More Efficient Organization Summary
for

MEDICAL AND DENTAL

REPAIR OF OTHER EQUIPMENT FUNCTIONS
for
ORS/NINDS/NIA

at the
National Institutes of Health

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More Efficient Organization

Medical and Dental Repair of Other Equipment Functions

ORS/NINDS/NIA

Building 13
13 South Dr.
Bethesda, MD 20892-5792

Point of Contact: Mr. Johnny Robbins
Director, Division of Scientific Equipment and Instrumentation Services
Building 13/3W28
Phone: (301) 435-3001
Fax: (301) 402-8189
robbinsj@mail.nih.gov

www.nih.gov

1 Executive Summary

Representatives from the National Institutes of Health (NIH) in collaboration with government consultants have developed a More Efficient Organization (MEO) as the government's organizational entity for performing the scope of work and tasks required for the Medical and Dental Repair of Other Equipment (ROOE) functions identified in the Federal Activities Inventory Reform (FAIR) Act as code (J999). These functions are performed in the Office of Research Services (ORS), the National Institute of Neurological Disorders and Stroke (NINDS), and the National Institute on Aging (NIA). Within ORS, the functions are performed in the Division of Scientific Equipment and Instrumentation Services (DSEIS); within NIA, they are performed in the Instrumentation Design and Fabrication Section (IDFS) and within NINDS, in the Division of Intramural Research, Office of the Clinical Director.

The mission of the MEO is to provide all management, supervision, consultation, administration, materials, supplies, equipment, and labor as identified in the Requirements Document (RD). The ROOE MEO will assume the ultimate role of being the NIH provider of prompt, cost-effective, high quality technical equipment services and repair.

The ROOE RD included the following eight functional areas:

- Service medical/dental/laboratory equipment,
- Service research project computers,
- Provide medical/dental/laboratory equipment supply and support,
- Support other assigned functions,
- Provide laboratory and scientific equipment and instrumentation division/branch management,
- Provide customer service,
- Provide leasing and sales of laboratory, scientific, clinical equipment and instrumentation, and
- Manage laboratory maintenance agreements.

The development of the MEO was accomplished through review of the RD, analysis of the workload and process flows, and evaluation of the requirements by staff currently associated with the required functions. Obtaining operational efficiency was the primary goal for the MEO development team therefore processes and procedures were carefully reviewed to identify accommodations or customizations that might improve efficiency. Emphasis was placed on examining current practices and potentially modifying, or developing new methods and approaches.

The proposed MEO will be located within the current Repair of Other Equipment operations area. The Director of the Division of Scientific Equipment and

Instrumentation Services activities are identified in the RD. This position is integral to the success of the MEO, and will continue to provide overall guidance and leadership.

The MEO will require 18.310 Full Time Equivalent (FTE) government employees across 25 positions to conduct the individual tasks and meet the requirements of the RD. This represents a reduction of 5.785 FTE from the current organization.

After careful review of the RD and assessing the workload identified, it was determined that the positions and staffing requirements presently existing at the NINDS and the NIA remain the same. The activity identified in these two organizations is very small, however, unique and specific to those business areas. The Baltimore based facility housing the NIA ROOE function necessitates the need to respond to customers' requirements within a timely basis. To relocate this activity to the NIH Bethesda campus would cause delay in meeting customers' needs to which a satisfying precedence has already been set. The equipment repaired at the NINDS is specific to Patient Care and does not fall under ORS technician's capabilities or responsibilities. All of the improvements are reflected within the ORS organization. Workload trends and identified efficiencies enabled a restructuring within ORS and a reduction of 5.785 FTE.

2 Introduction

The purpose of this document is to describe the government's MEO that will conduct the ROOE functions specified in the RD. This document will review the functions being competed, discuss the methodology and approach used to develop the MEO, describe the assumptions of the MEO team, communicate the analyses, and justify the recommendations for change. The current organization will also be thoroughly reviewed as the starting point for the process.

2.1 Functions Under Review

The RD defines multiple functions applicable to ROOE. The main functions that have been identified are:

- Service medical/dental/laboratory equipment,
- Service research project computer,
- Provide medical/dental/laboratory equipment supply and support,
- Support other assigned functions,
- Provide laboratory and scientific equipment and instrumentation division/branch management,
- Provide customer services,
- Provide leasing and sales of laboratory, scientific, clinical equipment and instrumentation, and
- Management of laboratory maintenance agreements.

Each of these functions includes numerous sub functions or sub requirements that must be performed in order to successfully fulfill the mission of the ROOE. Numerous functions that are integral to the success of this operational area were not identified in the RD and were therefore not addressed, however, the MEO has made every effort to maintain the relationship with these functions as a necessary element in providing continuing quality service.

Within these functions, additional responsibilities include recommending and implementing new techniques of business management that provide for an environment that can cope with ever increasing demands for quantity, quality and complexity of services in the face of diminishing resources; recommending and implementing ways to enhance, improve, and streamline business processes and operations, and appraise operational performance and progress to ensure that established goals, objectives and service schedules are being attained.

