

Most Efficient Organization Summary
(MEO) Summary

Real Property Management
by the
“Most Efficient Organization”
of the
National Institutes of Health

Solicitation # 263-03-P(BC)-0044
Real Property Management Services

24 October 2003

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1 Executive Summary

The National Institutes of Health (NIH) Most Efficient Organization (MEO) was developed as the government's organizational entity for performing the scope of work and tasks required for Real Property Management (RPM) at the National Institutes of Health. Real property management includes facilities maintenance, utilities operations, and a subset of construction management. Development of the MEO was accomplished through review of the Performance Work Statement (PWS) requirements, analysis of workload data, and evaluation of the requirements by staff currently performing each function. Emphasis was placed on identifying areas for improving efficiency, gaining effectiveness, using economies of scale associated with consolidating like activities in a common area, introducing standardized best practices and re-engineering business processes so as to reduce workforce idle time. Much of this was accomplished with the organizational structure introducing matrix management concepts, empowerment of task leaders, operate without supervision, and developed a preventive maintenance program that incorporates predictive maintenance.

1.1 Objective

The objective of the MEO development effort was to identify process improvements, cost reductions, and organizational structures associated with performance of activities required by the PWS. Development of the MEO was based on the PWS, interviews with management and technical staff, workload analysis, and an evaluation of current operating procedures.

1.2 Approach

The MEO was developed using input from several different initiatives including data gathering calls to subject matter experts within and outside customers of the Bethesda campus' current Division of Engineering Services, the NIEHS' Facilities Engineering Branch (FEB), and the maintenance organizations at the Rocky Mountain Laboratories & Baltimore remote sites, review of the final PWS, and information extracted from the ORF restructuring document drafted in early 2003.

After gathering information from appropriate sources and documents, the workflow process was assembled and the organization structures identified. The MEO team reviewed and refined the approach and subsequent results. This became an iterative process that required many organizational constructs and workflow considerations.

1.3 Organization

The final overall MEO organization employs a combination of matrix management and functional reporting, staffed by 319.4 Full Time Equivalents (FTE) federal employees, supplemented with contract services, to produce an efficient organization capable of effectively completing the PWS workload.

2 Introduction

2.1 Purpose

The purpose of this document is to describe the government's Most Efficient Organization that will conduct the functions specified in the PWS. The Independent Review Official (IRO) certified that the government has a reasonable basis for defining their MEO and that it is properly priced.

2.2 Functions Under Review

The PWS defines three performance areas applicable to the main NIH campus in Bethesda, all local leased sites and all NIH remote sites: design and construction management services; operations and maintenance support services (the largest element of the property management organization, fundamentally responsible for building and site operation and maintenance); and utility operations and maintenance (responsible for generation and distribution of utilities).

2.3 Methodology/Approach

The MEO team carefully reviewed the performance work statement. Following the review, the team evaluated the individual tasks required by the PWS and assigned workload and position levels. Decisions were made with respect to organizational structure, management approach, and workflow commonality within the areas described by the PWS. The MEO team conducted a "bottom up" evaluation of the PWS requirements. These considerations were coupled with the workload information to formulate the MEO team. This was an iterative process with several tangents taken and variations considered until a final management approach was designated and formal costing finalized. The MEO team reviewed all appropriate documents and information for this management plan and ultimately adhered to and is compliant with the final PWS.

3 Recommendations

3.1 Methodology and Assumptions Used to Develop the MEO

Analysis of the PWS by NIH Subject Matter Experts (SME) produced three findings that underlie the current proposal:

- Leaders must be empowered to address and respond to work requests in an expedient and efficient manner,
- The three performance areas are relatively distinct and their organization and management approach must be reflective of that, and
- Some activities are common to all functional areas and are provided within a centralized function (within the MEO Manager office).

3.2 Organizational Effectiveness, Efficiency and Accountability

A key component of the MEO strategy to improve organizational effectiveness, efficiency and accountability is empowerment of task leaders to accept, perform, and closeout tasks with minimal supervisor intervention. The MEO's intimate working knowledge of NIH facilities and operations is the cornerstone of this component. The MEO is clearly the best organization to address the performance areas of the PWS.

The MEO will provide all services specified and required in the PWS at standards of quality and timeliness that meet or exceed the specified requirements. The MEO will incorporate concepts, practices, and processes to gain organizational effectiveness and efficiency, and to promote further accountability. In addition to the key component of task leader empowerment these include:

- Establish the MEO to be a NIH customer service-focused organization that accepts, performs, and completes support services professionally and efficiently, with an emphasis on customer satisfaction.
- A combined functional and matrix organizational structure that allows for rapid response to critical and urgent work requests while effectively interlacing planned and scheduled maintenance.
- Create a workforce that will be able to respond to the workload in a timely and efficient manner unlike classical functional service structures in which the workforce often waits for specific workload to arrive.
- Ensure MEO staff and supervisors, on an ongoing basis, document acceptance, performance, and completion of services and tasks.
- Continue and further refine the use of automated service request mechanisms such as CMMS.

