GSA

Office of the Chief Financial Officer

OFFICE OF FINANCE

What gets measured……

GETS DONE!

GSA Statistics

Revenues $16.9 B

Accounts Payable $17.0B

Accounts Receivable $17.4B

36 Million Financial Transactions Annually

Track $31B of GSA Capitalized Assets

Some Measurements

External to Operational Offices

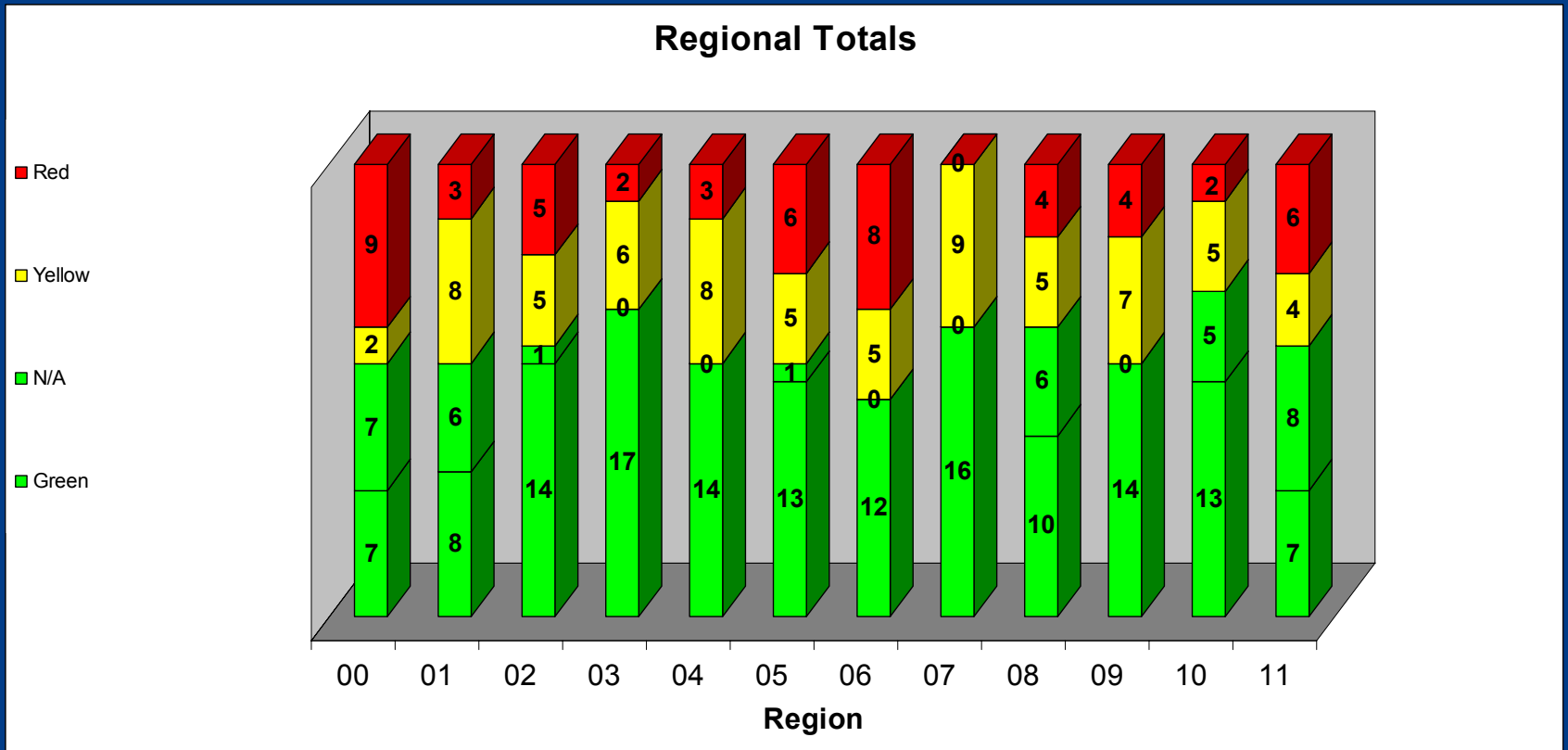Performance Management Tool (PMT)

Quarterly Performance Reviews (QPR)

Management Scorecard

Executive Scorecard Criteria

- A/P = % of dollars over 30 days old;
- A/R = % of dollars over 180 days old
- UFCOs:
  - FAS = % dollars older than 2007;
  - PBS A&B RWAs = % of dollars > than three years;
  - PBS N RWAs = % of dollars > than two years; and
  - Other PBS RWAs = % of dollars > one year.
- Credit Card Logging = % of transactions during the month that are NOT logged within ten days.

