided by _____ (total no.) baseline cost goals.

_____ % of baseline schedule goals were met or have a less than 10% variance

_____ (no.) of the baseline schedule goals were met or had a less than 10% variance divided by _____ (total no.) baseline schedule goals.

_____ % of baseline performance goals were met.

_____ (no.) of the baseline performance goals were met divided by _____ (total no.) baseline performance goals.

_____ % of the baseline total combined goals (cost+schedule+performance) were met.

_____ (no.) of combined baseline goals were met divided by the _____ (total no.) combined baseline goals.

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("Acquisition employee" is defined by the agency. Do not submit definition to OFPP)

_____ % of acquisition employees have met the education requirements

_____ (no.) acquisition employees having met the education requirements divided by _____ (total no.) acquisition employees.

_____ % of acquisition employees have met agency mandatory training requirements

_____ (no.) acquisition employees having met the mandatory training requirements divided by _____ (total no.) acquisition employees.

CUSTOMER SATISFACTION

Objective:

Ensure customers are satisfied with the outcomes of their acquisition activities.

("Customer"" means an entity (or combination thereof) such as an end user, program official, or Contracting Officer's Technical Representative; that is a beneficiary of the acquisition services of the agency.)

Benchmarks:

FY98 benchmarking activities among four civilian agencies (i.e., Departments of Commerce (DOC), Energy (DOE), Transportation (DOT), and Health and Human Services (HHS)) indicated an average Customer Satisfaction rating of 80%. The four participating agencies used the survey method to determine their customer satisfaction percentage. While survey questions were tailored to meet the unique needs of each agency, all four agencies addressed timeliness; quality; and responsiveness, cooperation, and communication skills of the acquisition office

Measure:

% of Customer Satisfaction; or

Degree of Customer Satisfaction (using Executive agency defined Customer Satisfaction Index)

Measurement Guidelines:

1. Measurements used to determine Customer Satisfaction. Metrics such as the following, may be used to measure customer satisfaction:
 - A. % of customers satisfied with timeliness. The timeliness category may include an assessment of such items as:
 - Are products and services delivered when needed?
 - Are milestones consistently met?
 - B. % of customers satisfied with quality. The quality category may include an assessment of such items as:
 - Do the vendors selected for award provide quality products and/or services?
 - Do the vendors selected for award offer the best value for the taxpayer?
 - C. % of customers satisfied with the responsiveness, cooperation, and communication skills of the acquisition agency. The perceptions, choices, and behavior of all participants in the acquisition process affect the outcome of any acquisition. This element is based upon the degree of responsiveness of the acquisition team, the success of mechanisms that support teaming, and the degree of satisfaction with communications and problem solving. This category may include an assessment of such items as:
 - Is communication consistent and effective?

Does the acquisition agency do a good job preventing problems that may lead to delays?

2. This measure will utilize various tools including customer surveys, transaction-based surveys, etc.
3. The survey methodology should be sufficiently rigorous to generate reliable and useful information.

Measurement Formula:

Divide the responses indicating a satisfied or higher degree of satisfaction (as defined by the Executive agency) by the total number of responses. This may be computed also as a weighted average by, for example, level of importance.

To provide benchmarking capabilities, agencies should clearly define their customer satisfaction methodology by identifying: (1) who the customers being measured are, (2) describing the methodology used (e.g., electronic surveys, transaction cards) and explaining why it is sufficiently rigorous to generate reliable and useful information; (3) identifying factors being assessed (timeliness, price, etc.); (4) defining the formula methodology used (e.g., weighted average by level of importance); (5) defining their goals, timetables for reaching the goals, and any benchmarks; and (6) recording the percentage results of A. through C. above.

Goal:

Agencies should establish individual goals and timetables.

Data sources:

Customer surveys, transaction-based surveys.