

DEPARTMENT OF ENERGY
FEDERAL PROCUREMENT SYSTEM

BALANCED SCORECARD

PERFORMANCE ASSESSMENT

FY2003

MISSION

To provide acquisition and assistance services to support accomplishment of the Department's programmatic goals and objectives.

VISION

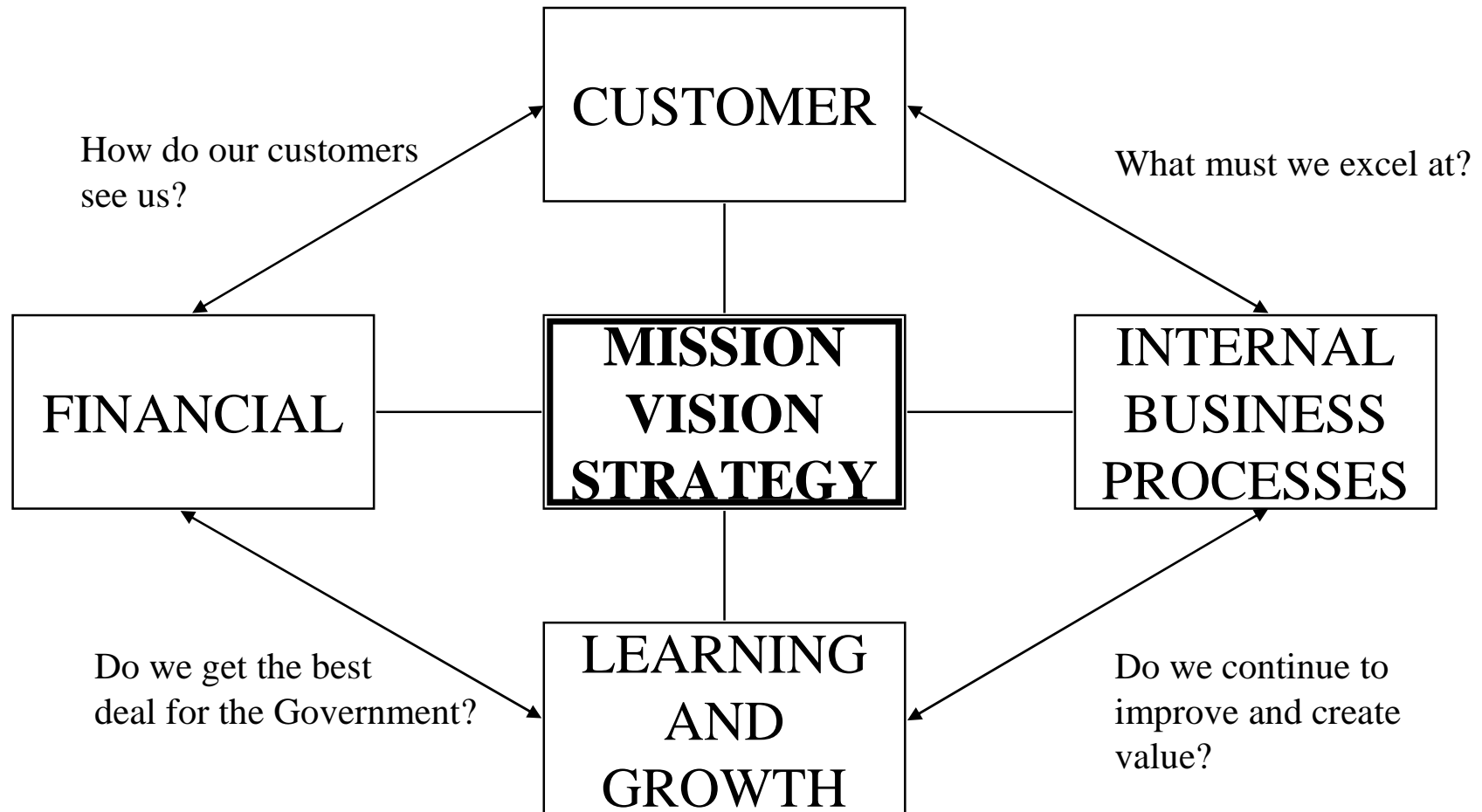
To deliver on a timely basis the best value product or service to our customers while maintaining the public's trust and fulfilling public policy objectives.