Management Scorecard

Management Scorecard

Region	Accounts Payable		
	FAS		PBS
	FTS	FSS	
	299x	255 & 455	192x
00	2.52%	13.64%	0.00%
01	0.00%	N/A	2.13%
02	0.00%	22.22%	2.00%
03	0.00%	50.00%	1.12%
04	2.55%	0.00%	0.00%
05	0.00%	33.33%	0.00%
06	10.53%	N/A	0.00%
07	0.00%	10.00%	0.00%
08	2.22%	N/A	0.00%
09	0.52%	0.00%	0.59%
10	1.27%	N/A	0.00%
11	16.36%	N/A	1.60%
As of:	Report Prepared 4/2/07		
	By Count		
	% of Invoices over 30 days old		
Green	$\leq$ 2 %		
Yellow	2 % - 3 %		
Red	$\geq$ 3 %		

Management Scorecard

Region	Accounts Receivable			
	FAS			**PBS**
	FTS	Fleet	Supply	RWA
	299x	455x	255x	192x
00	3.77%	N/A	N/A	0.00%
01	4.29%	3.51%	9.39%	0.00%
02	3.03%	7.07%	6.54%	6.59%
03	3.26%	3.55%	25.79%	0.00%
04	4.44%	0.01%	2.09%	1.91%
05	0.01%	8.35%	39.39%	5.93%
06	0.00%	4.71%	6.46%	1.76%
07	0.13%	5.64%	26.96%	0.11%
08	0.07%	2.64%	2.22%	6.37%
09	4.31%	2.00%	33.16%	0.69%
10	0.27%	1.87%	20.27%	37.79%
11	17.70%	N/A	N/A	4.43%
As of:	Report Prepared 4/2/07			
	By Amount			
	% A/R over 180 days old			
Green	$\leq 5\%$			
Yellow	5 % - 10 %			
Red	$\geq 10\%$			

Management Scorecard

Region	Obligations					
	FAS				PBS	GM&A
	FTS	FTS	Fleet	Supply		
	299x	299x	455x	255x	192x	262x
00	N/A	2.93%	1.01%	5.44%	10.85%	8.46%
01	14.63%	8.06%	N/A	N/A	1.73%	0.00%
02	27.37%	8.29%	0.00%	8.20%	3.42%	18.65%
03	0.36%	2.17%	21.55%	4.23%	1.45%	3.51%
04	2.58%	0.54%	11.58%	0.19%	6.39%	11.84%
05	1.34%	0.92%	0.00%	0.00%	3.81%	48.00%
06	15.48%	10.18%	0.00%	0.00%	1.62%	0.90%
07	2.00%	0.28%	6.67%	0.00%	1.38%	0.00%
08	0.04%	11.08%	N/A	N/A	5.75%	33.60%
09	5.40%	3.06%	6.55%	1.52%	4.98%	17.60%
10	2.12%	7.79%	0.00%	2.99%	2.23%	0.00%
11	11.98%	3.61%	N/A	N/A	6.12%	0.63%

As of:	03/31/07
	By Amount
	Obligations 6 Months past PoP-end Date / % Obligation Older than 240 Days
Green	$\leq$ 1%
Yellow	1% - 5%
Red	$\geq$ 5%

Executive Scorecard Criteria

GOOD THINGS

    Senior Management's Radar

    Clean up old data and stay current

BAD THINGS

    Clear RED score – no matter what

    Obs – Invoices – delinquencies

Internal Measurements

Organizational Measures – not individual

- A/P
- A/R
- Reconciliations
- Exception based

TEST!!

