

DEPARTMENT OF ENERGY

FEDERAL PROCUREMENT SYSTEM

**BALANCED SCORECARD**  
*PERFORMANCE MANAGEMENT PROGRAM*

*Core Performance Measures*

**FY 2008**

ISSUED: July 2007

## **MISSION**

To provide acquisition and assistance services to support accomplishment of the Department's programmatic goals and objectives.

## **VISION**

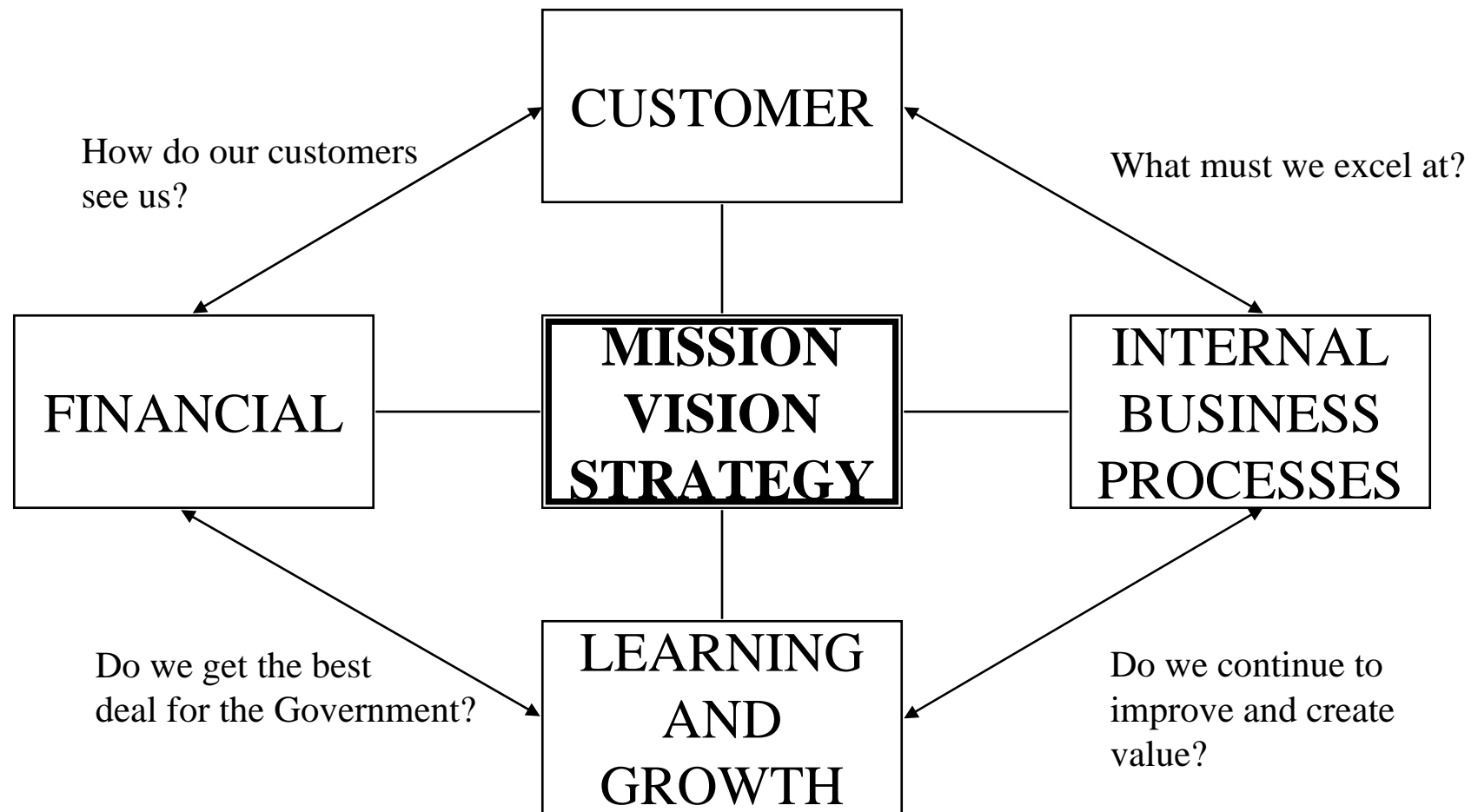
To deliver on a timely basis the best value product or service to our customers while maintaining the public's trust and fulfilling public policy objectives.

## **STRATEGY**

To develop and maintain an organizational culture, management systems, and line processes in the acquisition system that ensure a focus on results while emphasizing integrity, fairness, competition, openness, and efficiency.

