



# United States Department of the Interior

FISH AND WILDLIFE SERVICE  
Washington, D.C. 20240

IN REPLY REFER TO:

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## Memorandum

To: All Fish and Wildlife Service Employees

From: *For* Director *Marshall D. Jones Jr.*

Subject: Competitive Sourcing

In previous memoranda from the Secretary and Assistant Secretary for Policy, Management, and Budget, you were informed of a competitive sourcing initiative that is part of the President's Management Agenda. Competitive sourcing is the process by which some commercial-type activities that are currently performed by governmental agencies are evaluated, reengineered for efficiency, and, where appropriate, offered to the private sector for bidding on a competitive basis. The goal of competitive sourcing is to ensure that our customers, stakeholders, and citizens are provided services at the best possible value. This distinguishes it from past Government reforms that have focused specifically on downsizing or outsourcing, without regard for the overall effects of those choices on performance. The Secretary and I are committed to making this effort different.

In support of this initiative, we developed a competitive sourcing plan that identifies the functions and activities to be studied during FY 2002 and 2003. The Department recently approved that plan. There are two types of competitive sourcing methods identified in the Service plan. The method used for FY 2002 will involve the direct conversion of work to private contractor. For FY 2002, most of the commercial functions in support of the Realty Acquisitions Management Program have been selected, and the Chief, National Wildlife Refuge System and the Regional Directors are currently studying their organizations to determine which specific positions will be affected. If your position in the Realty office is affected, the Service is committed to finding a placement for you within the Service and for identifying any Departmentwide assistance that may be available (e.g. Voluntary Early Retirement) and of interest to you.

The method used for FY 2003 will involve a cost comparison study of the permanent positions in the GS-326 Office Clerical/Assistant series throughout the Service. This study will begin in late summer and should take about a year. The results of this study will determine the most cost effective way to provide the services of this function.

The Department has developed comprehensive guidance on competitive sourcing. Competitive Sourcing FAQ's (<http://pdm.fws.gov/competitiveQA2.html>) and the Frequently Asked Questions about the Department of the Interior's Competitive Sourcing Program (<http://pdm.fws.gov/competitiveQA.html>) were designed to address most issues concerning the

competitive sourcing process and what lies ahead. Your supervisor and servicing personnel office can also provide you with more information. I encourage you to visit the Department's Competitive Sourcing website at <http://www.doi.gov/pam/competitivesourcing/> for the latest information and news on competitive sourcing.

In addition to the efforts outlined above, the Service will continue to study and review different and innovative ways to perform our functions. An example is the comprehensive management study of the National Fish Hatchery System that is currently in progress.

Let me conclude by saying how much I appreciate your dedication and hard work in support of the Fish and Wildlife Service. I have every confidence that many of the functions studied during this competitive sourcing process will continue to be performed in-house as the best way to provide value to our citizens, customers, and stakeholders.