



4th of July

Commerce Acquisition Solutions Acquisition/Procurement News Independence Day Edition

4th of July



Vol. 1 No.3

6/26/04

Quotable: *Norman Vincent Peale*

"Change your thoughts and you change your world"

WHAT'S INSIDE?

- The Director's Corner* [1](#)
- Purchase Card Corner* [1](#)
- CSTARS Corner* [2](#)
- Unused - Unclaimed Airline Tickets Present*
- Opportunities for Feds* [2](#)
- Small Business Corner* [3](#)
- Name Change Signals Addition of Grants* [3](#)
- Performance-Based Services Contracting may*
- now Qualify as Commercial Item* [3](#)
- Government Reform initiative focuses on Resulted*
- Oriented Program Management* [4](#)
- Building a Case for Change at the 2004*
- Acquisition Conference* [4](#)
- Overcoming Resistance to Change* [5](#)
- Cell Phone Law in DC*
- Takes Effect July 1, 2004* [7](#)
- Just for Fun* [8](#)
- Reconciliation Tip Sheet* [9](#)

The Director's Corner

Sharon Leigh

As we prepare to move into the last quarter of the fiscal year, the Commerce Acquisition Solutions (CAS) team is prepared to partner with it's customers to fulfill your year end and FY 2005 requirements. To assure our mutual success, we are requesting by June 28, 2004, that each directorate appoint an "acquisition liaison" to work with our office. Our office will provide the liaison with acquisition guidance regarding the year end process, work with the liaison to develop formal FY 2005 acquisition plans, and coordinate with the liaison on other acquisition related activities as needed or requested by your office.

With the exception of procurements targeted for year end acquisition by the Chief Financial Officer or Assistant Inspector General for Administration (as appropriate), we ask your office to work diligently to comply with the submission dates listed in the chart below. Requests submitted after these dates will be awarded on a best effort basis. If our office is unable to accommodate the request, we will notify you immediately.

Type of Action	Total Dollar Value	Receipt Required
Simplified Acquisitions (inclusive of options)	\$25,000 and lower	August 20
	\$25,000 to \$100,000	August 6
Interagency Agreements (inclusive of options)	\$0 to \$5,000,000	July 16
	\$5,000,000 and higher	July 2
New Contracts (inclusive of options)	\$100,000 and higher	June 28
Modifications for exercising options, changes, new work, or other optional requirements under existing contracts	Any Amount	July 9

Purchase Card Corner



Frank Krempa
Agency Program
Coordinator

Warning: Government Purchase Card Scam Alert

Reprinted from June 04 SmartPay Newsletter

There is a new Visa scam in circulation. The person calling announces they are with the Security & Fraud Department at Visa, they state their identifying badge number and proceed to tell the cardholder they have been flagged for an unusual purchase pattern and that they have seen a charge authorized on their account from Anti-Telemarketing Device for \$497.99. Here is the important part on how the scam works. The caller then says he needs to verify you are in possession of your credit card. He will ask you to turn your card over and look for some numbers. He asks you to verify the 3-digit security code on the back of the card. After the cardholder verifies the number, he will say that is correct. They are very convincing that they will be sure the charge is credited back to the account. The Commerce Bankcard Center (CBC) notified Visa and Mastercard of this scam as reported from one of the cardholders. In response, Visa asked that we post messages on internal web sites and use newsletters as an avenue to get important information to the cardholders on how to respond to identity theft issues in addition to filing a police report.

The following web site from the Federal Trade Commission titled "ID Theft—When Bad Things Happen to Your Good Name" includes valuable information relating to identify theft including the resolution of

Customer Outreach and Program (COAP) Acquisition/Procurement News

Department Of Commerce
14th & Constitution N.W. Rm 6521
Washington, DC 20590

The overriding purpose of this document is to improve communications within and throughout the Office of the Secretary (OSEC).

Our **goal** is to share information that is both timely and relevant to everyone involved with the OSEC acquisition team.

Our **hope** is that you will read and enjoy the product of our efforts.

Our **dream** is that you will provide feedback so that this newsletter continuously improves.

credit problems with the credit bureaus as well as an ID Theft Affidavit:
<http://www.ftc.gov/bcp/conline/pubs/credit/idtheft.htm>

This information will give you ways to minimize opportunities for thieves to obtain card related information with which they could defraud the Government —or yourselves personally. The recent increase in the number of incidents where cardholders think they are receiving e-mail requests from Banks, Card Associations or Government Organizations, asking them to verify personal information, point to the need to keep them vigilant in protecting card information.