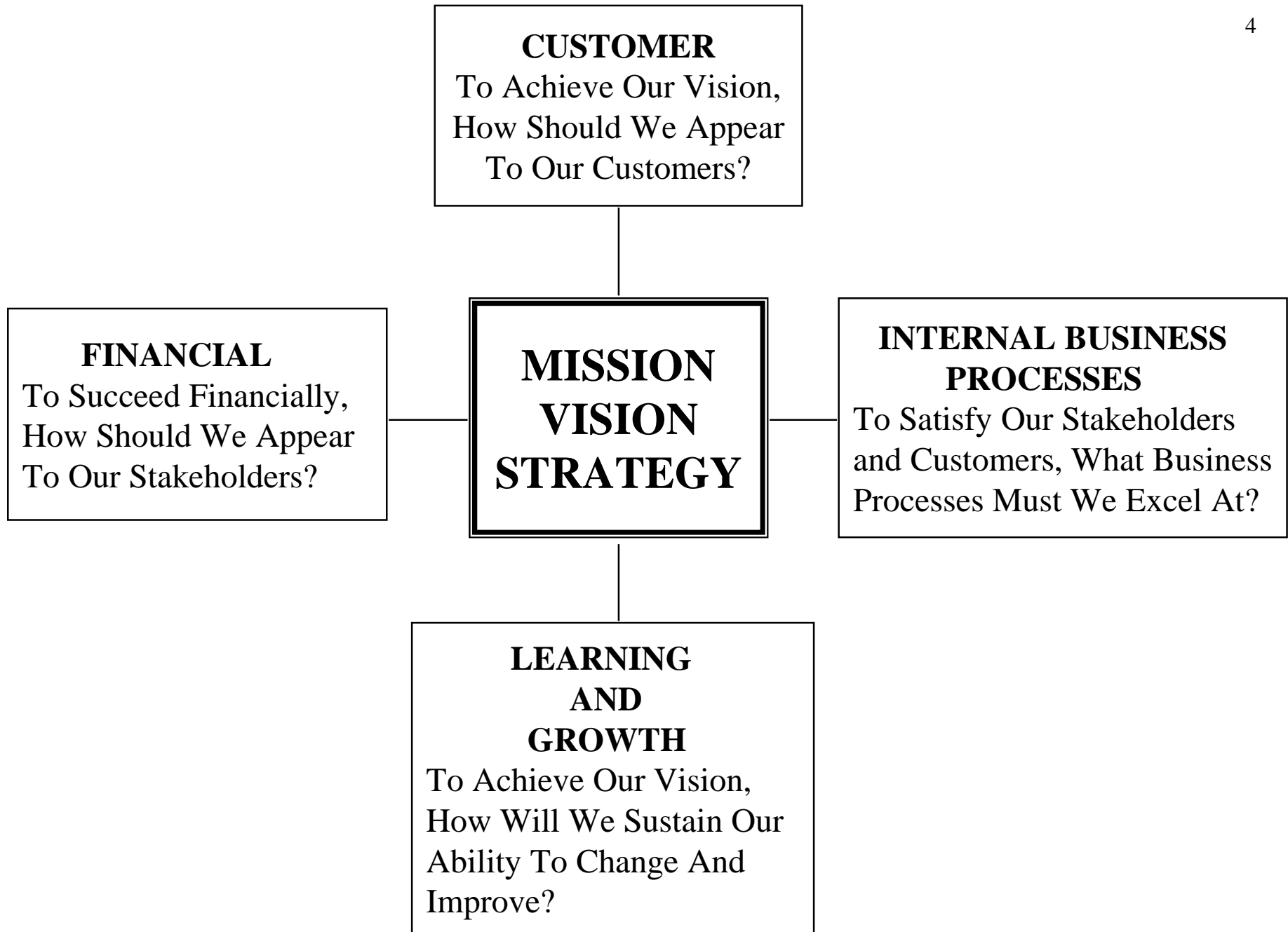
STRATEGY

To change the present system's culture, management systems, and line processes consistent with the principles of Quality Management, in order to establish and maintain: a customer focus, a sense of urgency, continuous and breakthrough process improvement, and an emphasis on results.