# BALANCED SCORECARD

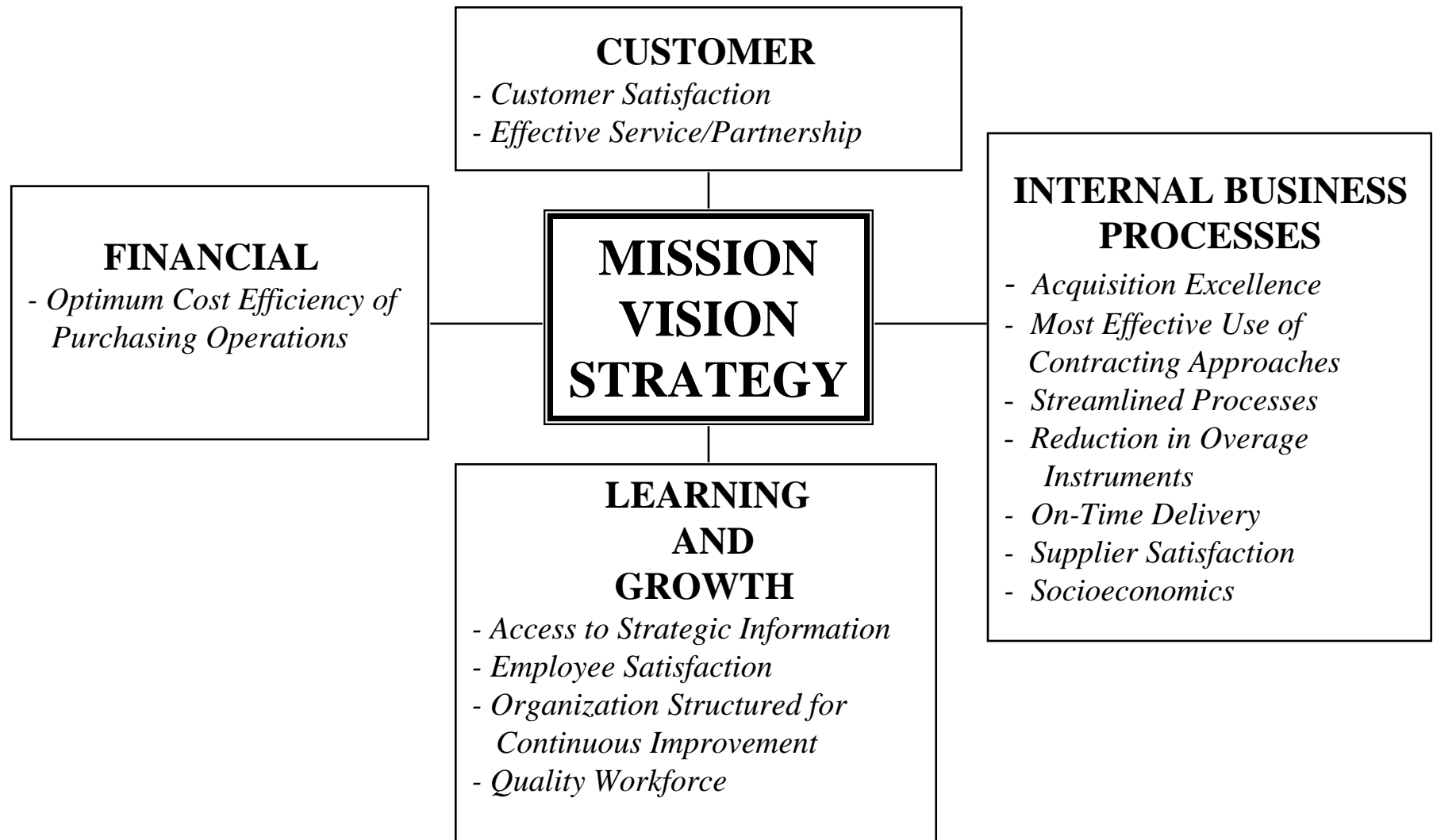
## STRATEGIC PERSPECTIVES





# BALANCED SCORECARD

## PERSPECTIVES AND OBJECTIVES



# CUSTOMER PERSPECTIVE

**OBJECTIVE**

**MEASURE**

**TARGET**

<p><b>Customer Satisfaction</b>                  Data Source: Customer Survey.                  Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results.                  Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p><b>Timeliness:</b> Extent of customer satisfaction with timeliness of procurement processing; planning activities; and on-going communications.</p> <p><b>Quality:</b> Extent of customer satisfaction with the quality of goods and services delivered.</p>	<p>88%</p> <p>92</p>
<p><b>Effective Service/Partnership</b>                  Data Source: Customer Survey.                  Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results.                  Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Extent of customer satisfaction with the responsiveness, cooperation, and level of communication with the procurement office.</p>	<p>92</p>