3 Current Organization

The current ROOE encompasses the workload within ORS, NIA and NINDS. The organization at the ORS, DSEIS provides the majority of the services identified in the RD. The work is performed within the Business Management Office, the Laboratory Equipment and Computer Service Branch and the Equipment Rental & Sales Branch of DSEIS. The work performed within the NIA, the Instrumentation Design and Fabrication Section, plans, designs, repairs, and fabricates mechanical instruments in support of scientific research in the Intramural Program. The Division of Intramural Research of NINDS is responsible for supporting research and training on the causes, prevention, diagnosis and treatment of neurological and muscle disorders and strokes.

3.1 Mission

The responsibility of the current organization may be found in its mission statement that declares it provides full service maintenance and repair, while providing prompt, cost-effective, and high quality, technical equipment services. The ROOE is an integral part of the NIH research mission. This multi-faceted department provides a one-stop shop that can supply the NIH with laboratory and computer equipment repair, lab-wide maintenance agreements, lease and sales of equipment, parts and materials and electronic and mechanical fabrications.

3.2 Organization and Staffing

The current organization and staffing chart, Figure 1, represents the structure of the ORS Division of Scientific Equipment and Instrumentation Services ROOE at the NIH. This organization chart details the reporting structure of the DSEIS within the NIH and the reporting key groups. Table 1 shows the current staffing levels. Services performed by the Mechanical Instrumentation Design and Fabrication Branch and Information Technology (IT) Specialist tasks are not specified in the RD.

Figure 1: Current DSEIS organization including the areas not specified in the RD (dotted lines).

Table 1: Current DSEIS organizational staffing for those functions identified in the RD.

Branch	Budget	On Board	Vacant
Office of the Director	2	2	0
Business Management Office	5	5	0
Laboratory Equipment & Computer Services Branch	15	15	0
Equipment Rental Sales Branch	4	4	0
Total	26	26	0

3.2.1 ORS Division of Scientific Equipment and Instrumentation Services

3.2.1.1 Office of the Director

The Office of the Director is responsible for overall management of the DSEIS in-house scientific equipment sales, rental, and repair and maintenance services as well as a custom instrumentation and design expertise, acquisition, budget, billing, information technology and human resource activities. This includes general management and oversight, as well as day-to-day leadership and supervision of the DSEIS.

3.2.1.2 Business Management Office

The Business Management Office (BMO) is responsible for providing a broad range of business, administrative and management support functions related to human resources, acquisition, travel, training, renovation projects, inventory management,

budget and finance, interagency agreements, service and supply fund billing, space management and property management for the DSEIS. Other responsibilities include advising and assisting the DSEIS Director, senior managers, and staff with business, administrative and management policy issues, organization procedures and regulations governing the DSEIS. The BMO develops internal guidelines and procedures related to various administrative topics. Also advises management in planning and implementing enhancement in the previously mentioned disciplines and prepare service and supply fund rate package and multi-year business plans.

3.2.1.3 Laboratory Equipment and Computer Services Branch

The DSEIS Laboratory Equipment and Computer Services Branch (LECSB) is committed to maintaining a broad variety of electromechanical, electronic and mechanical-based scientific equipment in the NIH equipment inventory, including chromatographs, amino acid analyzers, scintillation counters, DNA sequencers, balances, evaporator-freeze dryers, incubators, microscopes, ultracentrifuges, thermo-cyclers, and spectrophotometers. The LECSB provides such services as: installation, preventive maintenance, repair, performance evaluation, calibration, and testing, fabrication, refurbishing and modification of systems and their components. The LECSB maintains, repairs, modifies and installs computer and computer peripherals for the NIH computers; designs and fabricates customs electronic equipment, including patch clamp circuitry for ion-channel neural research, ultra-low noise amplifiers for microelectrodes, high voltage electrodes for electro-poration DNA studies, and advanced positioning systems for Positron Emission Tomography (PET). The LECSB also provides equipment management, preventative maintenance, performance evaluation, calibration, testing and refurbishing services and computer sanitation services to the NIH community.

3.2.1.4 Equipment Rental Sales Branch

The Equipment Rental Sales Branch (ERSB) administers services for the rental and sale of equipment. This branch also manages a pool of equipment available to the community on a monthly basis for either short-term or long-term rentals, coordinates a rental-to purchase program for the NIH customers and manages the New Equipment Sales Program, which includes a select group of standard types of laboratory equipment made available to the NIH research community for direct purchase through the DELPRO system inventory function.

3.2.1.5 Mechanical Instrumentation Design and Fabrication Branch and Information Technology Specialist

The services provided by Mechanical Instrumentation Design and Fabrication Branch (MIDFB) and the Information Technology Specialist are not called for in the RD, however, these offices are within the current organization. The IT Specialist will provide direct support to all components of the MEO and the continuing government activities within the DSEIS in the following areas: service the network servers that support the

DSEIS management information systems, analyze and recommend upgrades for the DSEIS computer systems, initiates the acquisition process for all IT related equipment and software, develops program and module designs for select portions of the MAXIMO software projects, provides specialized reports and provides program specific software training to the DSEIS employees. The MIDFB designs, fabricates and modifies mechanical, scientific and medical instruments for use at the NIH, including precision instrumentation, centrifuges, MRI head coil positioners, pipette column holders, electrophoresis units, radiation syringe shield, micro manipulators, micro electrodes, flow chambers, implantable devices, reference coil holders and head fixation devices for MRI/PET systems; provides CAD/CAM services; and provides general machine capabilities such as electrochemical plating, polishing and shaping small components, glassblowing, injection molding and stainless steel welding.