5000

Office of Finance - Heartland

5000

1,000
40
1,000
30
1,000
20
1,000
10

4,100
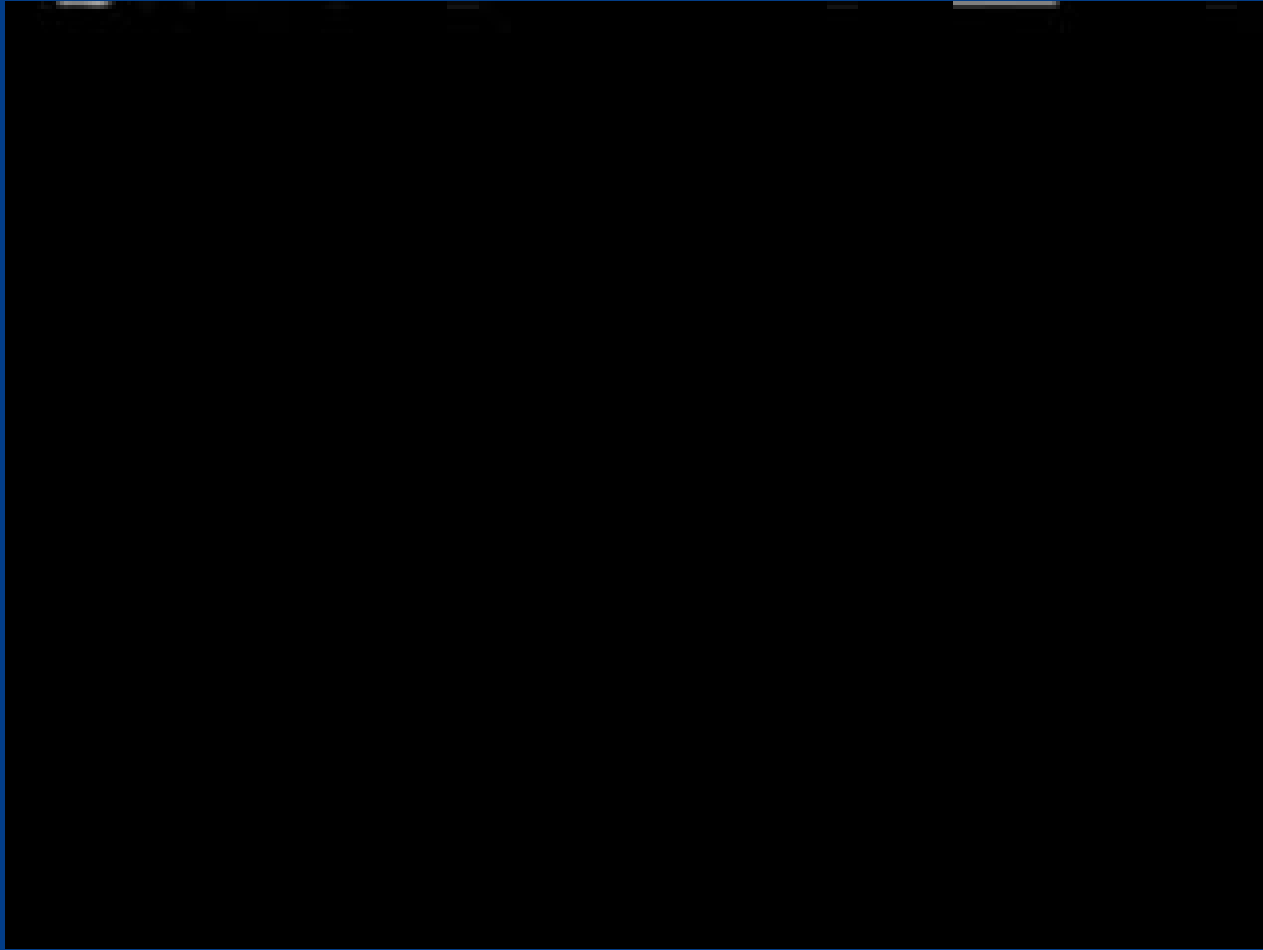
How hard can it be?

GSA

2000 - Basic ABC - Retroactive

2002 - New System

2004 - A76? Various Contractor Studies

      - Employee Appraisals

2005 – ABC - Proactive

2006 – More Internal Studies

How hard can it be?

