



Department of Energy Competitive Sourcing Study: Financial Services

Plan of Actions & Milestones

**May 21, 2002
Rev 1**

INTRODUCTION

On March 22, 2002, the Secretary of Energy announced that approximately 1,000 Department of Energy (DOE) Federal employee jobs would be evaluated through a competitive sourcing initiative. One of the functional areas announced by the Secretary is Financial Services. Financial Services encompasses approximately 150 Federal Full-Time Equivalent (FTE) positions, working at 28 separate locations across the United States, and performing the accounting functions of vendor payments, employee travel processing, billings and collections, employee timekeeping and payroll support, financial systems support, general accounting, and financial reporting. In addition, DOE has 57 support service contractor FTEs performing financial services functions at some of the 28 locations. This Plan of Actions & Milestones (POA&M) outlines the Financial Services Study Team approach and presents high level milestones for conducting the study. It is submitted to the DOE Competitive Sourcing Executive Steering Group through the Office of Competitive Sourcing for review and concurrence.

CONCEPT AND VISION

Financial Services is a multiple function, multiple site study and as such will be completed within 24 months from the Secretary's announcement. Financial Services, while currently performed at numerous sites across the DOE complex, will be competitively sourced as a single procurement.

DOE's financial services functions are organizationally and geographically dispersed at the following locations:

- Three Financial Service Centers located in Germantown, MD, Albuquerque, NM, and Oak Ridge, TN;
- Twenty-three DOE field offices (called "satellites" because they process their financial transactions to the Financial Service Centers);
- Office of Financial Control and Reporting (FCR) located in Germantown, MD; and
- Office of Corporate Financial Systems (CFS), also in Germantown, MD.

The majority of the positions under study are located at the Financial Service Centers. The three centers each contain from 34 to 51 FTEs (including support service contractor FTEs) performing financial services functions. (Note: these are preliminary estimates that are subject to verification and validation during the data gathering and analysis phase of Performance Work Statement (PWS) development). The satellite offices, FCR and CFS contain from less-than-one FTE to 21 FTEs (including support services contractor staff) performing financial services functions (also subject to verification and validation). Attachment 1 displays the positions under study, arrayed by Program Secretarial Office and organization (i.e., Headquarters or field location).

It is the vision of this study that, through the competitive sourcing process, the overall cost to the Government of performing DOE's financial services will be less than today, whether through outsourcing or through implementation of the Most Efficient Organization (MEO). The PWS

will be structured to provide commercial sources and the Government's MEO Team with the maximum flexibility toward consolidating operations and bringing efficient technological solutions to bear.