3.2.2 The National Institute on Aging, Instrumentation Design and Fabrication Section

Within the National Institute on Aging, the Instrumentation Design and Fabrication Section (IDFS), plans, designs, repairs, and fabricates mechanical instruments in support of scientific research in the Intramural Program. In addition, the IDFS maintains existing electronic equipment and devises new electronic instruments to meet the special needs of intramural research staff.

Figure 2: The NIA Organization is a part of the Office of the Chief and intra-department members of six other sections in the Research Resources Branch. The only organization's task identified in the RD is the Instrumentation Design and Fabrication section (shaded).

3.2.3 The National Institute of Neurological Disorders and Stroke

The National Institute of Neurological Disorders and Stroke organization conducts, fosters, and supports research and research training on the causes, prevention, diagnosis, and treatment of neurological and muscle disorders through intramural, collaborative, and field research in its own laboratories, branches and clinics, and through contracts; research grants to scientific institutions and to individuals; individual and institutional research training awards to increase trained professional research

personnel in neurological fields; and cooperation with various agencies in collecting and disseminating educational and informational material related to neurological disorders. The Division of Intramural Research is responsible for the maintenance and repair for specific equipment used in the Patient Care facility of the Clinical Center.

Figure 3: The Division of Intramural Research under the Office of the Clinical Director provides the maintenance and repair for specific equipment used in the Clinical Center.

3.3 Analysis of Current Operations

3.3.1 Operating Procedures

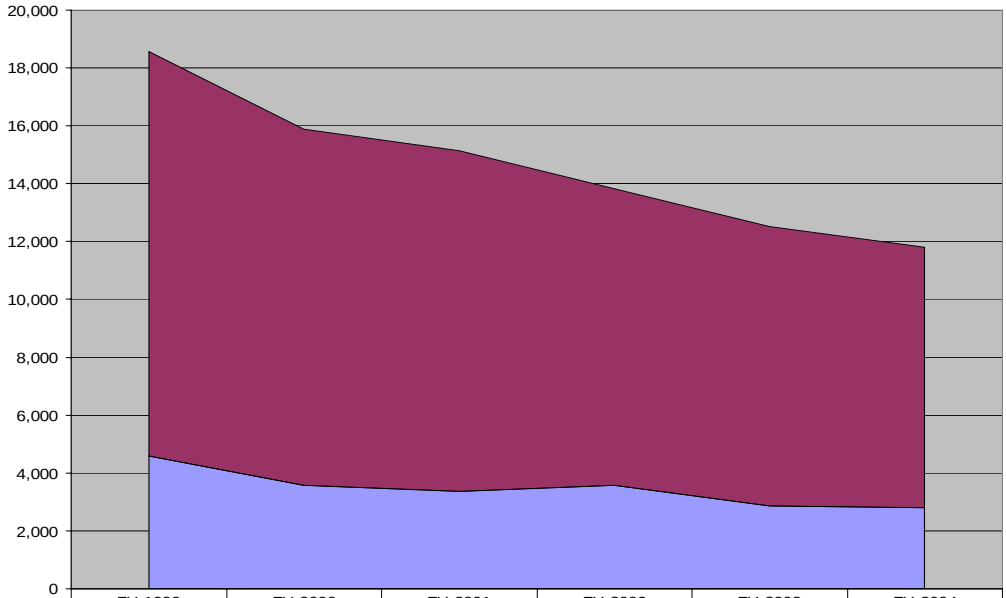
As an on campus NIH organization, the ROOE ensures customers are provided a smooth and easy fulfillment of their scientific equipment and service requirements while insulating them from the administrative/procurement overhead associated with fulfilling their needs from an outside source. The one-stop shop means the ROOE customers are never more than a phone call and a Common Accounting Number (CAN) number away from the purchase or lease of new equipment, repair services for scientific and laboratory equipment and computers. The DSEIS also provides the design and fabrication of specialized research equipment, on site equipment maintenance agreements, and a ready to provide inventory of over 4,000 electronic/mechanical parts supplies. The DSEIS, as a key player of the ROOE, offers competitive prices that include no travel charge for services, same day or next business day service for maintenance, the ability to respond quickly to emergencies and same day delivery for new or leased equipment in emergency situations.

