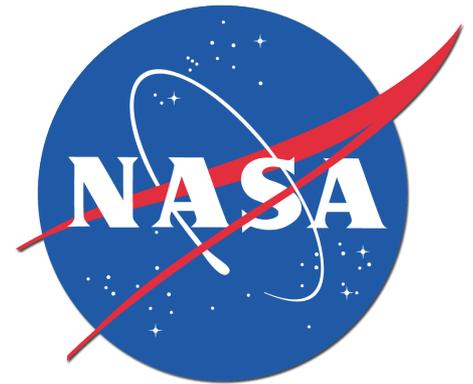


Business Services Assessment (BSA)

Update to the NAC Institutional Committee

November 17, 2015



Procurement Deep Dive

- Based on the results of the Core Team's findings, observations and optimization opportunities the BSSC developed options which were presented to the stakeholders. This package consists of recommendations established by the BSSC utilizing the input of the stakeholders.
- Approach:
 - Based on preliminary assessment, the core team down selected the deep dive areas to include: NASA Procurement, Workforce, Governance and Policy, Procurement Efficiency Initiatives, and Benchmarking and Compliance.
 - Core team developed questionnaire and distributed data call to Centers and Mission Directorates.
 - Core team requested input from 5 different organizations at each center: Procurement, OCFO, OGC/OCC, OHCM plus a single, integrated set of answers from the User/Technical Organizations at each Center.
 - Core team conducted deep dive interviews with Centers and Mission Directorates (MDs).
 - Core team held face to face summit with all Center and MD Subject Matter Experts (SMEs) to confirm health, substantiate ratings, validate, enhance and categorize optimization opportunities.
 - Core team provided observations provided with the following linkages:
 - Health Assessment to Observations to Optimization Opportunities
 - BSA Steering Committee (BSSC) provided:
 - Optimization Opportunities to Options which will result in Recommendations
 - Core team presented findings to the BSSC and Agency Procurement Officer on August 31st.
 - BSSC developed options for addressing issues and optimization opportunities.
 - Options shared with all Agency Stakeholders for comments.
 - BSSC dispositioned comments.
 - BSSC developed recommendations.
 - Final recommendations presented to the MSC on November 12th.
 - The Decision Memo and Decision Summary Paper will be posted next week, week of 11/16 at: <https://nbat.hq.nasa.gov/bsa/decisions>

Operational Summary

- Procurement receives strong, positive customer feedback.
 - NASA procurement ranked as a government leader in customer satisfaction according to a recent OMB survey for federal agencies.
 - While we are dissatisfied with the time it takes to conduct an acquisition, benchmarking shows that other agencies have similar timelines. However, we believe NASA can do better.

- Demand is high across institution and project areas.
 - 90% of NASA funds spent on some type of procurement.
 - Projects supplement the capability; procurement workforce funding:
 - CMO (80%)
 - Projects (20%)

- Workforce varies greatly across Centers.
 - Procurement Civil Service (~700 FTE) fairly flat since 2000.
 - NASA procurement workforce decreased 23% since 1993.
 - NASA procurement workforce is ~4% of total civil service workforce.
 - Other federal agencies: DOD 6%, DOE 4%, GSA 12%.
 - Contractors workforce (~184 WYE (including ~69 at the NSSC)) used very inconsistently across Centers.
 - Ranges from 0% to ~40% of procurement workforce across NASA Centers.

- While Procurement is strong, we have opportunities to improve.
 - We have long lead-times, under-utilized flexibilities, redundant capabilities and vehicles, inconsistent thresholds, and other areas for improvement.