CPCS Reconciliation Schedule

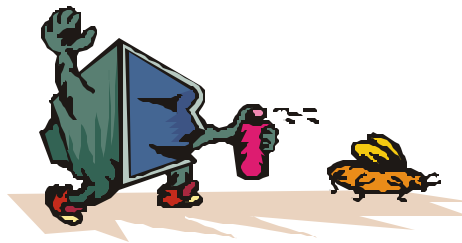
Listed below are the reconciliation dates for the remainder of this fiscal year. If you are experiencing difficulties with CPCS or you expect problems with your reconciliation process, please contact the CAMS Help Desk at CAMSHelp@nist.gov or (301) 975-5375.

Statement Date	Date to View Your Statement in CPCS	Sweep Date
7/3/04	7/8/04	7/27/04
8/3/04	9/8/04	8/26/04

Personal Convenience Items Not Allowed

Certain items classified as “personal convenience items” such as coffee pots, refrigerators, and microwave ovens are prohibited items and are not allowed to be purchased on a government purchase card. See the Commerce Acquisition Manual (CAM) part 13, section 301 for more detail and additional guidance.

Don't Let Computer BUGS keep you From Getting the Forms you Need



Some cardholders have found that when they go to the CASC.NOAA website at www.casc.noaa.gov/bankcard/bankcard.html to download purchase card maintenance/setup forms, a “Debug” message appears on your screen and immediately stops all progress..

Here's the solution!

While at this site, go to the toolbar and select “Tools”. Click “Internet Options,” then click the “Advanced” tab. You will get a menu of features that are checked and not checked. Select “Disable script debugging” and uncheck “display a notice about every script error”. Click OK at the bottom of the page and then continue.

Sign Your Blank Signature on Purchase Card

Reprint from June 04 SmartPay Newsletter

Purchase card holders are required to sign the panel on the back of the card. If the card is unsigned merchants must:

- Review positive identification bearing the Cardholder's signature (such as an unexpired passport or driver's license) to validate the Cardholder's identity.
- Indicate the positive identification, including any serial number and expiration date, on the Transaction Receipt.
- Require the Cardholder to sign the signature panel of the Card prior to completing.

CSTARS Corner



CAS Receives Updated CSTARS Training

Lisa Kleback, Systems trainer from CACI provided Contract Specialists and Contracting Officers from Commerce Acquisition Solutions (CAS) training on the Commerce Standard Automated Reporting System, known as **CSTARS**. The purchasing and reporting system has undergone several revisions and updates since its implementation at the Department of Commerce, and acquisition managers felt it would be a good time to provide training for employees new to DOC, and to provide some refresher training for those experienced with the system. CSTARS is a version of CACI's Comprizon.buy automated purchasing and reporting system that is used by many Federal agencies. Two five-day sessions were conducted. Training also includes on-site production support.

For CSTARS assistance call Lorenzo at 482-7402.

Unused - Unclaimed Airline Tickets Present Opportunities for Feds

Dan Alexander

In a June 14, 2003 article in Fed Times, Stephen Losey and Rick Maze point out that lax oversight of airline ticket purchases have resulted in millions of dollars lost on tickets purchased but never used. A GAO study of the Defense Department's travel card program showed that between \$100 million and \$250 million of airline tickets have gone unused since 1997, said Gregory Kutz, director of GAO's financial management and assurance team. Governmental Affairs Committee. Defense travelers made \$7.1 billion in travel card purchases in fiscal 2001 and 2002. More than 139,000 tickets — some of which were for first- or business-class travel and cost as much as \$9,800 apiece — were not used or only used for part of a trip.

Many Defense travelers will inevitably have to cancel or change trips at the last minute, said Sen. Charles Grassley, R-Iowa, who also testified, and the government has up to a decade to recover or offset costs of unused tickets. But Defense had no idea these tickets were unused before GAO

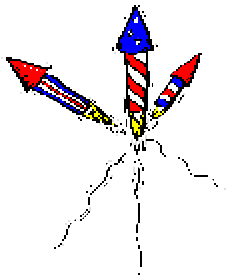


discovered them, said Grassley, a longtime critic of the Pentagon's financial management. "If DoD simply had a system of effective controls, a considerable amount of taxpayer money could have been saved," Grassley said. "In the midst of the war on terrorism, when we are working to provide our troops overseas with everything they could possibly need, I cannot believe DoD cannot find a better use for \$100 million than to let it sit unclaimed."