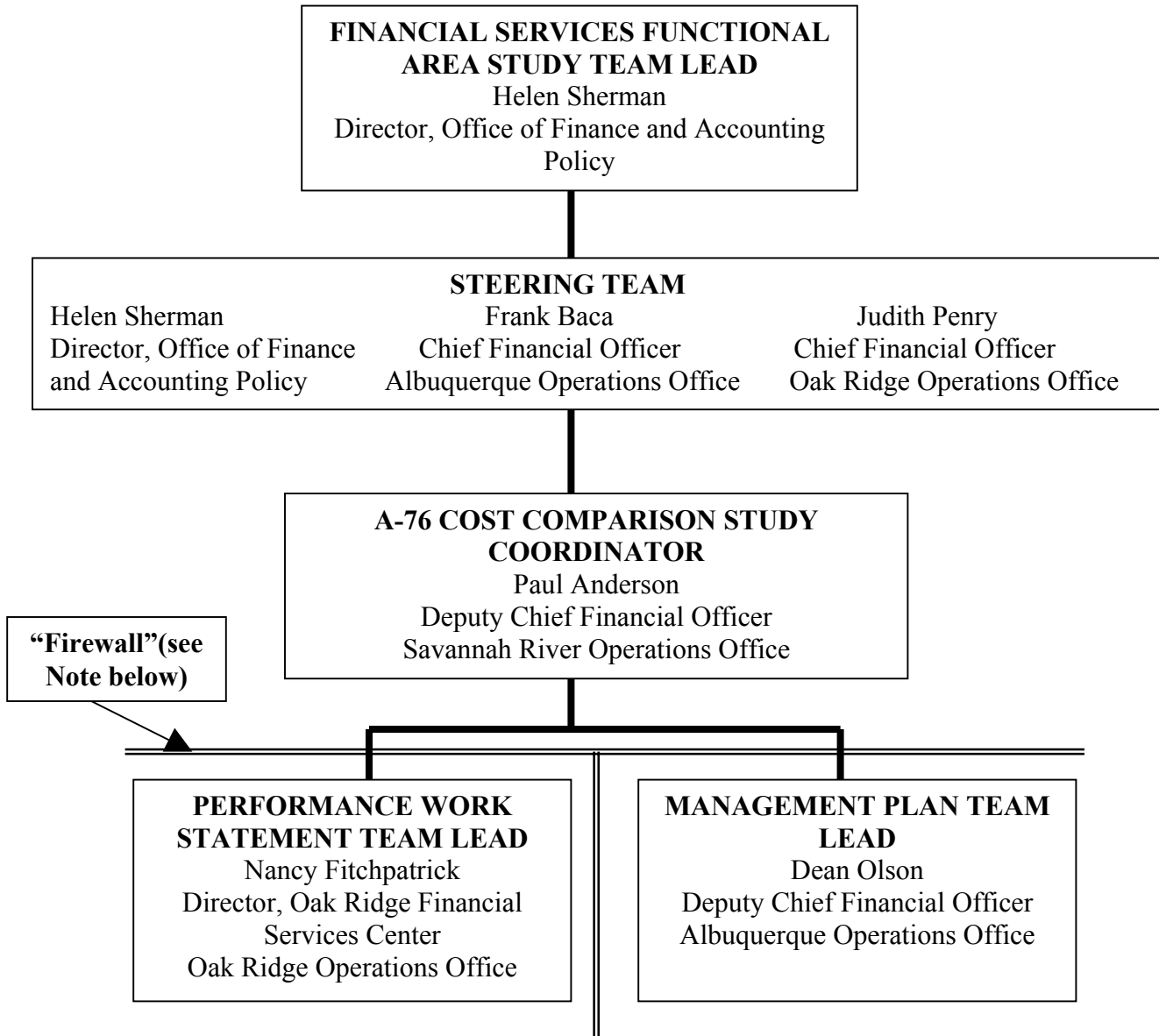
The Team envisions all financial services positions (whether currently Federal or contractor employees) under study will be studied collectively and comprehensively for all locations. The Team does not envision performing separate competitive sourcing studies at each location where financial services are performed (although this approach could change as a result of detailed analysis of functions performed at each location during the Performance Work Statement phase of the study). The rationale for this study approach is that the financial services functions performed by the service centers are reasonably uniform, and the financial services functions performed by the satellite offices are reasonably uniform, therefore, the functions can be "packaged" into a consolidated solicitation. Consequently, the work of all 207 FTEs (150 Federal employee FTEs and 57 contractor FTEs) will be consolidated and bid in a single solicitation.

The Team's rationale for including the currently contracted FTEs in the study and solicitation is that currently contracted financial services are integrated with the Federal employee financial services and must be considered non-severable in a strategy that envisions contractor performance or performance by an MEO. Prospective commercial bidders, and the Government's Management Plan, should conclude that consolidating the services currently being performed at 28 locations into fewer locations is more cost effective; therefore, all financial services currently being performed must be considered in the solicitation strategy.

It should be noted that Financial Services within the DOE were consolidated and streamlined a several years ago. From 1995 through 1998, DOE undertook an initiative to streamline, standardize, and consolidate its financial services. The establishment of three Financial Service Centers, the centralization of recurring financial activity at the Centers, and the elimination of 16 different hardware platforms and 16 different instances of the Department's accounting system led to recurring operational efficiencies of 30+% for DOE. It is anticipated that the study will validate the value of the prior consolidation and streamlining activities, as well as reveal additional opportunities for operational efficiencies.

ROLES AND RESPONSIBILITIES

The following high-level organizational chart shows the Financial Services Study management team structure:



Note: On May 20, 2002, the Financial Services Study Area Team Lead was informed that the Office of Management and Budget is developing strict rules relating to assuring that A-76 study teams do not violate Organizational Conflict of Interest (OCI) principles. These emerging OCI principles resulted from a very recent General Accounting Office (GAO) ruling that study

members who develop or know the details of the PWS cannot also work on the Government's Management Plan. Consequently, the Financial Services Study Team is assuring that its management structure, and the involvement of its team members, assure that no organizational conflicts of interest will occur. We have included a "firewall" in the diagram above to demonstrate the segregation of responsibilities relating to OCI issues. We will continue to refine the responsibilities, in concert with the Office of Competitive Sourcing and with our consultant, to assure that no real or perceived OCI exists.

The Financial Services Study Team Leader and Steering Team is comprised of experienced senior financial personnel from throughout the Department who will ensure that the study is conducted in a comprehensive and professional manner. The primary role of the Steering Team members is to bring senior level guidance to the study process and to assure that issues and concerns will be resolved in a timely and comprehensive manner. Because Steering Team members are highly respected Senior Executive Service financial professionals, they will be able to guide the overall process efficiently and effectively. The A-76 Cost Comparison Study Coordinator, who has prior experience in A-76 studies, will oversee and coordinate the day-to-day development of the deliverables for this study, coordinate activities and issues between the teams and management, assure that the study achieves its milestones and objectives, and also serve as primary interface with the consultant assigned to the study area. Consistent with a recent GAO decision, neither the Steering Team members nor the Cost Comparison Study Coordinator will steer or direct the results and conclusions of the PWS or the Management Plan, and will assure that the "firewall" between the PWS and Management Plan is maintained.