Deep Dive Highlights

- Many of the challenges that led NASA towards a new Agency Operating Model are also evident in the Core Team's findings and observations...
 - Long lead times -- SEBs take an average of 200-600 days from PSM to Award, during which time the SEB members are largely sequestered at a single physical location, with all the attendant challenges (impact to home organization, impact to employee's life, TDY costs, etc). The longer each procurement takes, the harder it is to get the best people on the board, which in turn makes the process slower...
 - Under-utilized flexibilities-- Several centers use streamlined procurement methods such as Performance Price Tradeoff (PPT) and Lowest Price Technically Acceptable (LPTA) that enable significantly shorter lead team. However, 3 Centers have never used these flexibilities due to their interpretation of rules. Centers have not fully utilized the more flexible criteria (complexity vs. \$50M value) to determine whether an SEB is required.
 - Inconsistent thresholds -- Centers vary widely in their thresholds for legal and policy reviews (varies from \$150K-\$5M).
 - Inadequate collaboration -- Procurement is currently set-up to be a business unit for a geographic location where each Center performs all functions at that Center; there is a lack of sharing lessons learned across Centers to help improve on subsequent procurements at other Centers.
 - Redundant vehicles-- There is no effective ability to "shop" the Agency for an existing or planned acquisitions to find opportunities to add a task order on an existing contract or to look for a good opportunity to share the resource burden of a competition and contract administration with a like customer. This contributes to the creation of redundant contracts and vehicles.
 - Leadership commitment -- By nature, a procurement requires the cooperation of the customer, procurement and legal. A strong management commitment (similar to an abbreviated management agreement) which outlines roles and responsibilities, timelines, and commitments of resources would presumably result in all key players working toward the sense of urgency and priorities.
 - Lack of workforce flexibility -- The civil service to contractor ratio for procurement is nearly 7:1. However, there is a significant variation in the use and number of WYEs for Procurement functions across the Agency.

Findings Overview

- NASA acquisition practices are critical for mission success.
 - Roughly 90% of our annual funding is spent on some type of procurement.
 - Nearly every organization depends on procurement for success.
 - We have an evolving mission that requires innovative procurements.

- The current procurement model is effective but very localized.
 - Center procurement offices are set-up to serve the needs at their center; localized model where every Center can do everything.
 - Practices vary greatly but are common when regulated by the NASA Federal Acquisition Regulation (FAR) Supplement.
 - Civil Service workforce has been flat over the past 20 years (~700 FTE).
 - Contactors are used very little in procurement across NASA (~115 WYE).

- Our current model works... but it's not the most efficient way to do business.
 - We have long acquisition times when using SEBs (ranging from 200 days to 600 days).
 - We have a significant number of procurement actions (~40,000 annually).
 - We have inconsistent review thresholds (contract value thresholds start from \$150k to \$5m).
 - We under-utilize flexibilities (3 Centers have never used Performance Price Tradeoff (PPT) and Lowest Price Technically Acceptable (LPTA)).
 - We have redundant contractual instruments.
 - We have a connection between long acquisition times and difficulties in obtaining the best Source Evaluation Board (SEB) support.

Themes of Options

Optimize
Volume

Optimizing Volume options reduce volume of activities, including the number of contracts, tasks, and activities, and the corresponding work being performed with these activities.

Optimize
Time

Optimizing Time options reduce the lead-times in the process, enable consistent policy and guidance to ensure more efficient practices for NASA.

Leadership

Leadership options strengthen knowledge management, ensure effective project management systems, and enable strong leadership and accountability.

Optimizing Volume

Optimizing Volume options reduce volume of activities, including the number of contracts, tasks, and activities, and the corresponding work being performed with these activities.

Optimize Volume

Strategic Sourcing

- Options to evaluate existing contracts and determine if a new contract vehicle is needed or not.

Acquisition Assignments

- Options for strategic assignments of acquisitions consistent with new Agency operating model.

Contract Administration

- Options to streamline management of existing contracts and procurements.

