



FISCAL YEAR 2000
PROCUREMENT EXECUTIVES
COUNCIL STRATEGIC PLAN

Procurement Executives Council



STRATEGIC PLAN FY 2000

VISION FOR THE FEDERAL ACQUISITION SYSTEM

A model for business excellence which:

- Features innovative business practices leading to timely delivery of best value products and services to the customer;
- Fulfills public policy objectives; and
- Builds on a foundation of integrity, fairness, and openness.

VISION FOR THE FEDERAL ACQUISITION WORKFORCE

The Federal acquisition workforce is the government's business leaders. As the government's business leaders, we:

- Provide strategic business advice to agency leaders for spending and managing billions of the taxpayers dollars annually.
- Apply the most effective business practices from the public and private sectors
- Join industry in a mission-oriented business partnership
- Obtain the best value goods and services for the taxpayer
- Provide responsive, creative, solution oriented service to support the Program mission

MISSION FOR THE PROCUREMENT EXECUTIVES COUNCIL

The Procurement Executives Council (PEC) is an interagency council consisting of procurement executives in the Executive Branch. The PEC is the principal forum for the Procurement Executives to utilize their collective influence and knowledge to achieve the vision for the Federal Acquisition System and the Federal acquisition workforce. The scope of the Council's activities will embrace the full range of Procurement Executive business responsibilities including procurement, acquisition and, as appropriate, grants.

To accomplish this mission, the Council will:

- Establish priorities for the actions needed to realize these visions.
- Provide recommendations to the Federal Acquisition Regulatory Council and other regulatory bodies on regulatory issues, and provide assistance to these bodies when requested.
- Make recommendations concerning legislation affecting the procurement community.
- Work with other affinity groups (e.g., the CIO Council, the CFO Council) to develop solutions to issues impacting Procurement Executive Functions.
- Create an environment that promotes innovation, empowerment, and risk taking in accomplishing the Government's business.
- Explore methods to streamline and improve existing business processes.
- Leverage resources to develop solutions to common problems.
- Share ideas, practices, and experiences among agencies.

STRATEGIC PRIORITIES

The PEC has identified an initial set of strategic priorities to carry through fiscal year 2000. These priorities are:

- To develop strategies to enhance and support a new paradigm for the federal acquisition workforce-that of becoming business leaders.
- To promote electronic commerce as a tool in carrying out the government's business.

- To develop a performance measurement and management framework to evaluate how the acquisition process is supporting agency missions and achieving the vision of the Federal Acquisition System.
- To enhance the government's ability to efficiently conduct government business while effectively carrying out socioeconomic policy.

To carry out these strategic priorities, the PEC has established several Committees and working groups. Additionally, the PEC works with the Office of Management and Budget (OMB) to craft governmentwide acquisition policy and develop and review acquisition legislation.

A discussion of the goals that are derived from the strategic priorities and the plans and activities of each of the PEC Committees follows.

1. STRATEGIC PRIORITY: ACQUISITION WORKFORCE

INTRODUCTION:

The PEC Acquisition Workforce Committee has been established to focus on the changing role of the acquisition workforce, and to identify methods and strategies to equip this workforce with the knowledge, skills, and abilities to successfully meet the challenges of change. To address the many issues facing the workforce of the future, the Acquisition Workforce Committee has chartered working groups focusing on researching acquisition workforce needs, a Government-wide Acquisition Management Intern Program (AMIP), retention strategies and incentives, and determining the ideal skills and characteristics of the future acquisition professional.

The Committee's general objectives are to:

OBJECTIVES:

Develop broad strategies to define and shape the workforce of the future.

Improve the effectiveness and morale of the current acquisition workforce.

Serve as a resource of excellence to consult with the Office of Federal Procurement Policy, the Office of Management and Budget, and other bodies on matters and proposed initiatives involving the acquisition workforce.

OUTCOMES:

A set of products, identified below, that enhances the effectiveness of the present and future Federal acquisition workforce.