The ROOE service mission is operational excellence. As a fee-for-service organization, the DSEIS, as an integral part of the ROOE, has several objectives. They are to increase the NIH-wide awareness of the DSEIS existence and of the services, while increasing the ROOE knowledge of customer needs. The ROOE will continue to emphasize the technical competency of staff through focused training and constantly

benchmarking against the market to ensure the ROOE processes continue to establish the DSEIS as the most competitive source for similar products, goods and services. The DSEIS will continue to strive to increase customer satisfaction, reduce the cost of services provided through bulk purchases, increased efficiency and greater use of information management systems.

3.3.2 Workload Analysis

The MEO development team instituted a top-down approach to workload analysis for two reasons. First, the current organization is extremely efficient and has undergone constant improvement over the last several years and second, the nature of a streamlined competition does not afford sufficient time to perform an in-depth, bottom-up analysis. An analysis of historical workload and workforce revealed trends that supported the conclusions of the top-down approach. Historically the trend illustrates a diminishing workforce in the face of a decreasing workload. The diversity of the introduction of new technologies in equipment, the increase in equipment warranties, staff efficiency gains and the limitations placed on overhead to market the ROOE capabilities has attributed to this decrease in workload. Figure 4 shows a 36% reduction of billable hours in this area over the past five years. Further, Figure 5 demonstrates the reduction in average hours per work order.



	FY-1999	FY-2000	FY-2001	FY-2002	FY-2003	FY-2004
LAB EQUIP REPAIR	13,960	12,307	11,785	10,260	9,663	9,002
COMPUTER REPAIR	4,599	3,581	3,359	3,577	2,864	2,800

Avg based on # techs	15.1	15.1	15.1	14.8	13.2	13.3
	1,229	1,052	1,003	935	949	887

Note: Overall billable hours have declined by 36% during the six year period.

Figure 4: Historical trend of the ROOE workforce billable hours by functional area over last five years.

Figure 5. Average Hours per Work Order. The ROOE anticipates workload to remain relatively flat for the out-years.

The major reasons for the reduction in average hours per work order are the experienced journeymen on staff, resulting in more knowledge, less de-bug and repair time, and the ability this time has given to cross train.

Figures 6, 7, 8 and 9 are additional indicators that further substantiate the decline in work items.

The stockroom data (Figure 6) reflects the number of line items recorded for issues and returns in the MAXIMO system. There has been a 63% reduction in stockroom issues/returns during the past five years.

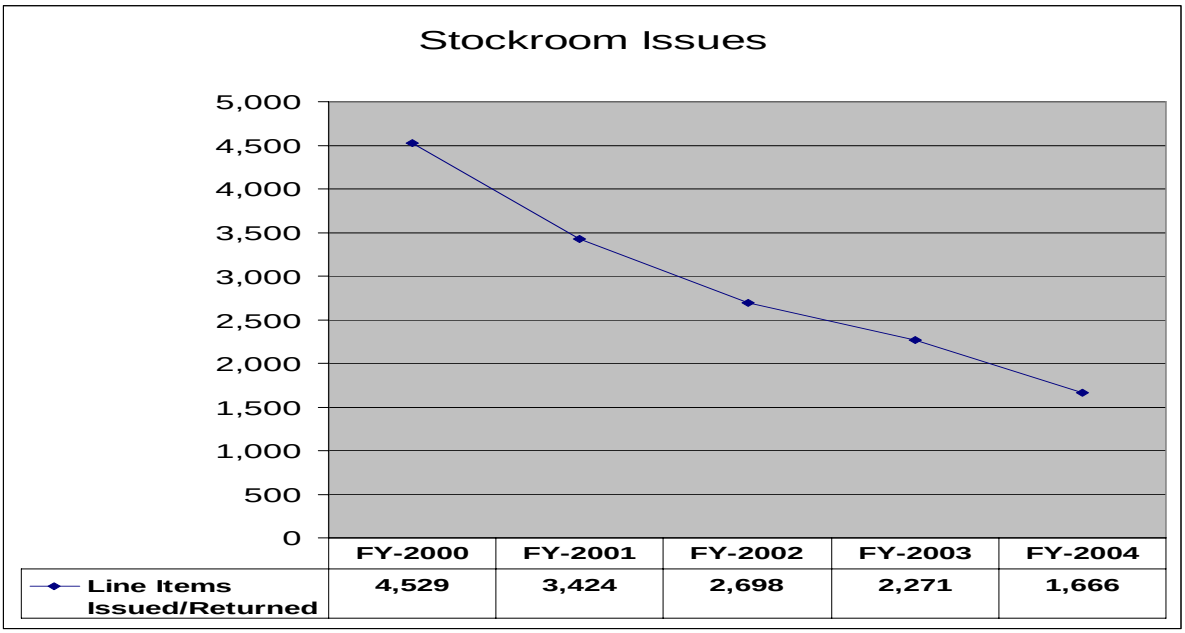


Figure 6: Stockroom Issues.