DECISION #1

Optimizing Volume:
Strategic Sourcing

Business Services Decisions:

- **Positive Progress:**
 - There are strategic sourcing options being used across the Agency. In 2014, NASA Strategic Sourcing Initiatives reported cost avoidance to OMB, including the following:
 - Enterprise License Management Team = \$18.5M in cost avoidance
 - NASA SEWP = \$13.3M cost avoidance for online competition, product refreshment, and fees
 - I3P: ACES, EAST, NECs, WEST Prime
- **Challenges:**
 - Lack of awareness from organizations across NASA about existing strategic sourcing options.
 - Reluctance to use other Center vehicles, resulting in growing numbers of separate and, many times, redundant procurement instruments across Centers.
 - Lack of existing forums and a common repository to communicate and track the progress of the strategic sourcing options available for use.
 - Lack of representation from high level managers from the requiring organizations and funding orgs (e.g. HEO, facilities, OCE, OCFO, OSBP, etc...) limits consideration of sourcing options that can enable more efficiency, improve performance, and save resources.
- **Objectives:**
 - Optimize use of existing contract vehicles across Centers and reduce the number of new acquisitions to improve prioritization of limited resources.

BSA Decision #1: Procurement

The MSC accepted Option 3, which includes Option 2

Option 2

Raise awareness of existing and planned contracts that provide supplies and services from contracts already competed and competitively priced.

- Establish an easily accessible and searchable repository of existing contracts.
- Establish procedures to ensure that all new contracts are included in the repository.
- Center Procurement Offices review list of existing contracts for applicability prior to initiating a new procurement action.
- If contracts are found to be applicable, Center Procurement Offices will need to determine if adding new scope is feasible.
- Center Procurement Offices review integrated Agency master buy plan prior to initiating a new procurement action.
- Periodic reporting of strategic sourcing metrics through BPR.

Option 3

In addition to Option 2: The Assistant Administrator for Procurement will identify Strategic Sourcing Activities through existing Agency Acquisition Strategy processes, appropriately considering small business impacts. Establish policy that Centers must use strategic sourcing contracts identified. If one of these does not meet a need/requirement than a waiver must be obtained from the Assistant Administrator for Procurement.

- Justifications require approval of the Assistant Administrator for Procurement and the Agency Requirements/Functional Owner (threshold to be defined in the implementation plan).
- Disapproval appeals will be dispositioned by the Associate Administrator.

Risks and comments to be mitigated as part of the implementation plan.

DECISION #2

Optimizing Volume:
Acquisition Assignments

Business Services Decisions:

- Positive Progress:
 - The Agency has made some progress on strategic assignment of acquisitions across Centers, including some information technology purchases.
- Challenges:
 - Inefficient operations across NASA due to the current decentralized nature of procurement where every Center Procurement Office can (and does) make every type of procurement.
 - Redundant and duplicative contracts and other instruments that exists across multiple Centers for similar purposes.
 - Duplicate capabilities across multiple Centers leading to increased number of administrative actions, increased number of personnel, and higher costs.
 - Limited capacity at Centers to support contributing to over-constrained capabilities.
- Objectives:
 - Enable more strategic assignment of acquisitions, consistent with the new Agency Operating Model, to reduce unnecessary duplication across Centers, reduce costs, and enable more strategic use of critical resources.

BSA Decision #2: Procurement The MSC accepted Option 3.

Agency Office of Procurement initiate a multi-year phased approach to strategically assign specific Centers responsibilities to conduct the acquisition process on behalf of the Agency in specialized areas (Assignment).

- I. Agency Office of Procurement assign specific Centers responsibilities to serve as the Agency provider for specialized procurement areas using a phased approach (same potential areas identified in option 2).
- II. Use information from Capability Leaders and Center Procurement Offices to identify areas of expertise. Clearly identify the capabilities that exists within center-managed contracts.
- III. Assign Center with the most appropriate alignment or experience as the Agency procurement office for that area. Other centers would leverage support or have task under that vehicle (Includes Virtualization).
- IV. Agency Office of Procurement to develop the means to publish the availability of Center sourcing options to all Centers.
- IV. Develop an implementation plan to address all of the areas above with a phased approach to achieve the following objectives:
 - I. By the end of fiscal year 2016, initiate plans for at least 3 contract areas to centralize at specific Centers
 - II. By the end of fiscal year 2018, complete strategic assignments for all relevant instruments as identified in the implementation plan

Risks and comments to be mitigated as part of the implementation plan; small business, innovation and bench strength.