BALANCED SCORECARD

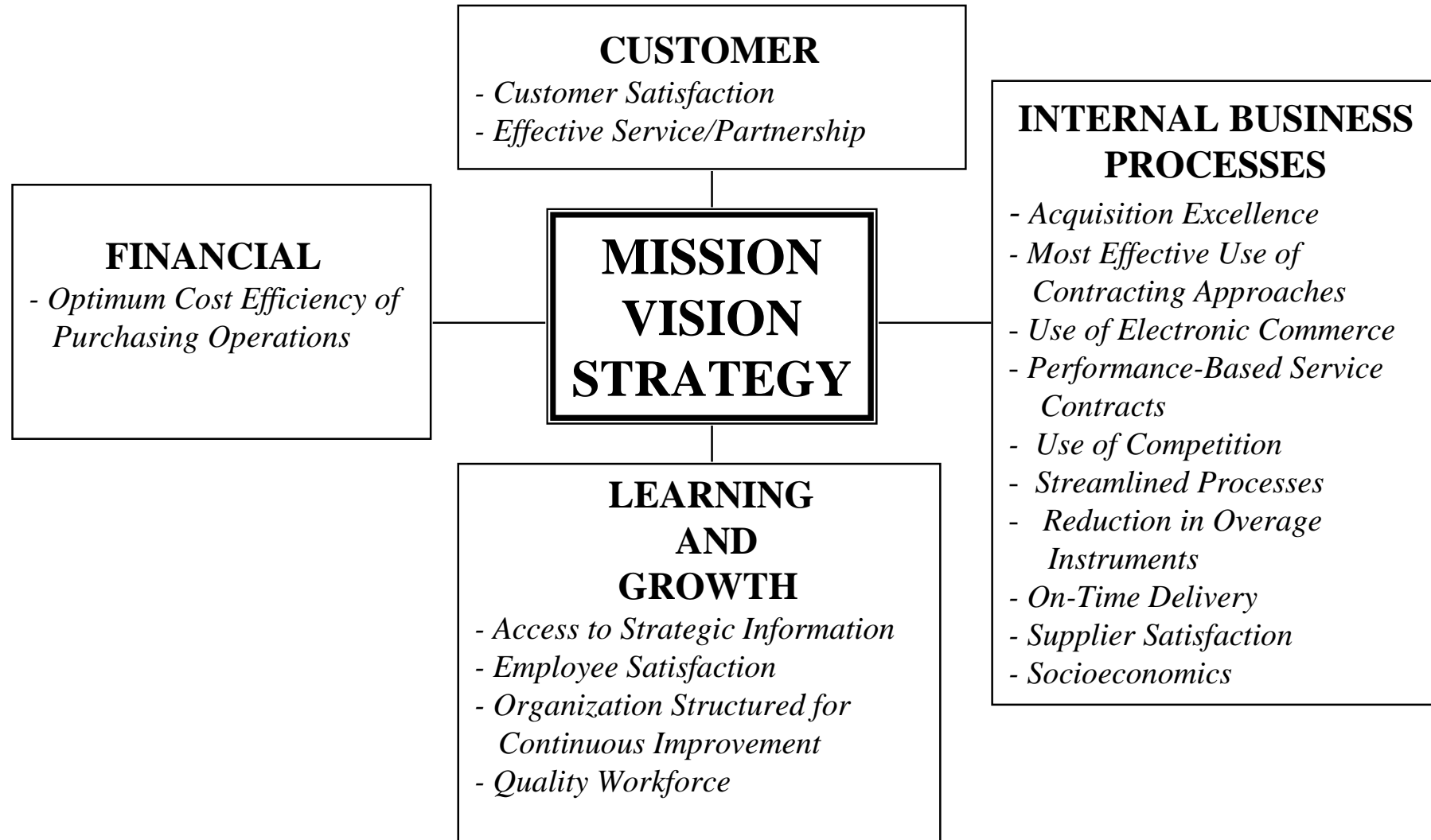
STRATEGIC PERSPECTIVES





BALANCED SCORECARD

PERSPECTIVES AND OBJECTIVES



CUSTOMER PERSPECTIVE

OBJECTIVE	MEASURE	TARGET
<p>Customer Satisfaction Data Source: Customer Survey Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results. Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Timeliness: Extent of customer satisfaction with timeliness of procurement processing; planning activities; and on-going communications.</p> <p>Quality: Extent of customer satisfaction with the quality of goods and services delivered.</p>	<p>85% for FY 2002 We will not measure in FY 2001 and FY 2003</p> <p>90% for FY 2002 We will not measure in FY 2001 and FY 2003</p>
<p>Effective Service/Partnership Data Source: Customer Survey Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results. Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Extent of customer satisfaction with the responsiveness, cooperation, and level of communication with the procurement office.</p>	<p>88% for FY 2002 We will not measure in FY 2001 and FY 2003</p>