The Performance Work Statement Team and the Management Plan Team will each have members from the three Financial Service Centers, from FCR and CFS, and from one or more satellite offices. Each of these teams will have advisors or members from General Counsel, Human Resources, and bargaining unit representation as appropriate. The PWS Team will also have procurement representation. The Performance Work Statement Team members and the Management Plan Team members are expected to devote 50-60% of their time on team responsibilities during the development of the team's related products. Attachment 2 shows the study team participants identified so far. As other participants are identified, Attachment 2 will be modified. Also, Attachment 2 also reflects other members of this study, such as the MEO Certifying Official, and the Independent Review Official, who will be included as they are identified or named.

TRAINING REQUIREMENTS

The Functional Area Team Lead, the A-76 Cost Comparison Study Coordinator, and the Management Plan Team Lead have completed a two-day training course, "A-76 Competitive Sourcing Start to Finish (A Practitioner's Overview)." Steering Team members will receive similar training. The Performance Work Statement Team members and the Management Plan Team members will receive in-depth training related to their deliverables, to be scheduled shortly before each team begins work on its related deliverables.

TAKING CARE OF THE WORKFORCE

We have carefully crafted the composition of the study teams to include representation from the three Financial Service Centers and satellite offices to assure employees that the government will diligently execute the study and to most favorably compete in the competitive sourcing process.

In addition, personnel affected by the study (i.e., those in positions identified for study as well as those who would likely be affected in any related workforce restructuring action) have been notified and provided access to related Departmental web sites and frequently asked questions and answers, and will be provided copies of this POA&M once approved. Since some adverse impacts upon the workforce can be expected to result from this study, we will assure that Human Resources offices serving the affected workforce are engaged early, and that they provide initial and ongoing briefings to employees to explain the various assistance programs available to them. We will also assure that union bargaining units are kept fully apprised of the progress of the study through the monthly briefings that will be coordinated through the DOE Office of Competitive Sourcing. Further, we will hold monthly conference calls with the financial heads at each location that has positions to be studied for updating the workforce. Affected employees who have questions or concerns that cannot be addressed by on-site management will be referred to the Financial Services A-76 Cost Comparison Study Coordinator. In addition, the Steering Team and Study Coordinator plan to hold quarterly video-conference calls with all potentially affected employees to provide status updates and opportunities for questions and answers. In the event that there are adverse employee actions envisioned, we will explore mitigating options for affected employees including reassignment to approved, vacant positions, early-out and buy-out authority, job placement assistance, and employee counseling.

COMMUNICATIONS PLAN

The Financial Services Study comprises employees within 28 organizational units under the authority of six Program Secretarial Offices (see attachment 1 for details). As a result, the Financial Services Communications Plan has a goal of apprising affected employees, their chains-of-command, and other interested stakeholders about the progress of the study. The following communications strategy will be employed for the Financial Services Study:

- Affected employees and their office supervision. We will hold monthly teleconference calls with the financial heads of the 28 organizations affected by the study. These conference calls will provide status on the progress of the study, discuss planned actions and milestones, and provide a forum for resolution or clarification of issues and concerns. While the primary interface between the Financial Services Study Team will be with the financial heads of the 28 affected organizational entities, we will ask the financial heads to regularly brief their organizations' management chain, Human Resources, Public Affairs, bargaining unit and other interested parties. In addition, we plan to hold quarterly video-teleconference calls with affected and potentially affected employees. These calls will provide updates on progress as well as allow employees to directly ask questions and express concerns to the Financial Services Steering Team. At any time, employees will be encouraged to address issues with local supervision who can re-address these issues to the Financial Services A-76 Study Coordinator or Steering Team, if needed for resolution.

- Employee Unions, Program Secretarial Offices, and field components (e.g., Field HR, Public Affairs, Contracting Offices, etc.). In addition to the monthly communication activities addressed above, it is envisioned that periodic conference calls will be held between the Headquarters Office of Competitive Sourcing, the eight functional area study team leaders, and employee unions, Program Secretarial Offices, and field components. Specific issues that need to be addressed between these components and the Financial Services Study will be handled between the Financial Services Study Team Lead and the affected component on an as-needed basis.
- Headquarters Office of Competitive Sourcing. Continual communication between the Financial Services Study Team and the Headquarters Office of Competitive Sourcing will continue throughout the duration of the study.