DECISION #3

Optimizing Volume:
Contract Administration

Business Services Decisions:

- Positive Progress:
 - Incremental Funding actions have been reduced by ~20% since FY 2013.
- Challenges:
 - Reluctance to use other Centers' (or other customers within the same Center) resources.
 - Large numbers of task orders on contracts, similar to the number of WBS, found to drive a lot of work and increase costs.
 - Low level management where organizations continue to desire their own tasks to control funds and sustain control of activities.
 - Inconsistent systems where most centers developed their own unique task order monitoring system to further manage individual task orders.
 - High number of incremental funding actions (most occurring monthly) across the Agency.
 - Low level monitoring where some resource analysts track activities to 1/10 WYE, resulting in higher number of task orders/subtasks on Indefinite Delivery/Indefinite Quantity (IDIQ) contracts. (managing WYEs like FTE).
- Objectives:
 - Reduce volume of task orders and funding actions to save resources and time.

BSA Decision #3: Procurement

The MSC accepted Option 5, which includes all of Options 2, 3 and 4 reducing the level of detail at which contracts are managed.

Reduce the number of task orders

- Agency Office of Procurement work with Centers and establish best practices, guidance, and criteria for determining when a new task order is warranted (new work product versus managing funds).

In coordination with the Agency Chief Financial Officer (CFO), establish Agency policy for incremental funding

- The Agency Office of Procurement, consistent with existing funds distribution policy of providing 90% of funds once the budget is passed, should establish a policy requiring fully fund contract task for the year upon receipt of funds after the budget is passed.
- Any waivers to the full funding policy would require approval from the Center Procurement Officer, with concurrence by the Center CFO.
- Help enable more focus on contractor performance as measured through cost instead of obligations.

Reduce incremental funding actions by raising the level of obligations in the Agency

- The Agency Office of Procurement work with the Agency OCFO to raise the level of obligations for elements of cost including procurement, labor and travel to:
 - Reduce instances of cost in excess of obligations at the detailed WBS/task level.
 - Reduce instances of invoice rejections resulting from cost not appearing on the correct detailed WBS/task.
 - Reduce number of incremental funding modifications required to fund discrete tasks or realign funding to address obligation or payment issues.
 - Reduce the number of task orders

Risks and comments to be mitigated as part of the implementation plan, including required resources.

Optimizing Time

Optimizing Time options reduce the lead-times in the process, enable consistent policy and guidance to ensure more efficient practices for NASA.

Optimize
Time

Evaluation Process

- Options to strengthen leadership and expertise associated with SEBs.

Policy and Guidance

- Options to make streamlined procurements a default approach with strong justification for full up SEBs with standard metrics.

DECISION #4

Optimizing Time:
Evaluation Process

Business Services Decisions:

- Positive Progress:
 - Some Centers have a SEB office to manage all aspects of SEBs including standing up boards and appointing members, securing workspace and appropriate resources, guidance and direction, scheduling help for management reviews, etc.

- Challenges:
 - Inconsistent threshold for legal and policy reviews (lower end ranges from \$150K - \$5M).
 - Inconsistent gathering and sharing SEB lessons learned to the technical community.
 - Required SEB Chairs often lack critical skills: leadership skills; conflict resolution; schedule management; decisiveness; communication skills.
 - Reluctance from technical organizations to provide the highest performers for SEBs
 - Inadequate supply of cost and pricing analysts.
 - Lack of resources and sequestering SEBs limits sharing of resources.
 - Lack of consistent methods for technical evaluations across Centers.
 - High amounts of data requested by technical organizations during Source Evaluation process increases costs and lead-times.
 - Centers observed benefits from having Procurement Development Team (PDT) members carry-over to SEB.

- Objectives:
 - Reduce time to conduct SEB process, attain the best qualified professionals, and improve effectiveness of the process.

BSA Decision #4: Procurement

The MSC accepted Options 2 and 4, including an evaluation of the feasibility of implementing Option 3 (Establish professional SEB chairs as a full-time position similar to project managers) at the 1-year look-back.