Service is initiated in response to several stimuli. Requests for services may be entered into the CMMS by a requestor of the service. Service may be required as part of routine or preventive maintenance or necessitated from an emergency or situational condition. Individuals operating as work leaders accept work directly from the CMMS system, from supervisors, or from Institute/Center (IC) representatives. The latter often occurs regarding activities for the construction management branch. The task or assignment may be of short duration, long duration, or long term as is the case again for the construction branch. Short duration tasks may be as simple as changing a light bulb, longer duration may be tear down and rebuild of a major piece of equipment where long term might be as facility upgrade. The MEO organization is mostly staffed from the current organization, therefore many of the tasks that generate the workload are well understood. It is the dynamics of the workload that the MEO is addressing with its organizational structure more so than the workload itself.

The MEO is designed to be a dynamic entity in which workload will be constantly monitored and assigned to staff as appropriate. A system utilizing matrix management concepts has been developed that dramatically reduces traditional management layers

and improves supervisory to employee ratios. Moreover, substantial efficiencies can be attained by dynamic allocation of workload.

3.3 Levels of Responsibility in the MEO

There are three levels of responsibility within the MEO; task leaders, supervisors, and MEO senior management. Functional organizations place responsibility for both task performance and employee supervision at management levels, mostly at the line supervisors. Matrix management explicitly separates managing work and managing people. The MEO organization, combining functional and matrix concepts follows this fundamental matrix concept. Task leaders are experienced staff with first hand knowledge of the activities they support. They are therefore the individuals best suited to assess whether they should accept the work or refer it to another leader. Task leaders will be empowered to accept, perform, and close out task orders without supervisory intervention. Supervisors will provide an independent assessment of performance. It will be the combination of task leaders and supervisors that drive the success of the MEO. Overall responsibility for performance of their respective organizations resides with each of the three Bethesda campus branch managers, the North Carolina site manager, and the leads for the maintenance units for the Rocky Mountain Laboratories (RML) and Baltimore sites and ultimately with the Office of the MEO manager.

For MEO subcontracts, the MEO will seek assistance from Contracting Officers (CO) in the Division of Real Property Acquisition Services for award and maintenance of the contracts. The MEO will monitor work performed by MEO subcontractors. All subcontractor invoices will be reviewed and approved by the MEO. The MEO will submit invoices to the CO for payment. Invoices will include MEO's self performed work as well as subcontractor work.

The ultimate level of responsibility at remote sites lies with the direct reporting position to the MEO manager at Bethesda. For Raleigh, NC this is the NIEHS MEO project manager. At Hamilton, MT and Baltimore, MD this is the working supervisor. The remote sites are unique in the MEO staff because they receive the majority of direction from members of the local staff, although they "formally" report to Bethesda.

3.4 Technology

The MEO will be critically dependent on the scheduling and tasking systems. The Computerized Maintenance Management System (CMMS) and Project Information Number (PIN) tracking system will identify and coordinate a substantial amount of the workload. In addition predictive maintenance, which is the cornerstone of the non-prescribed maintenance plan, requires use of vibrations sensing and other such equipment to monitor the condition of equipment with out the need for costly teardown. The advent of a prescribed maintenance philosophy is another key component of the MEO strategy to achieve optimal balance of workload and workforce.

4 Most Efficient Organization (MEO)

The MEO is illustrated in the following sections. Fundamentally it addresses the three performance areas of the PWS with three branches that are each organized in a slightly different management configuration to address the unique aspects of their workload. Common functions such as business support report directly to the MEO manager.

4.1 Management Approach

The MEO will provide the managerial, supervisory, administrative, and direct workforce personnel to accomplish the scope of the performance work statement. The MEO management approach fully addresses and comprehends the philosophy and operational concerns of an organization as unique and talented as the NIH. The MEO management approach addresses numerous key organization requirements and considerations including the ability to:

- Implement a highly responsive and service oriented organization that efficiently and effectively delivers services that support the NIH mission,
- Quickly adapt to changing workloads and environmental dynamics,
- Efficiently and quickly move workforce to the workload,
- Optimally balance cost and service,
- Meet the unique and diverse demands of the NIH campus,
- Be operational within the scope of government operations,
- Provide for employee satisfaction and development, and
- Combine the ability to reward and motivate strong employees with the ability to monitor and correct the performance problems of others.