To achieve the Committee's objectives, the following activities and milestones will be accomplished:

ACTIVITIES	MILESTONES
Collect DoD and Logistics Management Institute research reports and other research on acquisition workforce needs.	May 1999
Complete the review of the research obtained and identify further areas of study.	January 2000
Index and abstract research reports.	January 2000
Provide resource support to other working Groups.	As needed
Develop a draft of the Governmentwide AMIP.	September 1999

ACTIVITIES	MILESTONES
Brief Agency bureaus or operating divisions on the proposed Intern program.	October 1999
Implement a Governmentwide AMIP.	June 2000
Develop templates for Governmentwide interagency rotational assignments.	July 1999
Develop templates for Government-Industry rotational assignments.	July 1999
Develop templates for a Governmentwide mentoring program.	July 1999
Present templates to PEC for consideration.	
Review recent survey results on the ideal acquisition professional, along with qualities of such professionals.	December 1999
Team with Federal Acquisition Institute (FAI) to target appropriate focus groups and future competencies for an Office of Personnel Management (OPM) study of the 1102 series.	September 1999
Build a matrix for the larger acquisition workforce by grouping competencies and skills based on function.	October 1999

ACCOMPLISHMENTS:

1. Conducted a focus group on acquisition workforce issues that included both Government and industry officials.
2. Developed and received PEC approval for the Governmentwide Acquisition Intern Program and is currently proceeding to implement the Program.
3. With PEC approval, agreed to a joint study on Acquisition Workforce competencies as partners with FAI and OPM.

2. STRATEGIC PRIORITY: ELECTRONIC COMMERCE

INTRODUCTION:

The PEC Electronic Commerce Committee was established to enhance the Government’s ability to support mission accomplishment by promoting the effective use of electronic commerce (EC). To achieve its charter, the EC Committee will work as partners with the Chief Information Officers Council and the Chief Financial Officers Council.

The following objective and measurement will be used to determine the Committee’s success in achieving their charter:

OBJECTIVE:

Maximize the efficiency and effectiveness of federal acquisition systems to improve business processes with a focus in procurement-related EC.

OUTCOMES:

A set of core EC performance measures that will indicate the effectiveness and efficiency of EC use in procurement-related activities.

A framework for developing a working relationship with industry for fostering EC.

To achieve the Committee’s objective, the following initial projects with associated milestones, will be accomplished:

ACTIVITIES	MILESTONES
Evaluate the Electronic Posting System (EPS) and provide recommendations for its use Governmentwide.	
Develop a framework for working with industry to foster EC.	
Establish liaisons with other major EC-involved groups public or private.	
Organize an EC Fair to include electronic systems used throughout the Government.	October 7, 1999
Identify metrics for EC.	
Report on emerging technologies that could provide potential benefits to the Federal procurement process.	
Revise and update the EC Committee Strategic Plan.	January 31, 2000

ACCOMPLISHMENTS:

Sponsored a Federal EC Fair where many Federal agencies demonstrated their operational systems in numerous functional areas to hundreds of Federal employees looking for EC solutions.

3. STRATEGIC PRIORITY: PROCUREMENT PERFORMANCE MEASUREMENT AND MANAGEMENT

INTRODUCTION:

The PEC Performance Measurement Committee has been chartered to create, document, and maintain a strategic performance measurement and management framework that measures progress towards the vision for the Federal Acquisition System and that links procurement performance to the Government Performance and Results Act (GPRA) and agency strategic plans. The goal is to develop measurements for the procurement community and then expand the measurements to the entire acquisition function. The Committee's approach to addressing this challenge is to survey agencies on their usage of performance measurement and explore the role and standards of the Federal Acquisition System.

The following objective and measurement will be used to determine the Committee's success in achieving their charter:

OBJECTIVE:

Advance the procurement community's progress towards reaching the vision for the Federal Acquisition System by creating a set of Governmentwide procurement performance measures that can be used as an indicator of progress and as a tool for developing and employing effective management improvement strategies.