<http://federaltimes.com/index.php?S=3000949>

In a June 21st 2004 Department of Commerce (DOC) broad cast message, all DOC employees are reminded that they "are ultimately responsible for cancellation of unused tickets for official travel. When Government travel is cancelled. Call your Sato Travel office as soon as possible to start the refund process. If a paper ticket was issued, it must be returned to Sato before the refund can be processed. If you are using an electronic ticket, call your servicing Sato office and cancel the reservation.

If you have any questions about this message, please contact Bob VanEimeren, Office of the Secretary Travel Specialist, at (202) 482-1818."



Small Business Corner

*Frank Krempa
Small Business Specialist*

OSDBU Supports Regional Conference

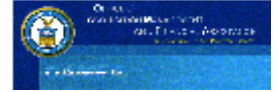
Staff members from the Office of Small and Disadvantaged Business Utilization, with augmentation by Small Business Specialists from Census, NIST, PTO, NOAA, and the Office of the Secretary attended the annual OSDBU Small Business Conference in Upper Marlboro, MD on April 22. This conference provides an opportunity for small businesses and Government agencies to meet, network, exchange ideas, and review business opportunities, as well as to market themselves. Companies from Maryland, Virginia, and Washington, DC attended the conference.

Vendor List Soon to be Available On-Line

Customer Outreach and Programs (COAP) has a new tool to assist buyers, and to improve their relationship with vendors. Lorenzo Ariyo-Lewis, System Administrator for COAP, has developed the vendor database in Microsoft Access that will enable vendors to be sorted by service, instead of by NAICS code. The system will also allow buyers to sort by Socio-Economic category, which should help when working to satisfy the assigned goals for the various Socio-Economic categories. Perhaps the biggest benefit is that all of the vendors in the database have contacted DOC, and many of them are from the metro Washington, D.C. area, so the response rate should be higher. The database will also include points of contact, webpages, and email addresses to make doing vendors research more efficient. The database is well into its implementation stage, and more vendors are being added everyday. The database is located on the G drive in the Access program and will be available through the soon to be completed OAM Web Site. More news to follow!

Name Change Signals Addition of Grants

The Office of Acquisition Management (OAM) has changed its name to the Office of Acquisition Management and Financial Assistance (OAMFA). This name change formally reflects the addition of the Grants Management Division (GMD).



GMD guides negotiated awards (approximately \$87 million annually), through the final stages of processing to post award administration, audit resolution and closeout, with help from reviews by the Office of Inspector General (OIG) and the Office of General Council (OGC).

Performance-Based Services Contracting may now Qualify as Commercial Item

Federal Acquisition Circular 2001-24 was published in the Federal Register on June 18, 2004. Of specific interest is an interim rule changing incentives for use of performance-based contracting for services as outlined in FAR Case 2004-004.

This interim rule amends the Federal Acquisition Regulation (FAR) to implement Sections 1431 and 1433 of the National Defense Authorization Act for Fiscal Year 2004 (P.L. 108-136).

Contracting officers will be able to use FAR Part 12, Acquisition of Commercial Items, and Subpart 37.6, Performance-Based Contracting, for non-commercial services and treat these services as **commercial services** when specific conditions are met. Agencies will be required to report on performance-based contracts or task orders awarded using this authority.

For more information about this FAC, please visit GSA's FAR site at <http://www.arnet.gov>.

Government Reform initiative focuses on Resulted Oriented Program Management

Mike Hettinger

The Government Reform Committee passed important legislation June 3rd to improve the efficiency and effectiveness of the Federal government – the Program Assessment and Results Act, or PAR Act, H.R. 3826. Building on reforms established by the Government Performance and Results Act, the PAR Act requires the Office of Management and Budget, working with agencies, to assess the performance of all Federal programs at least once every five years.