Underlying the management approach of the MEO is the realization that the uninterrupted performance of the NIH community is of prime importance. The MEO is predicated, in part, on the firm belief that real property management support staff are an integral part of the NIH mission.

4.1.1 Management Organization

The organizational structures employ a combination of matrix management and functional reporting to address the three distinct performance areas. This organizational strategy uses current business practices to align the MEO with the policies, procedures and priorities of the NIH and the ICs and to insure that the support services provided by the MEO are congruent with and facilitative of the mission and goals of the NIH and the ICs.

The Office of the MEO Manager reports to the Division of Property Management (DPM). Organizationally the MEO structure consists of three operating branches headquartered on the Bethesda campus, along with three remote site organizations, established to address the requirements of the PWS. The managers of each of the branches, along with the managers or supervisors of the remote sites, report directly to the MEO manager. The three branches and remote site organizations, along with a brief description of some of their primary responsibilities, are:

- Construction Management Branch (CMB): providing design, construction and alteration management services, extramural grants design and construction review, and space management documentation.
- Maintenance Support Branch (MSB): providing property management and operations including buildings and grounds maintenance, small project execution, direct property management, and specialized facility support services.
- Utilities Operation Branch (UOB): responsible for the generation and distribution of central utilities.
- North Carolina Property Management Team: providing the full scope of comprehensive real property management services for the National Institute of Environmental Health Services (NIEHS) North Carolina location.
- Montana Maintenance Unit: providing the property management, and maintenance, operation and central utilities services for the RML National Institute of Allergy and Infectious Diseases (NIAID) facilities in Hamilton, MT; and
- Baltimore Maintenance Unit: providing the property management, maintenance and operation services for the National Institute on Aging (NIA) Baltimore, MD facility.

4.1.1.1 Construction Management Branch

The MEO's Construction Management Branch, headquartered at the Bethesda campus, consists of two teams (Figure 1) that will provide management services for the design, alteration, and construction of most of the NIH facilities and campuses. Alterations or construction at Bethesda anticipated to be less than \$2500 in total cost will be handled directly by the Maintenance Support Branch with no responsibility to the CMB. Projects at the Hamilton, Montana and Baltimore facilities above \$100,000 are to be handled as part of the CMB workload.

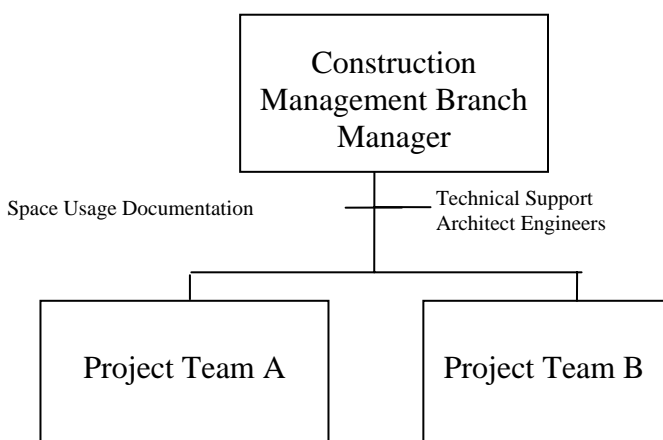


Figure 1: Construction Management Branch Organization

The management of projects with critical levels of mission impact, political sensitivity, or complexity are anticipated to remain as a continuing government activity. Current examples include the Clinical Research Center (CRC) project, the Neuroscience Research Center, and the National Library of Medicine, among others.

4.1.1.2 Maintenance Support Branch

The Maintenance Support Branch (Figure 2) performs all facilities maintenance and operational activities for the Bethesda campus, including Poolesville. This also includes some maintenance support for the utilities distribution system.

Matrix management philosophies and practices are most notable in the organization and operating concepts of the MSB. Task leaders are empowered to accept, perform, and closeout task orders and to draw on staff across the organization for the necessary skills and workforce necessary to perform. Management supervision is minimal to non-existent on most tasks instead providing an environment to facilitate the task leaders with available skill level employees.