OUTCOMES:

A set of core procurement Performance Measures that:

- **Are used by the procurement community on a Governmentwide basis;**
- **Can be used to link procurement performance to GPRA and agency strategic plans;**
- **Produce results of overall performance; and**
- **Enable effective management improvement strategies to be developed.**

To achieve the Committee's objective, the following activities and milestones will be accomplished:

ACTIVITIES	MILESTONES
Survey Federal agencies on their use of procurement and/or acquisition performance measures and the methodologies employed.	June 1999
Utilize survey results to develop a framework (set of perspectives) and to identify common measurement areas targeted by agencies.	August 1999

ACTIVITIES	MILESTONES
Compile a proposed set of core procurement performance measures using the Framework and common targeted measurement areas."	October 1999
Present the proposed measurements to the PEC.	October 1999
Define each measure and identify the timeline and logistics for data collection.	November 1999
Present proposal to PEC for approval and implementation.	December 1999
Review and update annually.	October of each year

ACCOMPLISHMENTS:

1. Conducted a survey of Federal agencies on their use of procurement and acquisition performance measurements and the approaches (e.g., Balanced Scorecard) they employ.
2. Developed (by PEC) a Performance Based Service Contract (PBSC) performance measurement for Governmentwide use.
3. Initiated modifications to the Federal Procurement Data System to collect PBSC information.

4. STRATEGIC PRIORITY: SOCIO-ECONOMIC ISSUES

INTRODUCTION:

The PEC Socio-economic Committee has been chartered to focus on socio-economic aspects of the Federal Procurement System. In achieving this charter, the Socio-economic Committee will identify products and services required to accomplish its objectives including establishing cross cutting partnerships, and developing a Strategic Plan to improve the effectiveness of agency goals that ties procurement, preference and mission priorities together and establishes realistic goals, simplified measures, and alternatives for educating the workforce.

The following objectives and measure will be used to determine the Committee’s success in achieving their charter.

OBJECTIVES:

Improve Socio-economic goal setting and the Small Business Advocacy Environment by developing a goal setting culture that creates a win-win relationship between Small Business Administration, Federal agencies, and small businesses.

Leverage Governmentwide programs and vendor outreach by improving governmentwide partnerships and utilizing federal procurement programs to increase small business participation.

OUTCOMES:

Governmentwide partnerships capable of leveraging Government programs to focus on socio-economic aspects of the federal procurement process.

A Plan which identifies alternative measures of success for the effectiveness of socio-economic programs through the procurement process.

Tools available to enhance the ability of the procurement professional to accomplish socio-economic and other preference programs.

To achieve the Committee’s objective, the following activities and milestones will be accomplished:

ACTIVITIES	MILESTONES
Benchmark existing processes of goal setting, data collection, tracking, and reporting. Identify areas for improvement and innovation.	December 1999
Develop a Strategic Plan to improve goal setting and achievement measures. Explore alternative measures and a process that aligns agency missions with procurement and socio-economic program goals. Explore a more simplified process, and one that uses a balanced scorecard like approach.	December 2000
Establish strategy to implement areas of improvement identified in the benchmark effort above. Incorporate current and evolving technology systems to capture data that will produce meaningful measures of socio-economic program success.	December 2000

ACTIVITIES	MILESTONES
Establish closer teaming relations with the Office of Small and Disadvantaged Business Utilization (OSDBU) community to maximize communication.	Ongoing
Identify agency and community crosscutting issues and partnership opportunities for improving the effectiveness of socio-economic programs.	Ongoing
Develop a toolkit for front-line procurement officials, small business specialists, and program managers, to educate the workforce on small business requirements and how to achieve their socio-economic goals.	April 2000
Explore regulatory and legislative strategies to simplify and continuously improve the effectiveness of socio-economic programs.	Ongoing
Explore integrated approach to incorporate procurement planning into the appropriate government planning processes.	December 2000
Identify both long and short-term improvements to FPDS reporting quality, and system capabilities and usefulness.	March 2000

ACCOMPLISHMENTS:

1. Conducted a survey of agencies data collection systems to support the benchmarking effort scheduled for completion in December 1999.
2. In conjunction with the PEC Performance Measurement Committee, developed a white paper for re-engineering the FPDS.