“Unless we take an empirical, systematic look at programs, the results they produce, and the way they are managed, we will never know whether we are meeting goals or providing services to the public in the most effective way possible. Congress and the Executive Branch need to work together to ensure that information gleaned from program reviews empowers us to make timely, well-informed decisions,” said Rep. Todd R. Platts (R-PA-19), who introduced the measure. Earlier this year, the Government Reform Subcommittee on Efficiency and Financial Management, chaired by Rep. Platts, held a series of hearings to look at management reforms, including how best to codify a requirement for program assessments. As one of the six elements in a strategic plan, GPRA directs Federal agencies to include “a description of the program evaluations used in establishing or revising general goals and objectives.” In its study of the effects of GPRA, GAO cited program evaluation as the one area where agencies government-wide consistently did not meet expectations. The PAR Act seeks to strengthen this and other aspects of GPRA. “This process - evaluating effectiveness program-by-program - is necessary to ensure taxpayers dollars are being used wisely and to make sure the federal government is being both effective and efficient,” said Government Reform Committee Chairman Tom Davis (R-VA), an original co-sponsor of the measure, which passed by voice vote.

Building a Case for Change at the 2004 Acquisition Conference - Business Brokers for Program Success

Dan Alexander

The Department of Commerce’s Office of Acquisition Management and the Census Bureau’s Acquisition Division co-sponsored this the 2004 Acquisition Conference. This year’s theme was “Creating the Environment for Business Brokers.”

Top Commerce leaders shared their vision for our community and acquisition’s critical role in achieving the Department’s program needs. Innovative procurement practices; teaming for program success; improving business skills; evolving to a performance based contracting environment; the latest on the Integrated Acquisition Environment and CSTARS; legal and small business developments were just some of the interesting topics covered this year.

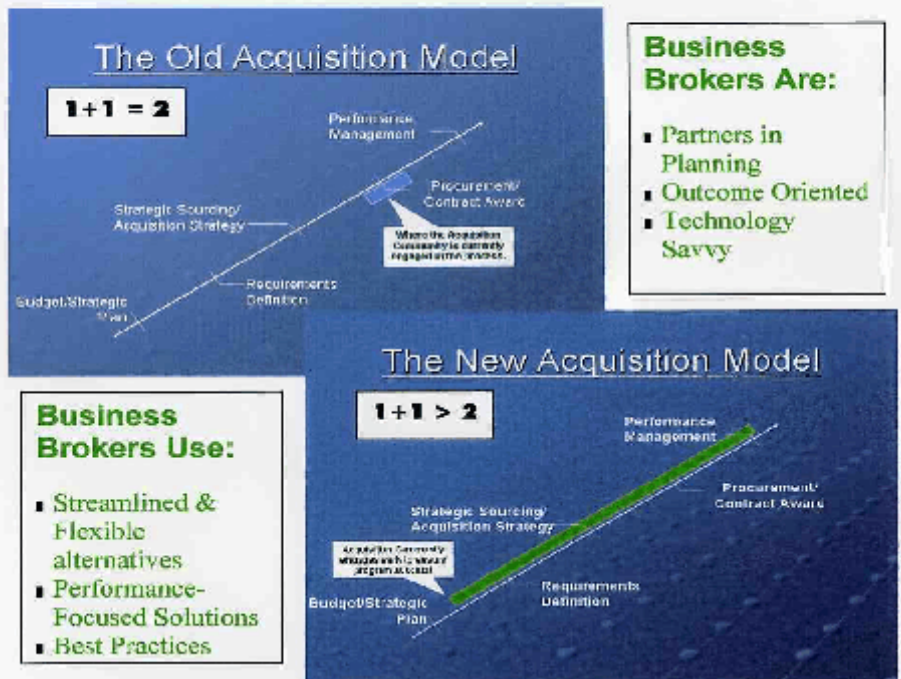
Speakers included Assistant Secretary for Administration and Chief Financial Officer, Otto Wolff; Brad Huther, Special Assistant to Mr. Wolff; and Johnnie Frazier, Inspector General as well as a dynamic lineup of Federal and Industry speakers.

“Creating the Environment for Business Brokers” was intended for DOC’s acquisition professionals as well as invited key customers and program managers. The intended messages throughout the event revolved around a single concept of synergy between the Acquisition and Program communities resulting in a win-win formula for success . . .

$$1+1>2$$

Acquisition Professionals must actively become engaged much earlier in the procurement process. We must set the stage and create the right environment to ensure overall mission success. By engaging much earlier in the process, both time and money will be saved!

What does it mean to be Business Brokers for Program Success?



Role of the Acquisition Staff

Stay focused on your role and responsibilities of being part of the program management team – delivering results, providing guidance and advice during the acquisition process, and managing the process in a way that serves the program mission outcomes and achieves Department of Commerce acquisition goals.