NIH Competition Sensitive

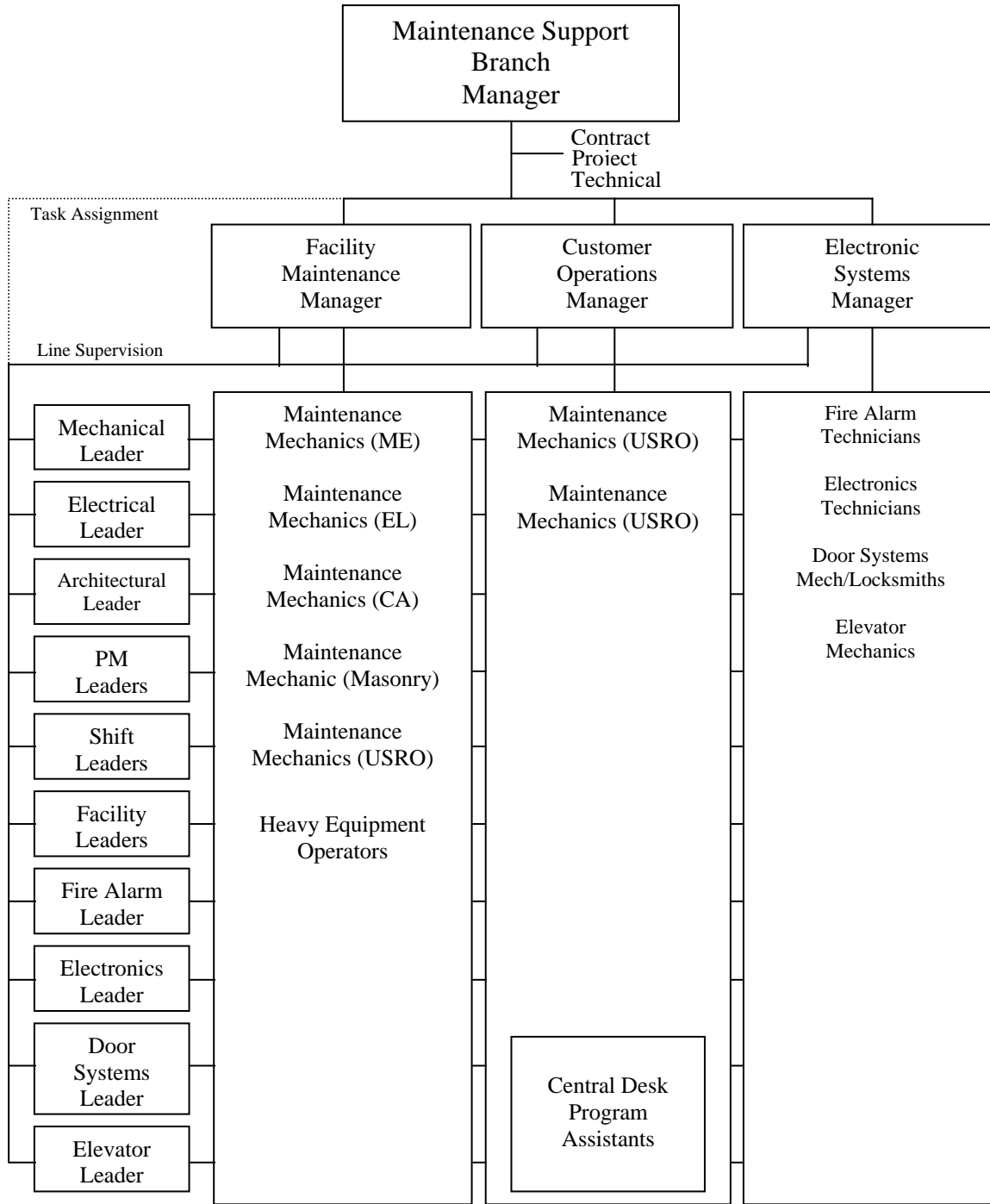
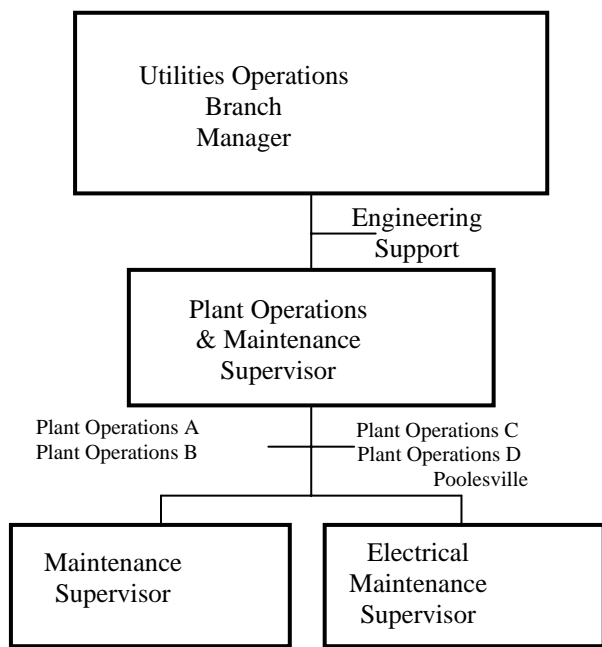