In addition, and to facilitate ongoing communication, the Financial Services Study Team anticipates extensive use of e-mail to provide all interested parties with progress updates and issues and to announce teleconference calls or other meeting needs. The Team is currently assembling a robust e-mail directory and will add other interested parties as warranted. Communications with local communities and the press, if warranted, will be handled on a case-by-case basis and will be coordinated with the Headquarters Office of Competitive Sourcing and the appropriate Program Secretarial Offices and Offices of External Affairs.

STUDY RESOURCE REQUIREMENTS

There are two primary financial resource needs for the Financial Services Study.

1. Consultant Assistance. The study team will require extensive consultant support service contractor assistance. Knowledgeable, capable, and experienced consultant resources will be needed to help guide the overall study process and will be needed to assist in data gathering, analysis, and preparation of deliverables included in the PWS and Management Plan phases. The cost estimate for consulting services is maintained separately by the team and will be provided to interested management officials separately. Consultant services costs will be funded from the Department's central fund for this purpose.
2. Federal Employee Support Costs. The Federal employees engaged in performing data gathering, analysis, and preparation of PWS and Management Plan deliverables will need funding for travel expenses and possibly vendor-provided training. While our intention is to perform as much of the A-76 work through "virtual" means (e.g., internet, video-conferences, etc.), travel will be needed for periodic face-to-face team meetings, for some on-site data gathering and analysis visits, and for deliverable reviews and conferences with reviewing and approval authorities. Additionally, it is imperative that the PWS and Management Plan teams receive in-depth training related to the functions and deliverables for which they are accountable. The teams will take advantage to the fullest extent of the centrally-provided training provided by the DOE A-76 Competitive Sourcing Office. However, travel funding will be needed (since team members are from

across the nation), and any commercially-obtained training not funded by the Competitive Sourcing Office will need to be funded. Estimated funding needed by fiscal year will be provided separately to interested management officials.

RISK ASSESSMENT

The Financial Services A-76 Study has several significant risks associated with conducting the study thoroughly and within the 24-month study period. These risks are addressed below along with a discussion of possible risk mitigation strategies.

1. Competing Staff Resource Requirements. The Financial Services A-76 Study Steering Team is committed to dedicating the most experienced and capable DOE financial professionals to the study. Most of the individuals identified to work on the PWS and Management Plan teams also have significant responsibilities on other aggressive and concurrent Departmental initiatives. For example, several team members are intimately engaged in design, development, or deployment of the Department's replacement accounting system, BMIS-Phoenix. BMIS-Phoenix is scheduled to go into production in April 2003, during the MEO development phase, and continue deployment throughout the Management Plan development phases. Other team members are responsible for accelerating financial statement reporting in accordance with Office of Management and Budget mandates. To mitigate the effects of staff resource conflicts, the Financial Services Study will develop detailed action and milestone schedules, aggressively status progress, and assure that potential slippages are corrected forcefully and early.
2. Dynamic Accounting System Operating Environment. The Department's existing 20 year-old accounting system, Departmental Integrated Standardized Core Accounting System (DISCAS), and the related Departmental Financial Reporting System (Management Reporting and Analysis System [MARS]), are being replaced with BMIS-Phoenix. The current strategy is to deploy BMIS-Phoenix in 23 satellite offices and the three Financial Service Centers. The two systems are several computing generations removed from one another, and the BMIS-Phoenix operating environment will be dramatically unlike the existing environment. Processes, transaction practices, account structures, and accounting conventions will be unlike what we do today. BMIS-Phoenix practices and processes are still being designed, and several major accounting issues have not been resolved. At this time, we anticipate that the Financial Services Study Tentative Decision will be made while the Department is still using DISCAS and MARS. We also anticipate that the successful offeror (i.e., private industry or MEO) will be required to implement BMIS-Phoenix when it becomes available. This could create significant additional work by the successful offeror to implement BMIS-Phoenix, could increase the cost of Financial Services post-study, and could create financial control and integrity issues associated with migrating to a completely different financial system. Our mitigation strategy is to develop close coordination between the PWS Team and the BMIS-Phoenix Team to assure that the operating environment is understood at the earliest possible time. As mentioned earlier, the PWS Team has members that are also engaged in the BMIS-Phoenix project, and they will facilitate communication and understanding. To the fullest extent, we will incorporate pre-priced options in the

solicitation process that will address subsequent implementation of BMIS-Phoenix. And we will thoroughly educate and brief all prospective bidders on the BMIS-Phoenix project and details to assure that they have as full an understanding as possible.