Communications with staff

2008 Annual CFO Survey

"The easiest way to get people to work for you is to show them that the work they do is relevant."

The cost/transaction is the DATA…..

BUT

The INFORMATION is in the STORY

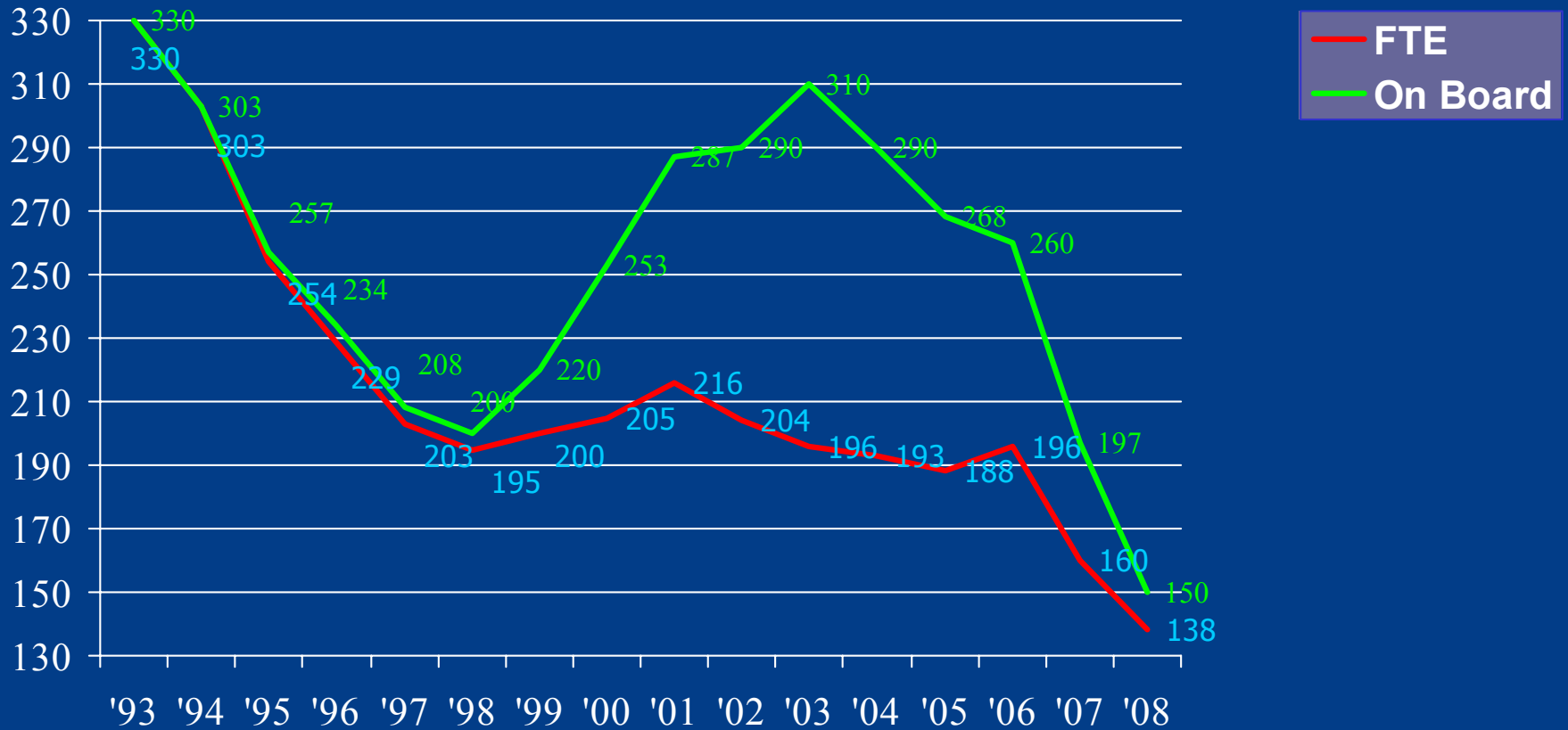# Seek first to understand

We spend a lot of time curing…..