Figure 2: Maintenance Support Branch Organization

4.1.1.3 Utilities Operations Branch

The Utilities Operations Branch organization (Figure 3) is responsible for the generation and distribution of utilities and the maintenance of those facilities at the Bethesda and Poolesville sites. In support of the NIH mission, the UOB includes engineering support for CMB activities necessary to upgrade, expand, and alter the central utility plant and



the distribution systems to and from the NIH campuses. Plant operations are on a 24 hour/day-7 day/week (24/7) basis with complete maintenance and operations responsibility including emergency response. Electrical operations and maintenance encompasses responsibility for all equipment from the electrical substations to the in-building distribution panels including transformers and switchgear. UOB electrical personnel also provide support to handle electrical situations that arise off-shift and are beyond the capability of the Maintenance Support Branch.

Figure 3: Utilities Operations Branch Organization

4.1.1.4 North Carolina Property Management Team

The MEO organization providing services to the NIEHS campus in Research Triangle Park, North Carolina (Figure 4) will have its own local project manager reporting to the MEO Manager at Bethesda. The management of the MEO's North Carolina location is distinctive from the other remote sites in that it is responsible for providing the full scope of services for a larger facility, organization, and customer base (approximately 1500 NIEHS occupants, with an additional approximately 2300 occupants on the adjacent Environmental Protection Agency (EPA) campus being serviced by the MEO operated and maintained campus central utility plant). Although the MEO's North Carolina organization belongs within the MEO and reports to the MEO Manager, it will primarily interact with the local CGA and site customers.

NIH Competition Sensitive

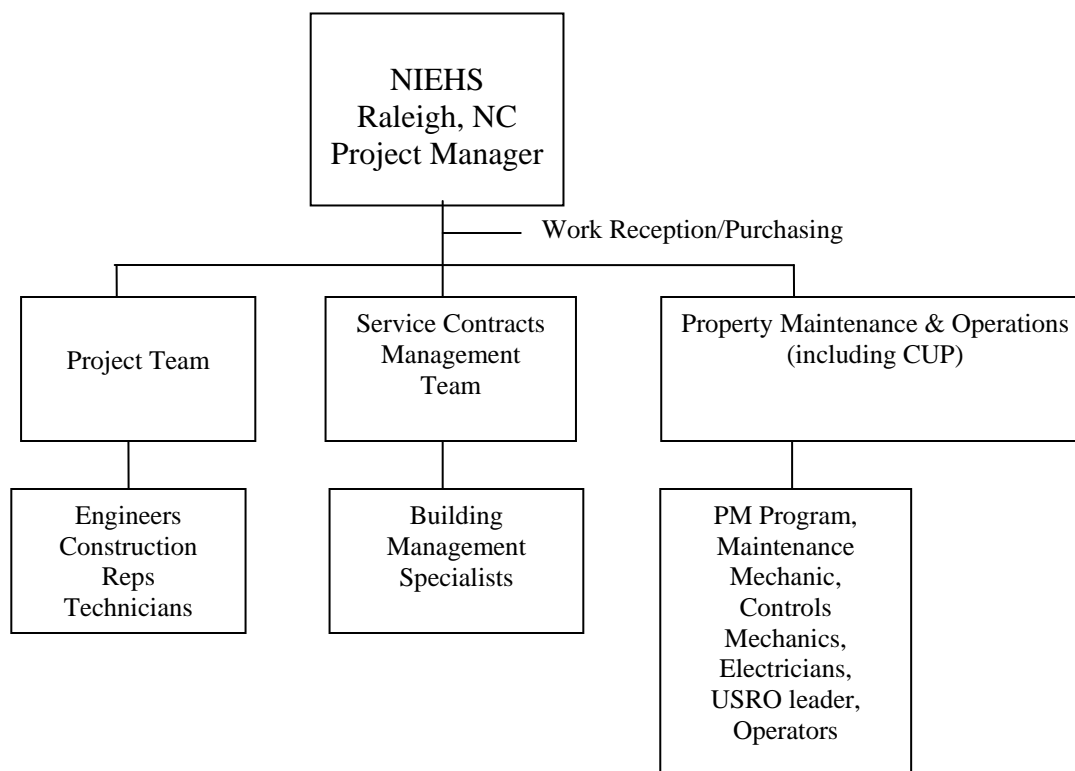


Figure 4: Organization structure for the remote site in North Carolina

4.1.1.5 Baltimore, MD and Hamilton, MT

The Baltimore and Hamilton, MT locations have relatively small staffs that will also report to the MEO at Bethesda. Each of these locations will have a wage grade supervisor with the dual role of supervision and lead work authority. Figure 5 illustrates these two organizations.