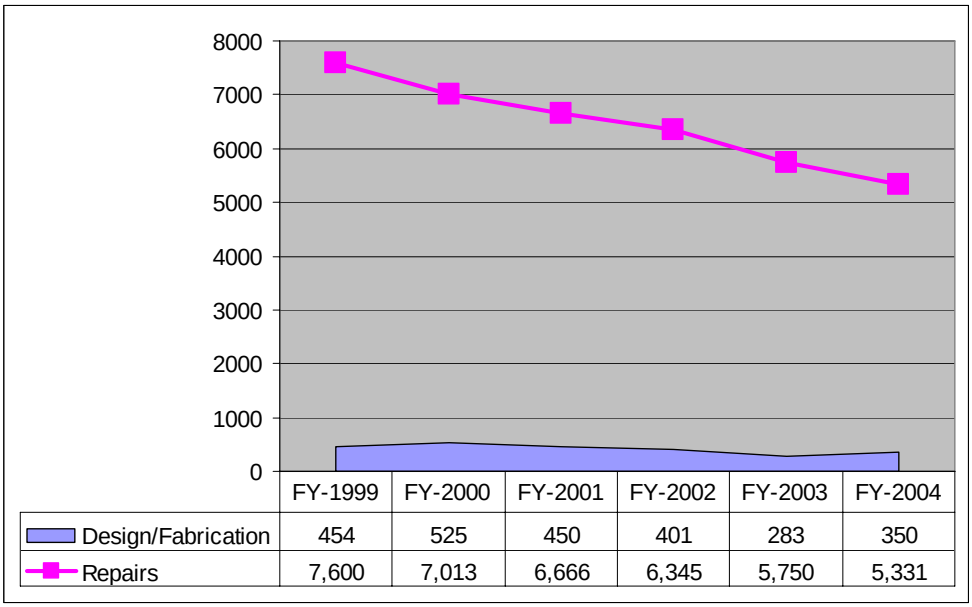


Figure 7: Work Order History.

Work orders for parts and maintenance agreements are included with the repair orders. There has been a 29% decline in work orders during the six year period.

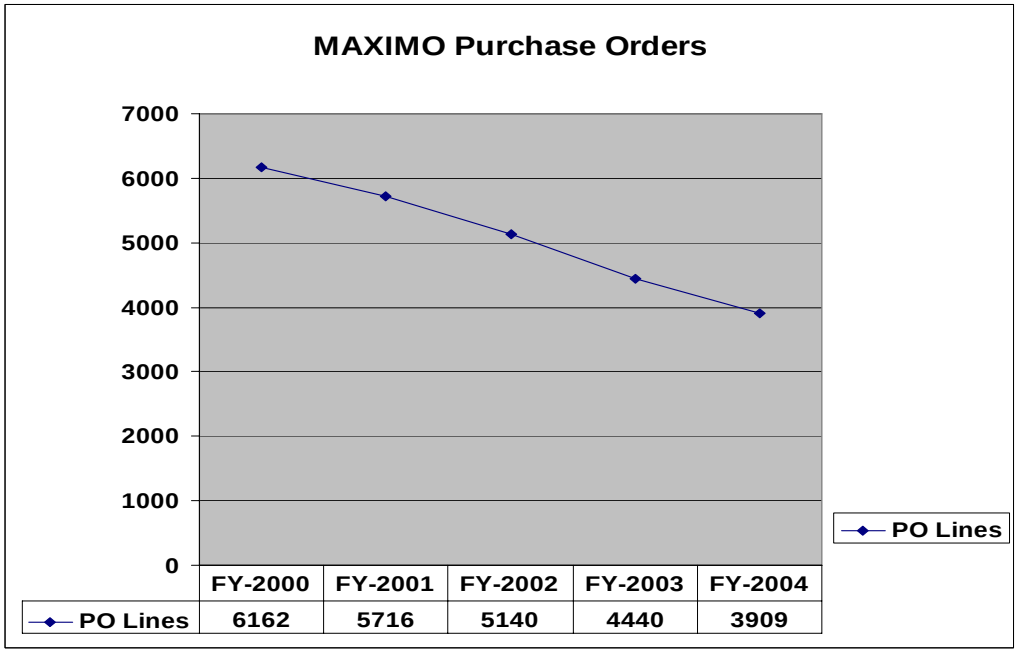
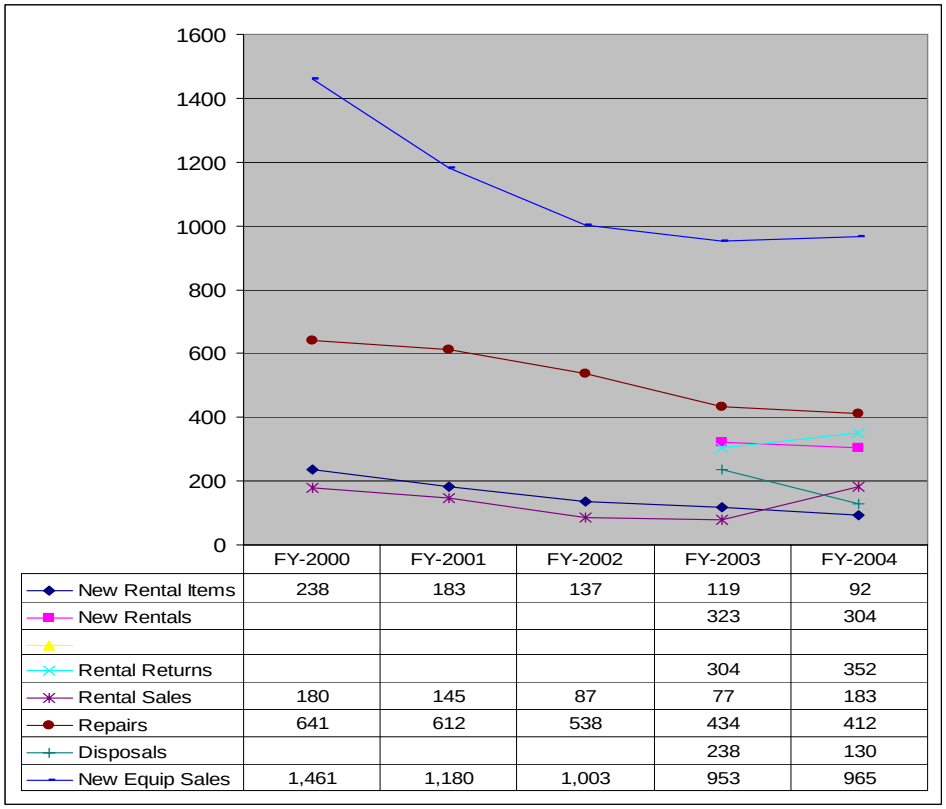