Several additional key elements include the following:

- Actively communicate and strengthen relationships between acquisition and program offices.
- Use best practices, training and outreach to convert to a Performance-Based Services Acquisition environment.
- Utilize organization performance metrics to measure success.
- Take advantage of the full potential of available technology.
- Embrace the concept of “Business Broker,” as a partner in achieving Department of Commerce mission success.

Role of the Customer Community

Team with the Acquisition

Community and bring them into the process **early**. Allow the Acquisition Community to be a Business Broker in service to your program’s mission as well as managing the procurement process and achieving the overall acquisition process goals.

Remember . . .

1+1>2

Overcoming Resistance to Change

John C. Bruckman, Ph.D.

A generation has grown up since the scientist and novelist C.P. Snow wrote that, until this century, social change was "so slow that it would pass unnoticed in one person's lifetime. That is no longer so. The rate of change has increased so much that our imagination can't keep up." [1] Two of the most critical elements of leadership are the introduction and management of change. Many leaders have little or no training in the process. Most organizations rise or fall based on how well they manage the introduction of change and the control of uninvited changes in their environment.

Leaders must fully understand the change process to move their countries or organizations successfully, through the turmoil of today's economic environment, into the future. Many countries or corporations faced with a lack of, or diminishing resources, find that this exerts increasing pressure on their leadership to proactively respond to planned and unplanned changes. A primary determinate of the future success of an organization is the leadership’s ability to assimilate change, then formulate and articulate a clear vision, accompanied by implementation of succinct strategic goals and objectives.

A rogue element has been introduced to the challenge of change management: in addition to facing more and faster changes, leaders are often confronted with too many new choices. Their skills for handling more and faster changes don't necessarily serve them well when dealing with unprecedented changes.

Lacking training or knowledge, the great majority of leaders come to rely on instinct and experience, rather than a full understanding of the change process. Some out of fear of change resist the inevitable transformation of their organization. This tends to put the organization at risk when facing unanticipated as well as planned change. Garfield argued in his book, *Peak Performers*: "The peak performers in our study do not regard change as something to resist, or even to understand fully. They see it, rather, as a source of opportunity they can

guide. The key difference here is between people being change managers or change resisters."

Change is the primary cause of personal and organizational stress. There is a direct relation to the amount of change in an organization and physiological changes in the people who work there. The more changes introduced into a shorter period of time, the more stress people and the organization, as whole, experience.

Organizational stressors which surface during a major change process have been found to cause chronic health conditions in people, and negatively affect perceived work effectiveness, satisfactions, and growth. Among these stressors are:

- Unilateral announcements of major decisions and changes
- Authoritarian, workaholic, competitive norms
- Transfers and new work assignments
- Major reorganization or change in position
- New bosses, employees, co-workers
- Changes in work load or schedule
- Changes of procedure, technology
- Changes in status, recognition, appreciation
- Feedback only when performance is unsatisfactory
- Unclear standards and responsibilities
- Job overload
- Task interruption
- Lack of participation in decision making process
- Lack of supportive relationships

During the wave of mergers and acquisitions that occurred in the 90's and is now reoccurring, merger activity was observed to afflict individuals with uncertainty, and loss of identity because of job loss, demotions or transfers. Changes in compensation and benefits accompanying a merger also brought changes in perceived power, status and prestige. There was strife at the leadership

level as new rules and regulations were formed, bringing the need for new evaluation criteria, changes in reporting relationships, and in many cases, new employees and co-workers to be assimilated into the organization.

Stressors generated by changes during mergers had an impact that affected people, organizations and society as a whole. People experienced physiological changes such as insomnia, high blood pressure, gastrointestinal difficulties; and/or psychological difficulties such as depression, fear of the unknown, loss of self-confidence. For some, marital and family strife grew out of stressors experienced at work. On an organizational level, these stressors tended to derail the primary focus of the organization, and productivity declined. As a group or society, workers experienced lowered morale, which led to increased disloyalty, increased turnover, higher absenteeism, increased stealing, and sabotage.

LESSONS TO BE LEARNED

From observation of the change processes in a number of organizations, lessons in positive change management have emerged. To be a change manager, not a change resister, successful leaders commit to being **perpetual learners**. They learn the ways of their organizations and continue to explore new ideas.