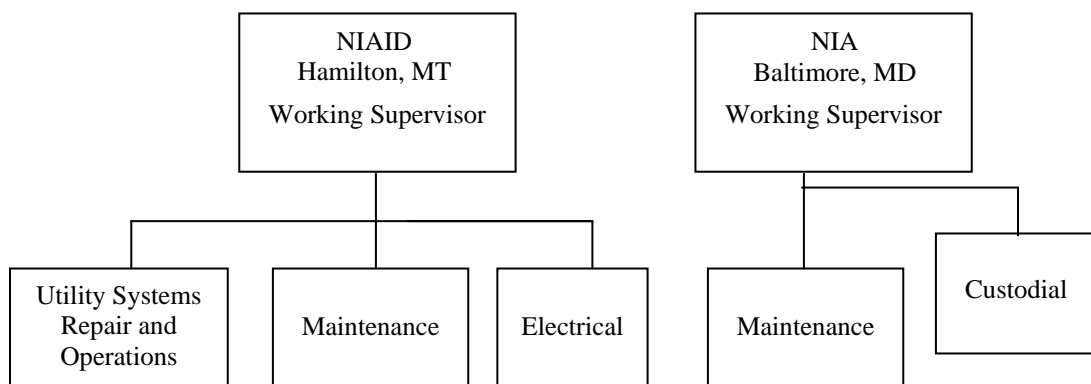


Figure 5: Organization structures for remote sites at Hamilton and Baltimore

4.1.2 Staffing

Staffing for the Most Efficient Organization (MEO) was developed using a series of indicators to arrive at specific needs for each PWS performance area. A thorough workload analysis of the PWS for each performance area was performed using time per task and station keeping techniques. Station keeping, or monitoring is required, typically on operations, meaning that equipment must be constantly monitored for a specified period of time. From the aggregate workload, a workforce was defined using the government standard of 1776 hours per year to define full time equivalents. Position levels and codes were also factored to balance skill level to workload. Once finalized, and with management and supervision added, the total staff comprising the MEO became 319.4 government FTEs. In addition a complete analysis of current contract services was performed and the MEO selected a subset of these services, representing 239 equivalent FTEs, to support the in-house staff.

The following table is the composite staffing of the MEO. It contains 319.4 in-house FTEs and 239 contract FTE's for a total of 558.4 equivalent FTEs.

Table 1: Composite Staffing

Title	Position Grade	MEO Office	CMB	MSB	UOB	Remote Sites
MEO Manager (General Engineer)	GS-801-14	1				
Supervisory Facility Management Engineer	GS-801-14					1
CMB Manager (Supervisory Engineer)	GS-801-14		1			
MSB Manager (General Engineer)	GS-801-13			1		
UOB Manager (Supervisory General Engineer)	GS-801-13				1	
Supervisor Engineer Project Team	GS-801-13		2			
Supervisory Facility Management Engineer	GS-801-13					1
Architect	GS-808-13		1			
Mechanical Engineer	GS-830-13		1			1
Electrical Engineer	GS-850-13		1			1
General Engineer	GS-801-13		8			
Supervisory Program Specialist	GS-301-12			3		
General Engineer	GS-801-12	3	11			
Mechanical Engineer	GS-830-12				0.8	
Electrical Engineer	GS-850-12				0.6	
Facility Operations Specialist	GS-1640-12			6		
Equipment Specialist	GS-1670-12					1
Space Management Specialist	GS-301-11		1			
General Engineer	GS-801-11		1			
Engineering Technician	GS-802-11		2		3	2
Building Management Specialist	GS-1176-11					2

NIH Competition Sensitive

Title	Position Grade	MEO Office	CMB	MSB	UOB	Remote Sites
Building Manager	GS-1176-11	1				
Facility Operations Specialist	GS-1640-11			7		
Construction Representative	GS-809-10					1
Program Assistant/OA	GS-303-09	1				
General Engineer	GS-801-09		2			
Engineering Technician	GS-802-09		1			
Facility Operations Specialist	GS-1640-09			3		
Space Management Assistant	GS-303-07		1			
Program Support Assistant/OA	GS-303-07	3				1
Mechanical Engineer	GS-830-07					1
Program Support Assistant/OA	GS-303-05	3		3		1
Boiler Plant Operator Supervisor	WS-5402-13				1	
HV Electrician Supervisor	WS-2810-11				1	
Boiler Plant Operator Supervisor	WS-5402-11				1	
Utility Systems Repair/Operator Supervisor	WS-4742-10					1
Maintenance Mechanical Supervisor	WS-4749-09					1
Custodial Supervisor	WS-3566-01					1
Electronic Industrial Controls Mechanical Leader	WL-2606-11			2		
HV Electrician Leader	WL-2810-11				1	
Maintenance Mech. Leader	WL-4749-11			15		1
Elevator Mechanic Leader	WL-5313-11			1		
Door Systems Mechanical Leader	WL-5364-11			1		
Boiler Plant Operator Leader	WL-5402-11				4	
Boiler Plant Operator Maintenance Leader	WL-5402-11				1	
Maintenance Mech. Leader	WL-4749-10			3		
Electronic Industrial Controls Mechanic	WG-2606-11					4
Electrician	WG-2805-11					1
HV Electrician	WG-2810-11				4	1
Utility Systems Repair/Operator	WG-4742-11					2
Maintenance Mechanic	WG-4749-11				1	
Boiler Plant Operator	WG-5402-11				4	
Electrician HV	WG-2810-10				3	
USRO (Shifthead)	WG-4742-10				4	
Maintenance Mechanic	WG-4749-10			32	5	25