Figure 8: MAXIMO Purchase Orders

The purchase order data reflects the number of line items recorded in the MAXIMO system. There has been a 37% reduction in purchase order line items during the past five years.



	FY-2000	FY-2001	FY-2002	FY-2003	FY-2004
New Rental Items	238	183	137	119	92
New Rentals				323	304
Rental Returns				304	352
Rental Sales	180	145	87	77	183
Repairs	641	612	538	434	412
Disposals				238	130
New Equip Sales	1,461	1,180	1,003	953	965

Figure 9. Scientific Equipment Rental Program History of Actions

The new rentals, rental returns and disposals were not captured electronically by the system until FY2003. There has been a general decline in the number of actions during the five year period. The number of new equipment sales has declined by 44% over the past five years. As the number of rentals decline, the number of repairs required has declined as well.

4 Methodology and Approach to Develop MEO

The MEO development team began its challenge by carefully reviewing the RD and reviewing the current organization and its performance. Representatives from each of the involved sections reviewed workload measures and outcomes from their respective areas to identify potential organizational structures, cost reductions, and process improvements associated with performance of activities required by the RD.

The MEO development team then trended workload measures compared to staffing requirements over time, taking into consideration changes in technology that impacted staff efficiency in the ROOE. Workload measures stipulated in the requirements document were factored into the trending to arrive at staffing requirements by section (reference Figures 4-8).

The ROOE, as a dynamic organization, has effectively changed its business practices over the past five or more years to adapt to the changing environment of equipment repair. As evidenced by the historical analysis in Section 3.3.2, the ROOE has met the demands of the business area with improved and more efficient operations while successfully reducing staff. As a result, the MEO will not implement any major changes to the current organizational structure and recognizes the importance of interacting with other branches of the ROOE including those not currently under study. However, continuing with the historical trend and based upon projected and actual improvements and conditions, the MEO will allow for a further reduction in staff by 5.785 FTE.

The MEO will provide all management, supervision, consultation, administration, materials, supplies, equipment, and labor as identified in the RD.

4.1 Assumptions Used to Develop the MEO

A key component of the MEO is the ability to meet the demands of services in an ever-changing environment. The following assumptions of the MEO development team, including those of interest to the government, were addressed in response to the RD:

- The MEO team will ensure sufficient support for the new organization.
- Involvement of the MEO team will ensure government furnished information is supplied as needed.
- Equipment, materials, and facilities will be furnished by the government. This includes office equipment such as personal computers, printers, and copiers.
- There will be no major changes to the RD once the MEO tender is submitted.
- Identified recommendations will be implemented within the period of performance.
- Existing fields of the NIH enterprise and Information Technology systems can be used to develop tracking reports using standard audit protocols.
- Work currently performed by existing contract workforce is not included in the RD workload.

The MEO will provide all services specified and required in the RD 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, the MEO will be:

- An NIH customer service-focused organization that accepts, performs, and completes support services professionally and efficiently, with an emphasis on customer satisfaction.
- An organizational structure that allows for rapid response to critical and urgent requests while effectively interlacing planned and scheduled operations.
- A workforce that responds to the workload in an efficient and pro-active manner.
- A quality driven organization with continuous monitoring of activities by supervisors and staff.

4.2 Fundamental Changes and Justification

The RD outlined the magnitude of the work to be performed by the MEO. Each section of the RD was reviewed in detail by subject matter experts from that specific area. Combined with this analysis was a review of historical workload measures and technology and process improvements that were used to develop a trend analysis. This provided the MEO development team with the ability to extrapolate staff requirements to the workload for the performance period.