INTERNAL BUSINESS PERSPECTIVE

OBJECTIVE

MEASURE

TARGET

<p>Acquisition Excellence Data Source: Manager's Self-Assessment Survey, protest data Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results. Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Extent to which internal quality control systems are effective, particularly with respect to compliance with laws and regs, vendor selection and performance, contract admin., and subcontractor oversight.</p>	<p>85%</p> <p>No sustained protests.</p>
<p>Most Effective Use of Contracting Approaches to Maximize Efficiency and Cost Effectiveness.</p>	<p>Use of Purchase Cards:</p>	
<p>Use of Purchase Cards: Data Source: Card Issuer Reports, PADS, CUTS, local tracking systems Data Generation: Data is tabulated from the listed tracking systems. Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>1. Number of purchase card transactions as a percentage of total actions under \$25,000.</p>	<p>87%</p>
	<p>2. Total amount of cost avoidance through the use of purchase cards.</p>	<p>\$6M</p>
	<p>(The above two measures will be tracked at Headquarters based on data submitted by the field offices)</p>	

INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

<p>Use of Electronic Commerce: Data Source: Electronic Small Purchase Systems, PADS, CUTS, IIPS, local tracking systems Data Generation: Data is tabulated from the listed tracking systems. Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p> <p>Performance Based Service Contracts: Data Source: PADS Data Generation: Data is tabulated from PADS. Data Verification: Procurement Directors are responsible for accuracy of data entered into PADS. On a routine basis, HQ will randomly sample pre and post award actions and compare against the FAR PBSC standards.</p>	<p>Use of Electronic Commerce:</p> <ol style="list-style-type: none"> 1. Percent of purchase and delivery orders issued through electronic commerce as a percentage of total simplified acquisition actions. 2. Percent of all synopses (for which widespread notice is required) and associated solicitations posted on FEDBIZOPPS. This measure will be tracked at HQ. 3. Percent of all new competitive acquisition transactions over \$100K conducted through electronic commerce. <p>Performance Based Service Contracts:</p> <p>PBSCs awarded as a percentage of total eligible new service contract awards (applicable to actions over \$100K).</p> <p>Percent of total eligible service contract dollars obligated for PBSCs (applicable to all actions over \$25K). This measure will be tracked at HQ.</p>	<p>33% for FY 2001 50% for FY 2002 60% for FY 2003</p> <p>100% of actions over \$25K.</p> <p>30% for FY 2003 40% for FY 2004</p> <p>66%</p> <p>60%</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

<p>Use of Competition: Data Source: PADS Data Generation: HQ will generate data from PADS. Data Verification: Procurement Directors are responsible for accuracy of data entered into PADS.</p>	<p>Use of Competition:</p> <ol style="list-style-type: none"> 1. Percent of total dollars obligated on competitive actions over \$25,000. 2. Percent of actions competed for actions over \$25,000. 3. Percent of total dollars obligated on orders over \$25K under MACs that were awarded using the fair opportunity process. 4. Percent of actions for orders over \$25K under MACs that were awarded using the fair opportunity process. <p>(The above competition measures will be tracked at Headquarters)</p>	<p>75%</p> <p>90%</p> <p>TBD</p> <p>TBD</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------

INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

<p>Streamlined Processes</p> <p>Procurement Administrative Lead Time: Data Source: PADS, PATS, local tracking systems Data Generation: Data is generated from PADS, PATS, and local tracking systems. Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Procurement Administrative Lead Time (PALT) for Acquisition:</p> <ol style="list-style-type: none"> 1. For new competitive service awards over \$100K (except major site and facility management contracts): Determine the average time from receipt of offer (or solicit. closing date if applicable) to date of award for each new award. Calculate the percent of award actions that fall within the target range (include those actions that outperform the range). 2. For orders for services under the Federal Supply Schedules that require a Statement of Work and a Request for Quotation: Determine the average time from receipt of quotation (or solicit. closing date if applicable) to date of award for each new award. Calculate the percent of award actions that fall within the target range (include those actions that outperform the range). 	<p>110 to 150 days</p> <p>60 to 90 days (tentative target)</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------

INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

<p>Streamlined Processes</p> <p>Procurement Administrative Lead Time (cont'd)</p>	<p>Procurement Administrative Lead Time for Financial Assistance:</p> <p>For new competitive awards:</p> <p>Determine the average time from receipt of application (or solicit. closing date if applicable) to date of award for each new award. Calculate the percent of award actions that fall within the target range (include those actions that outperform the range).</p>	<p>210 to 270 days</p>
-----------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------

INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE	MEASURE	TARGET
<p>Reduction in Overage Instruments: Data Source: PADS Data Generation: Data is generated from PADS. Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Percent reduction in overage acquisition and financial assistance instruments.</p>	<p>10% of each year's beginning total.</p>
<p>On-Time Delivery Data Source: Past Performance Data Base, local deliverable tracking systems Data Generation: Data is tabulated from the listed tracking systems. Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Percentage of contracts where contractual delivery date meets actual delivery/acceptance date. (Note: applies only to procurement actions (not financial assistance) over \$1M).</p>	<p>96%</p>

INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

<p>Supplier Satisfaction Data Source: Vendor Survey Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results. Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p> <p>Socioeconomics Data Source: PADS, SRS, OSDBU, local tracking systems Data Generation: Data is tabulated from the listed tracking systems. Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Extent of supplier (i.e. contractor/vendor) satisfaction with the responsiveness, cooperation, and level of communication with the procurement office.</p> <p>Percent achievement of assigned goals.</p>	<p>95% for FY 2002 We will not measure in FY 2001 and FY 2003</p> <p>100% achievement.</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------

LEARNING AND GROWTH PERSPECTIVE

OBJECTIVE

MEASURE

TARGET

<p>Access to Strategic Information Data Source: Manager's Self-Assessment Survey (Data Collection) Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results. Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>The extent to which reliable procurement management information systems are in place.</p>	<p>Strategic information system that is 100% accurate, timely and efficient.</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------

LEARNING AND GROWTH PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

<p>Employee Satisfaction</p> <p>Data Source: Employee Survey</p> <p>Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results.</p> <p>Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Superior Executive Leadership: Employee's perception of the organization's professionalism, culture, values, and empowerment.</p> <p>Quality Work Environment: Employee's degree of satisfaction with tools available to perform job, with mechanisms in place to ensure effective communications to accomplish job requirements, and with current benefits and job security.</p>	<p>84%</p> <p>85%</p>
<p>Organization Structured for Continuous Improvement</p> <p>Data Source: Manager's Self-Assessment Survey (Mission Goals)</p> <p>Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results.</p> <p>Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Assessment of the level of continuous improvement including existence of an effective quality culture, extent of benchmarking and other improvement initiatives, and strategic planning actions.</p>	<p>81%</p>

LEARNING AND GROWTH PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

<p>Quality Workforce Data Source: Career Development data systems Data Generation: Data is tabulated from the listed data systems. Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Submitted results will be compared with data maintained by the Departmental Career Development Coordinators.</p>	<p>Percent of all acquisition personnel meeting the qualification standards of the Acquisition Career Development (ACD) program.</p> <p>Percent of certified acquisition personnel meeting the ACD Continuous Learning Requirement.</p> <p>Percent of all financial assistance personnel meeting the qualification standards of the Financial Assistance Career Development program.</p>	<p>90% (exception: individuals receiving a written waiver from HQ)</p> <p>90%</p> <p>90%</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------

FINANCIAL PERSPECTIVE

OBJECTIVE	MEASURE	TARGET
<p>Optimum Cost Efficiency of Purchasing Operations</p> <p>Data Source: PADS, local budget tracking systems</p> <p>Data Generation: Cost to Spend Ratio is calculated from data extracted from listed data systems.</p> <p>Data Verification: Procurement Directors are responsible for the accuracy of the calculated ratio, and for retention of source documents and ratio calculation sheets in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Cost to Spend Ratio: Procurement organization's operating costs (labor plus overhead) divided by procurement obligations. (Note: the costs and obligations associated with M&O actions are excepted).</p>	<p>.012</p>