Option 2

Create a community of practice to develop, leverage and share lessons on best SEB practices.

- Establish and maintain new acquisition community of practice to provide expert guidance for SEB activities.
- Develop and adopt an SEB Chair guide that can be used by SEB Chairs to manage overall process.
- Develop and maintains standard templates, timelines, and advice for all SEB's (as part of knowledge management).
- Provide expert support and guidance to SEB Chairs and members as needed to help avoid challenges.
- Sustain a running list of individuals who can support SEB efforts across the Agency.
- Enable virtual support and guidance.
- Establish annual meetings of SEB Community of Practice focused on sharing of lessons learned and best practices.
- Identify incentives for serving on SEBs.

Option 4

Consolidate government pricing and cost price analysis.

- Centralize team of cost and pricing professionals to support acquisition efforts across Centers.
- Attain feedback from centers on "where to centralize"; under a Center, under NSSC, or under Agency Procurement.
- Centralized team would handle cost/price analysis duties for large, complex procurements and provide advice on other procurements. Contracting personnel would be trained to handle cost/price analysis duties for smaller, less complex procurements.

Note: this does not include parametric cost estimating.

Risks and comments to be mitigated as part of the implementation plan.

DECISION #5

Optimizing Time:
Policy and Guidance

Business Services Decisions:

- Positive Progress:
 - Some Centers and NMO have regularly used alternate source selection methods (PPT and LPTA) to reduce lead-times associated with new procurements.
- Challenges:
 - Under-utilized flexibilities where 5 Centers (including JPL/NASA Management Office) have used alternate contracting approaches (e.g. PPT or LPTA) routinely; 3 Centers have used these methods occasionally; and 3 Centers have never utilize these methods due to interpretations on competitive approach.
 - Long lead-times for establishing new contracts ranges from 200 to 600 days from PSM to Award (for awards greater than \$10M).
 - Long lead-times for requirements definition phase: from a few months to 2 years.
 - No correlation found between Centers with formal processes/policy & PDT length of time.
 - Inconsistent threshold for legal and policy reviews (lower end ranges from \$150K - \$5M).
 - Inconsistent guidance from variable stakeholders (Agency Office of Procurement and Office of Chief Counsel – Sufficiency vs Opinion) resulting in frequent changes to strategy.
 - Frequent Center level procurement redirection post PSM and DRFP.
 - High volume of Source Evaluation content increases cost and time (e.g. too much data requested).
 - Heightened concerns over potential for protests of award leads to addition of more procedural steps and longer lead times disproportionate to value added.
 - Inconsistent use of concurrent reviews, which are a major element of long lead-times.
 - Inconsistent methods of creating technical evaluations are used throughout the agency.
- Objectives:
 - Enable more streamlined procurements as a more standard and acceptable approach for certain types of procurements with full up SEBs serving as a progression measure, and ensure more standard policies and metrics.

BSA Decision #5: Procurement

The MSC accepted Option 3, which includes Option 2.

Option 2

Agency Office of Procurement develop and communicate Policy and Guidance to enable more standard and rapid selection and evaluation.

- Develop guidance on when to use alternative source selections, such as PPT and LPTA.
- Working with the Office of General Counsel (OGC), develop appropriate thresholds for legal and management reviews, weighted towards the high end of the range.
- Develop guidance on use of closeout contract that is already in place to assist all centers with contract closeout.
- Work with Centers to develop and maintain a searchable repository of sample clauses and templates to facilitate knowledge sharing and lessons learned.
- Enable a policy supporting concurrent reviews by all stakeholders, including legal, as the normal process to reduce lead-time associated with the procurement.
- Provide specific guidance for SEB evaluation criteria to limit the amount of proposal data requested to those that are most likely to produce the strongest discriminators—every item requested costs time and money for all parties.
- For each procurement, the relevant officials in charge should sign a commitment of resources and personnel to ensure co-sponsored leadership.