After gathering information from appropriate sources and documents, the workflow process was assembled and the organization structures identified. The MEO development team devised an organized approach that was reviewed and refined as information became available and was analyzed. The MEO will maintain a fully integrated role within the current organization.

The current organizational structure (which includes areas not addressed in the RD) was found to meet the mission for the ROOE as defined by the RD and was an excellent basis for the development of the MEO. The MEO is structured to maintain the relationships with activities and organizations that were not addressed in the RD and to continue to strike a balanced and an effective work environment.

The primary change is a reduction in workforce of 5.785 FTE. This was a justifiable reduction in part due to:

- The decrease in workload and leveling off of services based upon historic and projected workload trends.
- Ongoing business process improvements, such as:
    - The utilization of repair history of all equipment serviced by its personnel, thus assisting the technicians in the trouble-shooting/repair process. This reduces the down time of the equipment being serviced.

- Service personnel trouble-shoot the equipment being serviced to the board level and not the component level, helping to reduce down time.
- Partnering with more manufacturers regarding equipment service and repair.

- Increase in equipment warranty coverage and years of service.
- The majority of the Biomedical Engineering Technicians have ten or more years of experience.
- The continued utilization of effective employee training.
- Cross training that produces multifunctional staff to improve service coverage.

Figures 6 through 9, coupled with the historical in-house technician billable hours (Figure 4) and average hours per work order chart (Figure 5) further substantiate the trend in ROOE and demonstrated the productivity gains and reduction in workforce.

The OMB standard for yearly workable hours per FTE is 1776. According to the Medical Equipment Management Hospital Association, the following guidelines should apply for labor hours in an organization with three or more FTE. An organization of this size suggests that **75%** of the total yearly hours should be billable hours. This is the standard for labor hours per FTE for an organization that repairs laboratory equipment, computers, etc. For the MEO, this results in 1332 hours per FTE (75% of 1776 hours).

Historically, workload levels from FY1999 thru FY2004 have averaged 887 to 1,229 billable hours per FTE. During FY2004 the average billable hour per FTE was only 887 hours (total billable hours 11,802/13.3 FTE). Current trends for FY2005 indicate projected average billable hours of 828 hours per FTE, with a staff of 12 FTE. Based on the management standard identified above, the MEO will use 1,332 hours per FTE to determine staff requirements. This results in the need for nine (9) Technicians to perform the work at the RD workload level (9 times 1,332 equals 11,988 hours).

In addition, upon review of the MEO position descriptions and salary structure of the staff, it is the conclusion of the MEO development team the following will also be reflected in the MEO:

1. The DSEIS Director will be the MEO Manager.

2. Under the Business Management Office, there are currently two Program Assistants GS-8 that serve as Purchasing Agents and provide programmatic support. Only 36% of the duties are defined in the RD. Therefore, the MEO will create a Purchasing Agent GS-8 to handle the purchasing part only and the Program Assistant GS-8 will handle the programmatic part of both jobs and serve as a back-up for the Purchasing Agent. Also, a new GS-9 Lead position will be created to lead the GS-8 Program Assistants and Purchasing Agent and serve as the office manager.

3. A new position that will have elements of three previous positions rolled into one, will be created. The three positions to be combined are 1) Supply Technician

GS-7 currently under the Business Management Office; 2) the Medical Equipment Repairer WG-12 currently under Equipment Rental and Sales Branch; and 3) the Scientific Equipment Program Specialist GS-12 currently under the Lab Equipment and Computer Services Branch. To replace the three positions above, the MEO will establish a career ladder position at the GS-7/9/11 level.

This structure is supported through review of the information provided in the RD, which underscores appropriate duties that are commensurate with these salaries. It is recognized that for the ROOE to retain its cross sectional integrated approach to equipment repair and to carry out its commitment to the mission and vision of the organization, it is critical to retain these highly trained and seasoned staff and maintain a fluid transition to the MEO implementation.

5 More Efficient Organization

The proposed MEO will be located within the current ORS, DSEIS, NINDS and NIA operations area.

The MEO will require 18.310 Full Time Equivalents to conduct the individual tasks and meet the requirements of the RD.

5.1 Management Approach

The MEO will provide the managerial, supervisory, administrative, and direct workforce personnel to accomplish the scope of the requirements document. 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 organizational 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.
- Perform within the scope of government operations.
- Provide for employee satisfaction and development.
- 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 equipment repair is of prime importance. The MEO is predicated, in part, on the belief that the ROOE staff supports the NIH mission.

5.1.1 Management Organization

The MEO will implement an organization that will efficiently administer the MEO in a way that will minimize cost to the taxpayer and maximize service to the customers. The organizational structure of the MEO will utilize the same functional management approach as the current organization. Figure 10 shows the MEO.

Figure 10. The MEO embedded into the existing organization chart also shows areas not identified in the RD (dotted lines).

As referenced in Section 3.2, the breadth of the RD does encompass two supervisory positions; the Director of the Division of Scientific Equipment and Instrumentation Services and the Business Management Office branch supervisor. The MEO is replicating the current organization. Therefore the structure is not completely a stand-alone entity with its own management structure but rather maintains an integral and detailed reporting structure with the continuing government organization. All areas of the MEO will report to the Director, Division of Scientific Equipment and Instrumentation Services, including the organizations not addressed in the RD: Manual Design and Fabrication Branch and the Computer Assisted Design and Fabrication Branch, as well as the IT Specialist.