NIH Competition Sensitive

Title	Position Grade	MEO Office	CMB	MSB	UOB	Remote Sites
Electronic Industrial Control Mechanic	WG-2606-10			14	2	
Elevator Mechanic	WG-5313-10			3		
Door Systems Mechanic	WG-5364-10			8		
Boiler Plant Operator	WG-5402-10				8	
Water Treatment Plant Operator	WG-5408-10				2	
Engineering Equipment Operator	WG-5716-10			2		
Maintenance Mechanic	WG-4749-09			3		3
Maintenance Worker	WG-4749-08			40	4	2
Maintenance Worker	WG-4749-06			8		1
Electrician Helper	WG-2805-05				2	
Maintenance Worker	WG-4749-05				1	
Maintenance Worker	WG-4749-05				3	
Custodial Worker	WG-3566-01					6
TOTAL		12	33	155	57.4	62
MEO STAFFING TOTAL		319.4				
MEO SUPPORT SUBCONTRACT			1.6	162	0.4	75
MEO SUPPORT SUBCONTRACT TOTAL		239				
TOTAL MEO		558.4				

5 Glossary

-#-

24/7 24 hours/day - 7 days/week
24/7/365 24 hours/day - 7 days/week - 365 days/year

-A-

AAALAC Association got Assessment and Accreditation of Laboratory
 Animal Care
ACU Animal Care and Use
ADA Americans with Disabilities Act (of 1990)
ADAAG Americans with Disabilities Act Accessibility Guidelines
ADB Administrative Data Base
A/E Architect/Engineer
AEC/FM
AIS Automated Information Security
ANSI American National Standards Institute
AO Administrative Officer (government)
ASME American Society of Mechanical Engineers
ATM Automated Teller Machine

-B-

BAS Building Automation System
BMBL Biosafety in Microbiological and Biomedical Laboratories
BMS Building Management Sector
BOMA Building Owners and Managers Association
BSU Building Services Unit
BTU British Thermal Unit

-C-

CA Carpentry
CAD Computer-Aided Design
CAN Common Accounting Number
CART Commercial Activities Review Team
CC Clinical Center
CCMS Clinical Center Management Section
CFC Chlorofluorocarbon
CFR Code of Federal Regulations
CGA Continuing Government Activity
CIFM Computer Integrated Facilities Management
CLIN Contract Line Item Number
CM Construction Management
CMB Construction Management Branch
CMMS Computerized Maintenance Management System
CO Contracting Officer
CO₂ Carbon Dioxide
COB: Close of Business

NIH Competition Sensitive

COP	Conditions of Performance
COTR	Contracting Officer Technical Representative
COU	Customer Operations Unit
CQC	Construction Quality Control
CRC	Clinical Research Center
CUP	Central Utility Plant

-D-

D&O	Deficiencies and Omissions
DCAB	Design, Construction, and Alteration Branch
DCPM	Division of Capital Project Management
DES	Division of Engineering Services
DOT	Department of Transportation (U.S.)
DPM	Division of Property Management
DPPA	Division of Policy and Program Assessment
DPS	Division of Public Safety
DQC	Design Quality Control
DVD	Digital Versatile Disk

-E-

EL	Electrical
e-mail	Electronic mail
EPA	Environmental Protection Agency
ESU	Electronic Systems Unit
EVA	Earned Value Analysis

-F-

°F	Fahrenheit (degrees)
FAR	Federal Acquisition Regulation
FCI	Facility Control Index
FEB	Facilities Engineering Branch
FFS	Fee for Service
FIFRA	Federal Insecticide, Fungicide, and Rodenticide Act
FMU	Facility Maintenance Unit
FOB	Facilities Operations Branch
FTE	Full Time Equivalent
FY	Fiscal Year