Option 3

Option 2 and Establish a goal and methodology to complete PSM to award in less than a year for contracts >\$10M and less than 6 months for contracts <\$10M.

- Centers should report on ongoing procurement metrics (total number, numbers of streamlined vs full up, percentage on track for completion within the targeted time frame (1 year for >\$10M, etc) and a yearly summary.
- Risks and comments to be mitigated as part of the implementation plan.

Optimizing Leadership

Leadership options strengthen knowledge management, ensure effective project management systems, and enable strong leadership and accountability.

Leadership

Knowledge Management

- Options to enable comprehensive training and effective knowledge capture and sharing.

Project Management

- Options to integrate project management principles into acquisition practices to include effective measures, schedules, and milestones.

Leadership

- Options to further strengthen leadership and accountability activities associated with acquisition practices.

DECISION #6

Optimizing Leadership:
Knowledge Management

Business Services Decisions:

- Positive Progress:
 - There are multiple systems and tools in use across Centers beyond the Agency tools to support Center SEB functions and maintain a repository of sample documents.

- Challenges:
 - The existing Agency-wide repository (Virtual Procurement Office) is not viewed as a viable resource to consolidate and share lessons learned or provide samples and/or examples or successful acquisition documentation resulting in each acquisition effort starting from scratch.
 - No obvious “best-in-class” or standard electronic tools.
 - Inconsistent training used for (both in-house and vendor) used for SEBs.
 - Inconsistent gathering and sharing of SEB lessons learned.
 - Manual processes used to track Continuous Learning Points/federal acquisition certification contracting courses (CLPs/CONs) is inefficient.
 - High workload and travel funding restrictions found to limit training opportunities.
 - The majority of respondents indicated they believed it would be of value to have an Agency managed repository for templates and samples of existing successful procurement documentation. There was an expressed preference for samples over templates, to the extent that the ROI for maintaining templates would likely not be practicable.

- Objectives:
 - Enable comprehensive training, effective knowledge capture, and information sharing across the entire acquisition community for NASA.

BSA Decision #6: Procurement

The MSC accepted Option 3, which includes Option 2.

Option 2

Agency training

- Develop an Agency approach to procurement training for the technical community (including SEB members), utilizing alternative methods of delivery (face to face, virtual, etc.).

Option 3

Option 2 plus virtualize numerous other capabilities that are essential to the procurement process

- Leverage automation to enable virtual participation and paperless document management to support acquisition activities including:
 - Training of SEB Chairs and Members.
 - Repository for lessons learned, Samples/Templates for SOW, RFP sections (L&M), Tech Evaluations, Contract Data Requirements Lists (CDRLs), timelines, handbooks and guidance for all SEB's.
 - Variety of methods of training including videocasts, Modules & SEB Chair Guide.
 - Document reviews (legal, policy, SOWs, etc.).
 - Cost and Price Analysis.
 - Proposals submitted exclusively via electronic mode.
 - SEB Team Operations and Products.
 - Paperless Contracting and Contract Files.

Risks and comments to be mitigated as part of the implementation plan.

DECISION #7

Optimizing Leadership:
Project Management

Business Services Decisions:

- Positive Progress:
 - Some Centers have set up SEB offices to help integrate Project Management Discipline into Procurement processes.

- Challenges:
 - Inconsistent methods of conducting technical evaluations are used throughout the agency.
 - Inconsistent systems and metrics for tracking procurement lead-times; Centers are capturing lead-time data, but the information is difficult to extract and report from the current electronic systems and not readily available.
 - Inaccurate lead-time measures (4 out of 10 buying offices use some type of tracking) for Requirements Definition and Pre-PSM Planning across the Agency. Most Centers experience delays during this phase.
 - Lead times starting with Purchase Request (PR) submission does not accurately reflect the actual procurement time.
 - Lack of consistent milestones and reporting.
 - Significant differences in how Centers conduct the SEB/PDT process through the required gates/milestones: some Centers have guidelines & individuals designated to fill this role which is beneficial, other Centers do not have such structure.