The DSEIS function will provide the technical and management responsibilities of the MEO. The BMO will be responsible for monitoring the business controls established for the MEO.

In the Office of the Director there is a Motor Vehicle Operator under the MEO group and an IT Specialist that is a part of the continuing government activity. Both positions report to the Director/MEO Manager and provide support for the MEO and continuing government activity. The DSEIS is a fee-for-service organization that provides services to the NIH community and other Federal agencies. The DSEIS success and existence is driven by its customer's demand for services. The MAXIMO system, Scientific Equipment Rental Program (SERP) and the Administrative Database system are the DSEIS computer driven information management systems that are critical components of the DSEIS billing process, financial planning and workload analysis. These systems serve to support the MEO as well as the continuing government activity. The IT Specialist is the system administrator for the MAXIMO and SERP systems. As such, the IT Specialist's responsibilities and authority are performed on behalf of the

government and encompass setting security level access for the MAXIMO and SERP systems, daily management of the systems, and providing data and specialized reports to the DSEIS managers. This information is used to make financial, technical and work distribution decisions and allocations.

All other functions will remain constant. The NIA and NINDS will continue to maintain existing electronic equipment and devise new electronic instruments to meet the special needs of intramural research staff and support the needs of the maintenance and repair of specific equipment used in the Patient Care facility of the Clinical Center, respectively.

5.1.2 MEO Operation

The proposed MEO will continue to be located in the ORS, NINDS and NIA organizations. Operational efficiency is a strategic goal of the MEO. The MEO fully understands that facilitating specific research protocols often requires accommodation or customization in the provision of services. The ROOE provides these services and consultative services.

The MEO will continue with integrated services that touch all aspects of the ROOE functions. The MEO is committed to creating best value for its customers and developing customer centered partnerships that deliver results. This approach and structure promote efficiencies among the ROOE sections and facilitates the provision of seamless service that focuses on customer requirements. This integrated aspect of the ROOE operation is core to the division's successes. For these reasons, the ROOE MEO is structured as a similar organization maintaining the highest quality and effectiveness and will continue to operate in the manner of the current ROOE.

5.1.3 Staffing

Staffing for the More Efficient Organization was developed from the existing "As-Is" organization adjusted for the reduction of 5.785 FTE. Table 2 is the composite staffing of the MEO. It contains 18.310 FTE.

Table 2. Complete FTE Staffing Table to support the Medical and Dental ROOE MEO Organization.

IC	Position	Pay Schedule	Grade	Step	Series	FLSA	FTE Count
ORS	Supervisory Program Coordinator	GS	15	5	301	E	.75
ORS	Motor Vehicle Operator	WG	5	5	5703	NE	1
ORS	Business Specialist	GS	13	5	301	E	.57
ORS	Office Manager (Lead position)	GS	9	5	301	E	.98
ORS	Program Assistant	GS	8	5	303	NE	1.45
ORS	Purchasing Agent	GS	8	5	1105	NE	.36
ORS	Electronics Tech	GS	13	5	856	E	.95
ORS	Biomedical Engineering Technician	GS	11	5	802	E	9.0
ORS	Supply Specialist	GS	7/9/11	5	2010	NE/E/E	1
ORS	Rental Program Coordinator	GS	13	5	2003	E	.67
ORS	Inventory Management Specialist	GS	11	5	2010	E	.89
ORS	Electronics Tech	GS	12	5	856	E	.1
NIA	Equipment Specialist	GS	11	5	1670	E	.127
NIA	Instrument Maker	WG	12	5	3314	NE	.128
NINDS	Biomedical Engineer	GS	11	5	858	E	.205
NINDS	Biomedical Engineer	GS	12	5	858	E	.130
Total FTE							**18.310**

6 Glossary

-A-B-C-

BMO	Business Management Office
CAN	Common Accounting Number

-D-E-F-

DSEIS	Division of Scientific Equipment and Instrumentation Services
ERSB	Equipment Rental Sales Branch
FAIR	Fair Act Inventory Reform
FTE	Full Time Equivalent(s)
FY	Fiscal Year

-G-H-I-

GS	General Schedule
IDFS	Instrumentation Design and Fabrication Section
IT	Information Technology

-J-K-L-

LECSB	Laboratory Equipment & Computer Services Branch

-M-N-O-P-

MIDFB	Mechanical Instrumentation Design & Fabrication Branch
MEO	More Efficient Organization
NIA	National Institute on Aging
NIH	National Institutes of Health
NINDS	National Institute of Neurological Disorders and Stroke
ORS	Office of Research Services
PET	Positron Emission Topography

-Q-R-S-

RD	Requirements Document
ROOE	Repair of Other Equipment
SERP	Scientific Equipment Rental Program

-T-U-V-

-W-X-Y-Z-

WG	Wage Grade