3. National Nuclear Security Administration (NNSA) Organizational Restructuring Efforts. NNSA recently announced major organizational realignments that will be implemented during the Financial Services A-76 Study period. For example, NNSA intends to consolidate several business and administrative services into regional service centers. Other DOE Program Offices are considering similar initiatives. These initiatives could result in changes to existing financial services interfaces and practices that would have to be factored into the development of the PWS and Management Plan. The detailed specifics of Program Office initiatives are not yet fully developed, and may not be until late 2002/early 2003. Any significant changes could impact the schedule for the development of the PWS and/or Management Plan. The PWS development Team will maintain close liaison with Program Office organizational restructuring teams to assure that changes and requirements are known and addressed in Financial Services deliverables as early as possible.
4. Availability of Financial Resources. We previously identified the need for funding for support service contractors, Federal employee travel, and possibly commercially-obtained training. Should these resources not materialize, Financial Services Team effectiveness, and the value of their related deliverables, would be adversely affected. To mitigate this risk, the Steering Team will aggressively champion the request for budgetary resources, and will, if need be, pursue identification of existing resources that could be diverted to this study.
5. Impact of E-Gov initiatives. The Government is aggressively pursuing several E-Gov initiatives that could impact this study. For example, a fast-track E-Gov initiative involves a single, Government-wide travel system. Travel processing as it is done today in DOE is part of the Financial Services study. E-Gov decisions and implementations could affect the PWS and/or Management Plan even after their development, creating rework and study schedule delays. The Study Team will diligently remain apprised of E-Gov initiative progress and take action early to adjust study parameters or assumptions.
6. DOE Payroll Processing Outsourcing. The Department is pursuing outsourcing its payroll processing to another Government agency. One function of the Financial Services Study is the timekeeping interface between DOE offices and the payroll system/process. Potentially, payroll outsourcing will occur during the PWS and/or Management Plan phases of the study. This could complicate the study, present uncertainties, and possibly create rework and study schedule delays. The Study Team will diligently remain apprised of payroll outsourcing progress and take action early to adjust study parameters or assumptions.
8. Employee Morale Considerations. Persistent downsizing efforts, ever-increasing workloads, and proliferation of new initiatives have already created a strained workforce. The workforce restructuring probabilities inherently associated with commercial

activities studies will further create the potential for employee morale erosion. Our communications plan and the proactive care-giving of DOE's financial management community will provide effective counter balances to these inherent risks.

FINANCIAL SERVICES STUDY EXECUTIVE-LEVEL PLAN OF ACTIONS AND MILESTONES

Attachment 3 provides the Financial Services Study Executive-Level Plan of Actions and Milestones to complete the study within the 24-month period. Attachment 4 provides the required Initial Action Milestones matrix.

ATTACHMENT 1 -- A-76 Financial Services Study Matrix

Program Secretarial Office	Org.	Function	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
NNSA	AL	Gen'l Acct	Mail/File Clerk	GS	305	05	0	1.00
NNSA	AL	Sys. Supp	Financial Analyst	GS	501	13	1.00	0
NNSA	AL	Gen'l Acct	Accountant	GS	510	07	1.00	0
NNSA	AL	Travel	Accountant	GS	510	07	1.00	0
NNSA	AL	Gen'l Acct	Accountant	GS	510	09	1.00	0
NNSA	AL	Travel	Accountant	GS	510	11	1.00	0
NNSA	AL	Gen'l Acct	Accountant	GS	510	11	2.00	0
NNSA	AL	Travel	Accountant	GS	510	12	1.00	0
NNSA	AL	Payments	Accountant	GS	510	12	1.00	0
NNSA	AL	Bill & Coll	Accountant	GS	510	12	3.00	0
NNSA	AL	Gen'l Acct	Accountant	GS	510	12	2.00	0
NNSA	AL	Sys. Supp	Accountant	GS	510	13	3.00	0
NNSA	AL	Payments	Accountant	GS	510	13	1.00	0
NNSA	AL	Payments	Accounting Tech	GS	525	07	6.00	0
NNSA	AL	Travel	Accounting Tech	GS	525	07	1.00	0
NNSA	AL	Bill & Coll	Accounting Tech	GS	525	07	1.00	0
NNSA	AL	Gen'l Acct	Accounting Tech	GS	525	07	1.00	0
NNSA	AL	Travel	Accounting Tech	GS	525	08	1.00	0
NNSA	AL	Payroll	Payroll Tech	GS	544	07	1.00	0
NNSA	AL		Support Svc. Cont.				3.50	
NNSA	AL		Total - Feds				29.00	1.00
NNSA	AL		Total - SSC				3.50	0
FE	ARC		None Identified					
EE	ARO		None Identified					
EE	BRO		None Identified					
OMBE	CAC	Sys. Supp	Program Specialist	GS	301	11	1.00	0
OMBE	CAC	Travel	System Specialist	GS	301	09	1.00	0
OMBE	CAC	Sys. Supp.	Computer Specialist	GS	334	13	1.00	0
OMBE	CAC	Gen'l Acct	Accountant	GS	510	7	1.00	0
OMBE	CAC	Payments	Accountant	GS	510	8	1.00	0
OMBE	CAC	Bill & Coll	Accountant	GS	510	9	1.00	0
OMBE	CAC	Payroll	Accountant	GS	510	9	1.00	0
OMBE	CAC	Travel	Accountant	GS	510	9	1.00	0
OMBE	CAC	Payments	Accountant	GS	510	11	1.00	0
OMBE	CAC	Travel	Accountant	GS	510	11	1.50	0