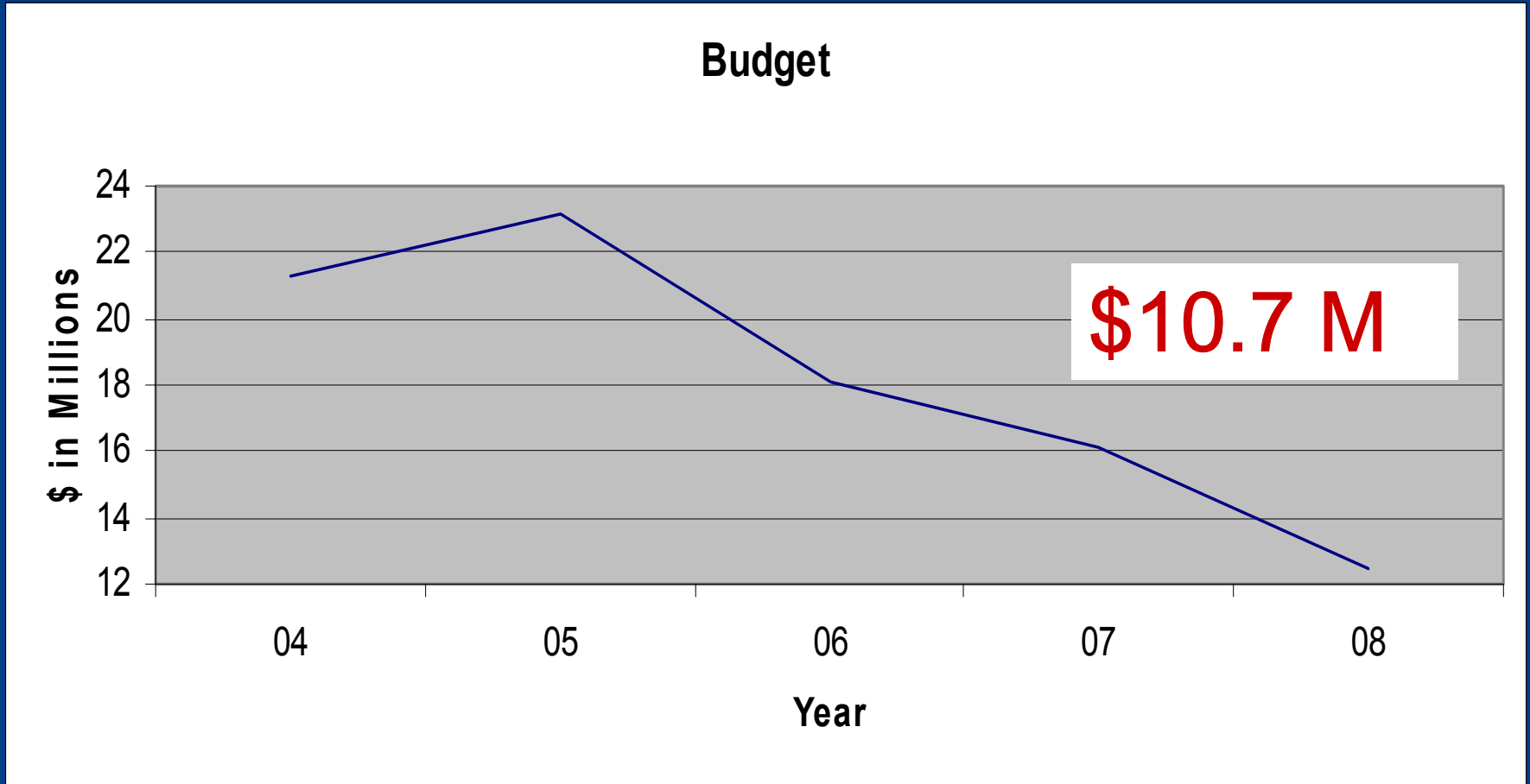

SYMPTOMS

Seek first to understand

But now are starting to focus on curing…...

The DISEASE

RESULTS…Budget SAVINGS

Budget

$10.7 M

What's Next??

- Continued Benchmarking
- SIMILAR Transactional Processing
- DATA to tell the story
- A Journey that will never end

QUESTIONS
?????????