-G-

GFE	Government Furnished Equipment
GFF	Government Furnished Facility
GFM	Government Furnished Material
GFP	Government Furnished Property
GFS	Government Furnished Services
GFV	Government Furnished Vehicle
GMLS	Grounds Maintenance and Landscaping Section

NIH Competition Sensitive

GPD Gallons per Day
GPM Gallons per Minute
GS Government Schedule (pay scale)
GSA General Services Administration

-H-

HAZMAT Hazardous Material
HSB Health and Safety Branch
HTHW High Temperature Hot Water
HVAC Heating, Ventilation, and Air Conditioning

-I-

IC Institute/Centers
ICD Interface Control Drawing
IHCE In House Cost Estimate
ISO International Standards Organization
IT Information Technology

-J-

JCAHO Joint Commission for the Accreditation of Healthcare Organizations

-K-

KW Kilowatt (electrical power)

-L-

LAN Local Area Network
Lbs Pounds

-M-

MD Maryland (state)
ME Mechanical
MEO Most Efficient Organization
MF Management Fund
MIS Management Information System
MLP Multi-Level Parking
MMBH Million BTUs per Hour
MP2 (Tracking Computer System)
MPW Medical Pathological Waste
MRI Magnetic Resonance Imaging
MS Microsoft (Corporation)
MS2000 MicroMain 2000 (Computer System)
MSB Maintenance Support Branch
MSDS Material Safety Data Sheets
MT Montana (state)
MVA Million Volt-Amperes

NIH Competition Sensitive

-N-

N ₂	Nitrogen
N ₂ O	Nitrous Oxide
NC	North Carolina (state)
NCRR	National Center for Research Resources
NEC	National Electrical Code
NFPA	National Fire Protection Agency
NIA	National Institute on Aging
NIAID	National Institute of Allergy and Infectious Diseases
NIEHS	National Institute of Environmental Health Services
NIH	National Institutes of Health
NIHAC	National Institutes of Health Animal Center
NPDES	National Pollutant Discharge Elimination Systems
NTP	Notice to Proceed

-O-

O ₂	Oxygen
O&M	Operations and Maintenance
OACU	Office of Animal Care and Use
OHR	Office of Human Resources
OMB	Office of Management Budget
ORF	Office of Research Facilities
ORS	Office of Research Services
OSMP	Office of Strategic Management Planning
OSHA	Occupational, Safety and Health Administration

-P-

PE	Prescribed Equipment
PEPCO	Potomac Electric Company
PIN	Project Information Number (tracking system)
PM	Project or Program Manager or Preventive Maintenance
PM&O	Project Maintenance and Operations (Group)
P/PM	Preventive/Predictive Maintenance
POC	Point of Contact
PSI	Pounds per Square Inch
PSIG	Pounds per Square Inch Gauge
PWS	Performance Work Statement

-Q-

QA	Quality Assurance
QAE	Quality Assurance Evaluator
QASP	Quality Assurance Surveillance Plan
QCC	Quality Control Coordinator
QC	Quality Control
QCP	Quality Control Plan

NIH Competition Sensitive

-R-

RFP	Request for Proposal
RIF	Reduction in Force
RPM	Real Property Management
REO	Residual Efficient Organization
RML	Rocky Mountain Laboratories (MT)
RMS	Resource Management Section
RR	Repair and Replace
RTP	Research Triangle Park (NC)

-S-

SBU	Sensitive but Unclassified
SCFM	Standard Cubic Feet per Minute
SCR	Schematic Design Review
SDR	Schematic Design Review
SOC	Statement(s) of Conditions
SOH	Safety and Occupational Health
SOP	Standards of Performance or Standard Operating Procedures
SOW	Statement of Work
SP	Service Provider
SPCC	Spill Prevention, Control, and Countermeasures
SPME	Service Provider Maintained Equipment
SQC	Subcontractor Quality Control
SS	Shops Section

-T-

TAC	Transition Assistance Center
TC	Transition Center
TE	Technical Exhibit
TP	Transition Plan
TT	Transition Team

-U-

UFAS	Uniform Federal Accessibility Standards
UNICOR	Federal Prison Industry
UOB	Utilities Operations Branch
USMP	Utility Systems Management Plan
USRO	Utility Systems Repair Operator

-V-

VCR	Video Cassette Recorder
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-W-

WG	Wage Grade (pay scale)
WL	Wage Leader (pay scale)

NIH Competition Sensitive

WS	Wage Supervisor (pay scale)
WMSD	Work-Related Musculoskeletal Disorders
WR	Work Request
WSSC	Washington Suburban Sanitary Commission

-XYZ-