Work With the Group

A senior manager has to work with the "natural ingredients" at hand, which requires careful study of the history of the group, and gives many clues to members' behavior. What has formed them in the past? How have they evolved and matured? A clear understanding of "what drives the group" must be achieved, before a leader can introduce new elements into the mix. Ignorance of or purposely ignoring the natural order of a group may doom a change strategy to failure.

Confront Fear of Change

Asking people to make significant behavioral changes is the most frightening request one can make of

them. Stress levels in organizations and people are directly linked to the level of change experienced. Underestimating their fear response and potential resistance is the most consistent mistake made by leaders when introducing change.

Consider the Group's Perspective

When attempting to gain a group's support for needed change, the greatest leverage lies in discovering what self-interest they have in maintaining the status quo and what self-interest they have in making changes. A leader must walk in their shoes and appeal to their self-interest, if it supports the overall organizational plan and does not create new problems. If senior management approaches the group or organization from the members' perspectives and understands what they have to lose, they will be able to design interventions that don't immediately trigger individual defense mechanisms.

Build Trust

If the doors to change are not open, then interventions must concentrate on team building, trust building, and open/honest communications, prior to the introduction of change. If the senior manager can lower the work group's fear levels, he/she can open the doors to change. If the doors to change are open, or even partially open, then the strategy should concentrate on methodologies that will keep them open. Authentic participation in the change process, with many opportunities to raise issues of concern, will help keep a group open to the possibility of significant change.

Avoid Manipulating the Workgroup

The worst change strategy is for a leader to pretend to listen to the work group and consider their concerns, having already decided what is appropriate in advance. This type of approach will backfire, because people will quickly perceive that they are being manipulated and conclude that the process is dishonest.

Another strategy that leads to failure is to only involve the work force in negative changes. If the leadership of an organization jealously guards the decision-making prerogatives of the organization during good times, it can't expect a very positive reaction when it turns around and says: "We have to cut medical benefit costs by 45%," or "We have to cut 20% of the work force and we want you to help us decide who should go!" Employees will get involved in these types of "invited" change processes out of self-preservation, but this approach does not build the foundation of trust needed for productive future change.

Be Willing to Compromise

If senior management focuses on predetermined outcomes and displays unwillingness to compromise, the possibility of work group support is minimized. Involved employees will suggest changes that greatly improve the original plan, because the people most heavily affected by a plan will correct its obvious defects. Employees are much more likely to support a new set of ideas which they have had a key role in shaping. When a senior manager approaches the group or organization from the members' perspective, he or she will be able to design interventions that don't immediately trigger defense mechanisms.

Allow Group Ownership

Ownership of the proposal for change is instrumental to a successful change process. If the ideas are generated by the leader, then the leader should construct a process that allows the group members to take and make the ideas their own.

Actions vs. Words

People trust their leaders' actions, not their words. If words and actions are consistent, then a

manager's credibility will be high. The staff will take their cues from the behaviors of senior staff members, despite all declarations of intent. Senior managers must follow up on the change process. Most employees quickly "burn out" on changes that are announced on a regular basis, but are not consistently reinforced over a period of time. **One well-researched change process that is properly implemented with employee support is worth more than numerous new programs, poorly prepared and presented in the same time period.** The fanfare and energy that upper management puts into new projects quickly becomes the brunt of derision and double-faced behaviors by employees wanting to signal that they are "on board" with the new set of ideas, but privately complain about the "latest waste of energy."

Reward New Behaviors Early

A senior manager cannot wait for examples of completely changed behavior to surface before rewarding the new behavior. Managers spend much more energy catching employees doing something wrong, than recognizing what employees do right. Reinforce any significant movement in the right direction.

Financial Rewards Rarely Reinforce Behavioral Change

A false assumption held by many leaders is that the only effective way to reward or motivate their staff is by materialistic rewards. Most financial rewards are given on a yearly basis and have little or no impact on daily behavior.

Manage the Myths and Realities

During each stage of this process, senior management needs to manage the myths and realities of the organization. Most leaders believe that what they know and believe are the facts and therefore attention should be paid to their beliefs. They behave as if most

other sources of information are irrelevant. Employees on the other hand will pay equal or greater attention to myths, rather than organizational realities, regardless of where they got the information. The myths are the rumors that flow rapidly through an organization and gain greater validity in employee's eyes as they are retold by greater numbers of people. **Leaders must understand that myths become realities if they are believed and acted upon.**

Integrity - the Most Important Variable

The most critical variable in the change process is a leader's personal integrity: Does the work group have good reason to trust the leader? Do the leader's actions and words match? Is he/she sensitive to work group needs? Does he/she treat group members as he/she would like to be treated? Does the leader communicate with the work group in an open and honest manner?