Program Secretarial Office	Org.	Function	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
OMBE	CAC	Payroll	Accountant	GS	510	12	1.00	0
OMBE	CAC	Gen'l Acct	Accountant	GS	510	12	4.50	0
OMBE	CAC	Gen'l Acct	Accountant	GS	510	13	3.00	0
OMBE	CAC	Sys. Supp.	Accountant	GS	510	14	.50	0
OMBE	CAC	Sys. Supp.	Systems Accountant	GS	510	12	1.00	0
OMBE	CAC	Payroll	Accounting Tech	GS	525	7	5.00	0
OMBE	CAC	Travel	Accounting Tech	GS	525	7	2.00	0
OMBE	CAC	Bill & Coll	Accounting Tech	GS	525	7	1.00	0
OMBE	CAC	Payments	Accounting Tech	GS	525	7	5.00	0
OMBE	CAC	Gen'l Acct	Accounting Tech	GS	525	7	4.00	0
OMBE	CAC	Payments	Accounting Tech	GS	525	8	1.00	0
OMBE	CAC	Travel	Accounting Tech	GS	525	8	1.00	0
OMBE	CAC	Sys. Supp.	Accounting Tech	GS	525	8	1.00	0
OMBE	CAC	Gen'l Acct	Accounting Tech	GS	525	8	2.00	0
OMBE	CAC	Travel	Co-op Student	GS	599	4	.50	0
OMBE	CAC		Support Svc. Cont.				8.00	0
OMBE	CAC		Total – Feds				43.00	0
OMBE	CAC		Total – SSC				8.00	0
OMBE	CFS	Sys. Supp.	Computer Specialist	GS	334	13	3.00	0
OMBE	CFS	Sys. Supp.	Computer Specialist	GS	334	14	1.00	0
OMBE	CFS		Support Svc. Cont.				29.00	0
OMBE	CFS		Total – Feds				4.00	0
OMBE	CFS		Total – SSC				17.00	0
SC	CH	Payments	Mgmt. Supp. Ass't.	GS	303	06	.25	0
SC	CH	Travel	Mgmt. Supp. Ass't.	GS	303	06	.25	0
SC	CH	Bill & Coll	Fin. Mgmt. Analyst	GS	501	09	.50	0
SC	CH	Travel	Systems Accountant	GS	510	12	.50	0
SC	CH	Sys. Supp.	Systems Accountant	GS	510	12	1.00	0
SC	CH	Gen'l Acct	Accountant	GS	510	12	1.00	0
SC	CH	Payments	Accounting Tech.	GS	525	06	1.00	0
SC	CH	Bill & Coll	Accounting Tech.	GS	525	06	1.50	0
SC	CH		Support Svc. Cont.				0	0
SC	CH		Total – Feds				6.00	0
SC	CH		Total – SSC				0	0
EE	CRO		None Identified					
EE	DRO		None Identified					