# INTERNAL BUSINESS PERSPECTIVE

## OBJECTIVE

## MEASURE

## TARGET

<p><b>Acquisition Excellence</b> Data Source: Manager’s Self-Assessment Survey, local protest data, compliance review results. Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results. Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Extent to which internal quality control systems are effective, particularly with respect to compliance with laws and regulations, vendor selection and performance, contract administration, and subcontractor oversight.</p>	<p>88% No sustained protests.</p>
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# INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE	MEASURE	TARGET
<p><b>Most Effective Use of Contracting Approaches to Maximize Efficiency and Cost Effectiveness</b></p> <p>Use of Electronic Commerce:                      Data Source: Electronic Small Purchase Systems, FPDS-NG, IIPS, DOE/C-Webb, local tracking systems.                      Data Generation: Data is tabulated from the listed tracking systems.                      Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p> <p>Performance Based Service Contracts:                      Data Source: FPDS-NG.                      Data Generation: Data is tabulated from the listed tracking system.                      Data Verification: Procurement Directors are responsible for accuracy of data entered into the FPDS-NG. HQ will randomly sample pre and post award actions and compare against the FAR PBSC standards.</p>	<p>Use of Electronic Commerce:</p> <ol style="list-style-type: none"> <li>1. Percent of purchase and delivery orders issued through electronic commerce as a percentage of total simplified acquisition actions.</li> <li>2. Percent of all synopses (for which widespread notice is required) and associated solicitations posted on FEDBIZOPPS for actions over \$25K. This measure will be tracked at HQ.</li> <li>3. Percent of all new competitive acquisition transactions over \$100K conducted through electronic commerce.</li> </ol> <p>Performance Based Service Contracts:</p> <p>PBSCs awarded as a percentage of total eligible new service contract awards (applicable to actions over \$25K).</p> <p>Percent of total eligible service contract dollars obligated for PBSCs (applicable to all actions over \$25K). This measure will be tracked at HQ.</p>	<p>64%</p> <p>100%</p> <p>60%</p> <p>60%</p> <p>80%</p>



## INTERNAL BUSINESS PERSPECTIVE - Cont.

### OBJECTIVE

### MEASURE

### TARGET

<p><b>Most Effective Use (cont'd)</b></p> <p>Use of Competition:                  Data Source: FPDS-NG.                  Data Generation: HQ will generate data from the FPDS-NG.                  Data Verification: Procurement Directors are responsible for accuracy of data entered into the FPDS-NG.</p>	<p>Use of Competition:</p> <ol style="list-style-type: none"> <li>1. Percent of total dollars obligated on competitive acquisition actions over \$25,000.</li> <li>2. Percent of acquisition actions competed for actions over \$25,000.</li> </ol> <p>(The above competition measures will be tracked at Headquarters)</p>	<p>76%</p> <p>68%</p>
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## INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE

MEASURE

TARGET

OBJECTIVE	MEASURE	TARGET
<p><b>Streamlined Processes</b> (cont'd)</p> <p>Procurement Administrative Lead Time (cont'd)</p>	<p>Procurement Administrative Lead Time for Financial Assistance:</p> <ol style="list-style-type: none"> <li>1. Percent of new competitive awards that are awarded within 245 days:                     <p style="margin-left: 40px;">Determine the number of days from receipt of application (or solicitation closing date if applicable) to date of award for each new award resulting from a competitive solicitation. Calculate the percent of actions that are awarded within 245 days.</p> </li> <li>2. Average number of days to process a new competitive award:                     <p style="margin-left: 40px;">Determine the number of days from receipt of application (or solicitation closing date if applicable) to date of award for each new award resulting from a competitive solicitation. Add up the number of days and divide by the number of award actions.</p> </li> </ol>	<p>80%</p> <p>160</p>

## INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE	MEASURE	TARGET
<p><b>Reduction in Overage Instruments</b>                      Data Source: FPDS-NG, local tracking systems.                      Data Generation: Data is generated from the FPDS-NG and local tracking systems.                      Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p> <p><b>On-Time Delivery</b>                      Data Source: Past Performance Data Base, local deliverable tracking systems.                      Data Generation: Data is tabulated from the listed tracking systems.                      Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Percent reduction in overage acquisition and financial assistance instruments.</p> <p>Percentage of contracts where contractual delivery date meets actual delivery/acceptance date.                      Note: applies only to procurement actions (not financial assistance) over \$1M.</p>	<p>10% of each year's beginning total.</p> <p>95%</p>