SUMMARY

Senior management must fully understand how change works in order to lead their organizations successfully into the future. The introduction and management of change are two of the most critical elements of leadership for the future. Many leaders, lacking knowledge or training, fall back upon instinct and past experience. Some oppose inevitable changes required by their organizations and become "change resisters" instead of "change managers." In addition to facing more and faster changes, leaders are often confronted with too many new choices.

The successful change manager is one who is committed to being a perpetual learner. Myths, realities, and historical cultures need to be acknowledged and managed toward a new set of priorities and values. Leaders who are change managers address and reduce the fear of change that naturally exists in the work group. They build trust and confidence rather than attempting to manipulate the work group.

Change managers are willing to compromise and lead the consensus decision-making process toward a culture that rewards new behaviors. The work group is allowed to take ownership of change and make it their own rather than ownership remaining with the initiator. Today's workforce trusts its leaders' actions more than it trusts their words, which places new behavioral demands on the leaders to act in parallel with their pronouncements. Change managers follow up and reinforce required changes, rewarding new behaviors early in the process, thus shaping future behaviors. Leadership integrity is one of the important variables in successful completion of the process.

Note: Dr. John C. Bruckman is Managing Director of the Change Management Group, based in California. During the last thirty-three years, Dr. Bruckman has consulted with over 300 organizations in the United States, South America, Europe, Asia and Africa. For further information: log on www.changemanagementgroup.com.

Cell Phone Law in DC Takes Effect July 1, 2004



On January 6, 2004, the DC Council passed legislation to fine ANYONE using a cellular phone without a hands-free device while driving in the District of Columbia. This law applies to all drives in the city, regardless of whether or not you live in DC. If caught, the fine is \$100.00 and 1 point.