Program Secretarial Office	Org.	Function	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
OMBE	FCR	Gen'l Acct	Systems Accountant	GS	510	13	1.00	0
OMBE	FCR	Gen'l Acct	Systems Accountant	GS	510	13	1.00	0
OMBE	FCR	Payroll	Systems Accountant	GS	510	13	1.00	0
OMBE	FCR	Gen'l Acct	Accountant	GS	510	?	1.00	0
OMBE	FCR	Payroll	Accountant	GS	510	12	1.00	0
OMBE	FCR	Gen'l Acct	Accountant	GS	510	12	1.00	0
OMBE	FCR	Gen'l Acct	Accountant	GS	510	13	1.00	0
OMBE	FCR	Gen'l Acct	Accountant	GS	510	13	1.00	0
OMBE	FCR	Gen'l Acct	Accountant	GS	510	13	1.00	0
OMBE	FCR	Gen'l Acct	Accountant	GS	510	13	1.00	0
OMBE	FCR	Gen'l Acct	Accounting Tech	GS	525	7	1.00	0
OMBE	FCR	Gen'l Acct	Accounting Tech	GS	525	7	1.00	0
OMBE	FCR	Gen'l Acct	Accounting Tech	GS	525	7	1.00	0
OMBE	FCR		Support Svc. Cont.				0	0
OMBE	FCR		Total – Feds				13.00	0
OMBE	FCR		Total – SSC				0	0
EE	GFO	Payments	Accountant	GS	510	12	.25	0
EE	GFO	Travel	Accountant	GS	510	12	.25	0
EE	GFO	Payroll	Accountant	GS	510	12	.25	0
EE	GFO		Support Svc. Cont.				0	0
EE	GFO		Total – Feds				.75	0
EE	GFO		Total – SSC				0	0
EM	ID	Gen'l Acct	Accountant	GS	510	13	1.25	0
EM	ID	Gen'l Acct	Accounting Tech	GS	525	08		0
EM	ID	Gen'l Acct	Financial Analyst	GS	1160	11		0
EM	ID	Gen'l Acct	Student Trainee	GS	1199	04		0
EM	ID	Payments	Accounting Tech	GS	525	08	.50	0
EM	ID	Travel	Accounting Tech	GS	525	08	.25	0
EM	ID	Payroll	Accounting Tech	GS	525	08	.25	0
EM	ID	Bill & Coll	Financial Analyst	GS	1160	11	.25	0
EM	ID		Support Svc. Cont.				0	0
EM	ID		Total – Feds				2.50	0
EM	ID		Total – SSC				0	0
FE	NETL	Sys. Supp.	Accountant	GS	510	11	.25	0
FE	NETL	Payments	Accountant	GS	510	12	.25	0
FE	NETL	Bill & Coll	Accountant	GS	510	12	.25	0
FE	NETL	Gen'l Acct	Accountant	GS	510	12	.25	0
FE	NETL	Gen'l Acct	Student Train. (Fin)	GS	599	04	.25	0
FE	NETL		Support Svc. Cont.				7.75	0

Program Secretarial Office	Org.	Function	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
FE	NETL		<i>Total – Feds</i>				1.25	0
FE	NETL		<i>Total – SSC</i>				7.75	0
FE	NPR-WY		None Identified					
FE	NPTO		None Identified					
NNSA	NV	Sys Supp.	Accountant	GS	510	12	.75	0
NNSA	NV	Gen'l Acct	Accountant	GS	510	13	1.75	0
NNSA	NV	Payments	Accountant	GS	510	13	.25	0
NNSA	NV	Bill & Coll	Accountant	GS	510	13	.25	0
NNSA	NV		Support Svc. Cont.				1.00	0
NNSA	NV		<i>Total – Feds</i>				3.00	0
NNSA	NV		<i>Total – SSC</i>				.50	0
NNSA	OAK	Travel	Accountant	GS	510	07	.25	
NNSA	OAK	Payroll	Accountant	GS	510	07	.25	
NNSA	OAK	Gen'l Acct	Accountant	GS	510	07	0	1.0
NNSA	OAK	Gen'l Acct	Accountant	GS	510	07-13	5.00	
NNSA	OAK	Bill & Coll	Accountant	GS	510	09	.25	
NNSA	OAK	Sys. Supp.	Accountant	GS	510	13	.50	
NNSA	OAK	Payments	Accounting Tech	GS	525	06	.75	
NNSA	OAK		Support Svc. Cont.				0	0
NNSA	OAK		<i>Total – Feds</i>				7.00	1.0
NNSA	OAK		<i>Total – SSC</i>				0	0
EM	OH	Payments	Financial Tech	GS	503	09	.50	0
EM	OH	Gen'l Acct	Financial Tech	GS	503	09	1.00	0
EM	OH	Gen'l Acct	Accountant	GS	510	09	.50	0
EM	OH	Payroll	Accountant	GS	510	09	.25	0
EM	OH	Gen'l Acct	Accountant	GS	510	13	1.00	0
EM	OH	Travel	Accountant	GS	510	13	.25	0
EM	OH	Sys. Supp.	Accountant (T. Ldr)	GS	510	14	.50	0
EM	OH	Gen'l Acct	Accountant (T. Ldr)	GS	510	14	.50	0
EM	OH		Support Svc. Cont.				2.00	0
EM	OH		<i>Total – Feds</i>				4.50	0
EM	OH		<i>Total – SSC</i>				2.00	0
SC	OR	Payments	Financial Assistant	GS	503	08	2.00	0
SC	OR	Payments	Financial Assistant	GS	503	09	.30	0
SC	OR	Sys. Supp.	Financial Assistant	GS	503	09	.50	0
SC	OR	Sys. Supp.	Systems Accountant	GS	510	12	1.00	3.00