## INTERNAL BUSINESS PERSPECTIVE - Cont.

OBJECTIVE	MEASURE	TARGET
<p><b>Supplier Satisfaction</b>                      Data Source: Vendor Survey.                      Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into Excel Data Reduction Program which calculates results.                      Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p> <p><b>Socioeconomics</b>                      Data Source: FPDS-NG, ESRS, OSDBU, local tracking systems.                      Data Generation: Data is tabulated from the listed tracking systems.                      Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Extent of supplier (i.e. contractor/vendor) satisfaction with the responsiveness, cooperation, and level of communication with the procurement office.</p> <p>Percent achievement of assigned socioeconomic goals. This measure will be tracked at Headquarters.</p>	<p>95%</p> <p>100% achievement</p>

# LEARNING AND GROWTH PERSPECTIVE

## OBJECTIVE

## MEASURE

## TARGET

<p><b>Access to Strategic Information</b></p> <p>Data Source: Manager's Self-Assessment Survey (Data Collection).</p> <p>Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into the Excel Data Reduction Program which calculates results.</p> <p>Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>The extent to which reliable procurement management information systems are in place.</p>	<p>Strategic information system that is 100% accurate, timely and efficient.</p>
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# LEARNING AND GROWTH PERSPECTIVE - Cont.

## OBJECTIVE

## MEASURE

## TARGET

<p><b>Employee Satisfaction</b>                  Data Source: Employee Survey.                  Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into the Excel Data Reduction Program which calculates results.                  Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Superior Executive Leadership:                  Employee's perception of the organization's professionalism, culture, values, and empowerment.</p> <p>Quality Work Environment: Employee's degree of satisfaction with the tools available to perform the job, with mechanisms in place to ensure effective communications to accomplish job requirements, and with current benefits and job security.</p>	<p>85%</p> <p>86%</p>
<p><b>Organization Structured for Continuous Improvement</b>                  Data Source: Manager's Self-Assessment Survey (Mission Goals).                  Data Generation: Accomplished by using standardized survey instrument. Individual survey responses are entered into the Excel Data Reduction Program which calculates results.                  Data Verification: Procurement Directors are responsible for accuracy of data and retention of Excel Program Reports in accordance with records management requirements. Reports will be made available for compliance and/or HQ reviews.</p>	<p>Assessment of the level of continuous improvement including existence of an effective quality culture, extent of benchmarking and other improvement initiatives, and strategic planning actions.</p>	<p>87%</p>

# LEARNING AND GROWTH PERSPECTIVE - Cont.

## OBJECTIVE

## MEASURE

## TARGET

OBJECTIVE	MEASURE	TARGET
<p><b>Quality Workforce</b>                      Data Source: Career Development data systems.                      Data Generation: Data is tabulated from the listed data systems.                      Data Verification: Procurement Directors are responsible for accurately reporting results and retention of records in accordance with records management requirements. Submitted results will be compared with data maintained by the Departmental Career Development Coordinators.</p>	<p>Percent of all acquisition personnel meeting the qualification standards of the Acquisition Career Development (ACD) program. Individuals receiving a written waiver from HQ are excepted.</p> <p>Percent of certified acquisition personnel meeting the ACD Continuous Learning Requirement.</p> <p>Percent of all financial assistance personnel meeting the qualification standards of the Financial Assistance Career Development program.</p>	<p>90%</p> <p>90%</p> <p>90%</p>



# FINANCIAL PERSPECTIVE

## OBJECTIVE

## MEASURE

## TARGET

<p><b>Optimum Cost Efficiency of Purchasing Operations</b></p> <p>Data Source: FPDS-NG, local budget tracking systems.</p> <p>Data Generation: Cost to Spend Ratio is calculated from data extracted from listed data systems.</p> <p>Data Verification: Procurement Directors are responsible for the accuracy of the calculated ratio, and for retention of source documents and ratio calculation sheets in accordance with records management requirements. Records will be made available for compliance and/or HQ reviews.</p>	<p>Cost to Spend Ratio: Procurement organization's operating costs (labor plus overhead) divided by procurement obligations. (Note: the costs and obligations associated with M&amp;O actions are excepted).</p>	<p>.009</p>
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