- Objectives:
 - Integrate project management principles into acquisition practices, including effective metrics, schedule, and milestones to enhance practices.

BSA Decision #7: Procurement

The MSC accepted Option 2.

Apply project management principles to the acquisition process and establish a consistent methodology to enable a more efficient measurement practice for tracking procurements and Contractor Performance with the goal of significantly reducing lead-times and selecting the best Contractor for all procurements

- Requirements definition (e.g. the requirements an SEB must meet, not the requirements in the contract SOW).
- Establishment of clear, resource-loaded schedules showing all the key steps and milestones in the path to selection as well as commitments from key players: Procurement (Center and Agency), Legal, Technical Customer, OCFO.
- Clearly define roles and responsibilities, as well as the time commitment of the SEB Chair, board members, and non-voting advisors. SEB chair is viewed as the Project Manager.
- Establish a consistent methodology to measure Contractor Performance Assessment Reporting System (CPARs) reporting, workload, and acquisitions, including interim milestones and targets for completion.
- Routinely track progress against milestones, holding managers accountable. Progress reported at a Baseline Performance Review (BPR) or Center Director/Mission Director (CDMD) like forum.
- Establish contingency plans as necessary.
- Performance Plans modified to reflect commitment to acquisition process.

Risks and comments to be mitigated as part of the implementation plan.

DECISION #8

Optimizing Leadership:
Leadership

Business Services Decisions:

- Positive Progress:
 - Some Centers have an Standard Operating Procedure (SOP) to stand-up boards and appoint members.

- Challenges:
 - Common challenges reported from Centers:
 - Process not starting in timely manner.
 - Requirements development process lacks experience & skills.
 - Predicting future requirements very challenging in a highly variable and resource constrained environment.
 - Centers limited to using particular contract types.
 - Lack of dedicated and skilled technical professionals & challenge to attain management and stakeholder buy-in for schedule constraints.
 - SME Feedback indicated that the current Agency model where Centers compete for work creates unnecessary work and dilutes requirement prediction, leading to longer lead-times and higher costs.
 - Technical organizations reluctant to let go of high performers.
 - Lack of consistent support for SEBs; some Centers have an SEB support office to assist in processes and appointment of members.

- Objectives:
 - Foster the proper leadership commitment and accountability across all communities on the critical path to ensure acquisition success.

BSA Decision #8: Procurement

The MSC accepted Option 2.

Consistent with the new Agency operating model, Senior Agency and Center leadership implement effective leadership and support activities to enable a model of inter-dependence where Center Procurement Offices rely upon other Center Procurement Offices for success.

- Establish Enterprise “view” of Procurement with the Agency Procurement Officer as the sponsor; Agency Office of Procurement provide effective guidance and attain regular feedback across the Community on performance.
- Functional responsibilities will be adjusted to enable an Enterprise capability where a Center Procurement Office may lead certain activities for other Centers, and may rely upon other Center Procurement Offices to support them on other activities.
- Agency and Center leadership will be accountable for documenting and balancing requirements across customers, as needed, and attaining proper customer and stakeholder feedback.
- Performance plans will be modified to reflect cross-center responsibilities and include customer feedback from other Centers as a major factor of success.

Risks and comments to be mitigated as part of the implementation plan.

Current Status of BSA Deep Dives

- Pilot Deep Dive
 - IT
 - Completed May 15
 - OCIO working on implementation plan for approval by the MSC (date tbd)
- 2015 Deep Dives
 - Procurement
 - Decision Package went to MSC November 12
 - Human Capital
 - Core Team presented health assessment, observations and optimization opportunities to BSSC October 26
 - BSSC forming options and Pre-MSC Package to send to stakeholders November 16
 - Kick-off with stakeholders scheduled for November 17
 - Budget Management
 - Core team meeting assessed initial data call input and is forming questions for interviews
 - Follow-up interviews to be held in November
 - Facilities
 - Kick-off face to face held at HQ last week
 - Refined scope and schedule
- 2016 Deep Dives
 - BSSC Developing candidates to review with Deputy Associate Administrator