<http://www.dccouncil.washington.dc.us/images/00001/20030110124412.pdf>

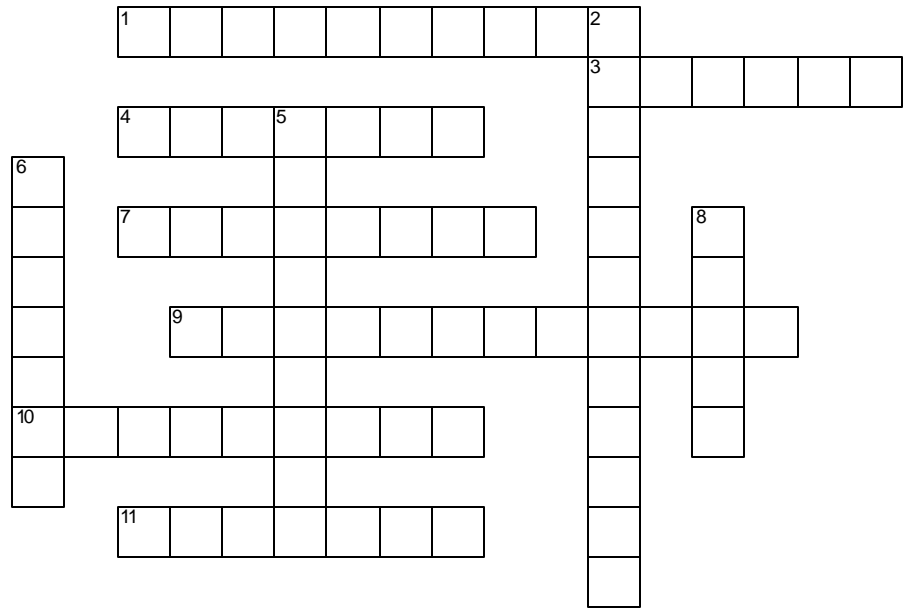
Just for Fun

Across

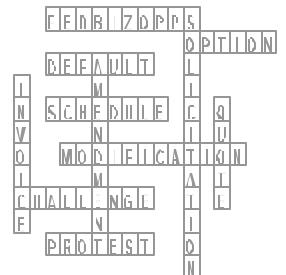
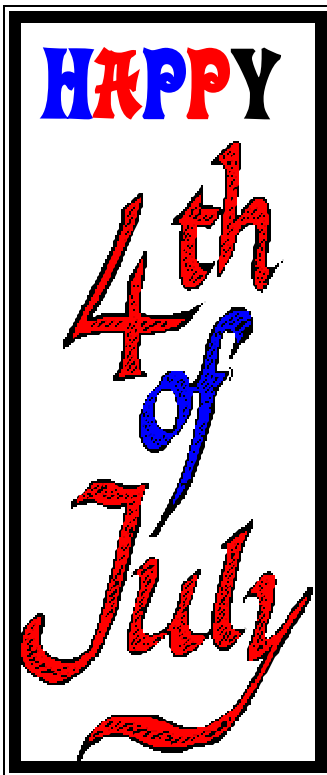
- 1 The Government-wide Website to post synopses. Replaced Commerce Business Daily.
- 3 additional item or period that may be exercised at the Government's choice.
- 4 Termination for Cause.
- 7 Section B of a contract. The list of items, quantities and prices.
- 9 change to a contract (post-award).
- 10 an action by interested party that calls into question the status of an offeror, usually a size, or socio-economic issue.
- 11 formal objection regarding contract award, may delay award.

Down

- 2 Request for Proposals or Invitation for Bids. Describes the requirement, includes terms and conditions.
- 5 change to a solicitation (pre-award).
- 6 a request for payment.
- 8 An estimate, or offer, used for simplified purchases. Often verbal.



www.CrosswordWeaver.com



Solution to Crossword

Reconciliation Tip Sheet

4.1 Reconciling a Transaction Process

Use this procedure to reconcile all transactions once they are forwarded by the Bankcard Center to the Purchase Card System Administrator and posted in the Reconcile Transactions (BC-605) window. If a third party receives an order charged to the cardholder's account, the cardholder is still responsible for ensuring the receipt of goods and reconciling the transaction.

Once the cardholder reconciles a transaction and the cardholder's supervisor approves it, the amount associated with the transaction is obligated in the Core Financial System -- usually within 24 hours.

The following is an example of the Reconcile Transactions (BC-605) window:



4.1.1 Changing a Transaction from "Not Reconciled" to "Reconciled"

This procedure is used to reconcile an "N" (Not Reconciled) transaction when the electronic record of charge from the bank matches both its invoice, and the entry in the Purchase Card Order Log (BC-615) window.

STEP	ACTION
1	Click on Cardholder from the Main Menu. A drop down box appears. Click on Reconcile Transactions and the Reconcile Transactions (BC-605) window appears.
2	Click on the DATE RECEIVED field for the transaction to be reconciled. Type the date the items were received. Note: If no date is entered in this field, it will automatically populate with the date entered in the DATE DELIVERED field from the matching entry in the Purchase Card Order Log (BC-615) window -- after matching this transaction to the order entry.
3	Verify, modify, or split the ACCS. See Procedure 4.1.2, "Verifying/Modifying/Splitting the ACCS." Note: The transaction is automatically charged to the default ACCS, unless the ACCS is modified or split.
4	Enter accountable property information, if applicable. See Procedure 4.1.3 "Entering Accountable Property Information." Note: See the glossary for the definition of accountable property. All transactions charged to an ACCS with an object class code that begins with 31 are accountable property purchases.
5	Click on "N" (i.e., Not Reconciled) in the OK? field. The Status Codes window appears. Click on "Reconciled." Click on the "OK" button. A pop-up appears: "Please select the corresponding item from the Purchase Log." Click on the "OK" button and the Purchase Card Order Log (BC-615) window appears.
6	Click on the order log entry that matches the reconciled transaction. Note: If more than one order log entry needs matching, match the first one at this time. If there is not a transaction to match, you must enter a reason in the Notes field.
7	Click on the "Match to Transaction" button. A pop-up appears: "Are you sure you want to match this log entry to the transaction being reconciled?" Click on the "Yes" button. A pop-up appears: "Log entry matched to (transaction number); Description Note Created." Click on the "OK" button. Another pop-up window appears: Database apply complete: 1 records applied." Click on the "OK" button. The Reconcile Transaction (BC-605) window appears.
8	If a transaction needs to be matched to more than one order log entry, click on the "Order Log" button at the bottom of the Reconcile Transactions (BC-605) window. The Purchase Card Order Log (BC-615) window appears. Note: For example, several GSA orders are logged in as individual Order Log entries, but are processed by the bank and appear in the Reconcile Transaction (BC-605) window as one transaction.
9	Repeat steps 6 through 8 until all matches are made.