Program Secretarial Office	Org.	Function	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
SC	OR	Sys. Supp.	Systems Accountant	GS	510	13	.20	0
SC	OR	Trave;	Accountant	GS	510	11	.10	0
SC	OR	Payments	Accountant	GS	510	12	.50	0
SC	OR	Bill & Coll	Accountant	GS	510	12	1.00	0
SC	OR	Gen'l Acct	Accountant	GS	510	12	3.80	.80
SC	OR	Gen'l Acct	Accountant	GS	510	12	0	1.00
SC	OR	Payments	Accountant	GS	510	13	1.50	0
SC	OR	Gen'l Acct	Accountant	GS	510	13	1.00	0
SC	OR	Payments	Accountant (T. Ldr)	GS	510	14	.50	0
SC	OR		Support Svc. Cont.				16.50	0
SC	OR		Total – Feds				12.40	4.80
SC	OR		Total – SSC				13.50	0
EM	ORP		None Identified					
NNSA	PNRO		None identified					
EE	PRO		None Identified					
EM	RFFO	Gen'l Acct	Fin. Sys. Analyst	GS	501	12	1.00	
EM	RFFO	Gen'l Acct	Fin. Sys. Analyst	GS	501	13	.25	
EM	RFFO	Travel	Fin. Sys. Analyst	GS	501	13	.75	
EM	RFFO	Gen'l Acct	Accountant	GS	510	13	3.25	
EM	RFFO	Bill & Coll	Accountant	GS	510	13	.25	
EM	RFFO	Payments	Fin. Ops. (T Ldr)	GS	510	14	.25	
EM	RFFO	Travel	Fin. Anal. (T Ldr)	GS	510	14	.25	
EM	RFFO	Payroll	Accounting Tech	GS	525	07	.25	
EM	RFFO	Payments	Accounting Tech	GS	525	07	.75	
EM	RFFO		Support Svc. Cont.				2.00	0
EM	RFFO		Total – Feds				7.00	0
EM	RFFO		Total – SSC				2.00	0
EM	RL	Gen'l Acct	Accountant	GS	510	12	0	1.00
EM	RL	Gen'l Acct	Accountant	GS	510	12	1.00	0
EM	RL	Gen'l Acct	Accountant	GS	510	12	1.00	0
EM	RL	Gen'l Acct	Accounting Tech.	GS	525	08	1.00	0
EM	RL		Support Svc. Cont.				1.00	0
EM	RL		Total – Feds				3.00	1.00
EM	RL		Total – SSC				1.00	0
NNSA	SNR		None Identified					

Program Secretarial Office	Org.	Function	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
FE	SPRO	Bill & Coll	Accountant	GS	510	?	.50	0
FE	SPRO		Support Svc. Cont.				0	0
FE	SPRO		Total – Feds				.50	0
FE	SPRO		Total – SSC				0	0
EM	SR		Accountant	GS	510	12	1.00	0
EM	SR		Accountant	GS	510	12	1.00	0
EM	SR		Accountant	GS	510	12	1.00	0
EM	SR		Accountant	GS	510	12	.25	0
EM	SR		Accountant	GS	510	13	1.00	0
EM	SR		Accountant	GS	510	13	1.00	0
EM	SR		Accountant	GS	510	13	.50	0
EM	SR		Accountant	GS	510	14	.50	0
EM	SR		Support Svc. Cont.				2.00	0
EM	SR		Total – Feds				6.25	0
EM	SR		Total – SSC				2.00	0
EE	SRO		None Identified					
			Total – Feds				143.15	
			Total – Vacancies				7.80	
			Total – SSC				57.25	

ATTACHMENT 2 -- A-76 Financial Services Study Team Participants

A-76 Study Team Role	Participant's Name	A-76 Activity Assigned	Phone Number Fax Number	E-mail Address
A-76 Management				
Functional Team Chief	Helen Sherman	Financial Services	202.586.4860 202.586.9217	Helen.sherman@hq.doe.gov
Steering Committee	Helen Sherman	Financial Services	202.586.4860 202.586.9217	Helen.sherman@hq.doe.gov
	Judy Penry	Financial Services	865.576.4446 865.576.9686	Penryjm@oro.doe.gov
	Frank Baca	Financial Services	505.845.5298 505.845.4665	Fbaca@doeal.gov
A-76 Coordinator				
A-76 Coordinator	Paul Anderson	Financial Services	803.725.5607 803.725.7565	Paul.anderson@srs.gov
PWS Team Leader	Nancy Fitchpatrick	Performance Work Statement/ QASP	865.576.0770 865.544.5374	Fitchpatrickn@oro.doe.gov
PWS Team Member	Andy Zawadzki – AL		505.845.5336 505.845.5060	Azawadzky@doeal.gov
PWS Team Member	Teresa Baldwin Vaky – FCR		301.903.5074 301.903.1770	Teresa.baldwin-vaky@hq.doe.gov
PWS Team Member	George Tengan – CAC		301.903.5878 301.903.1770	George.tengan@hq.doe.gov
PWS Union Team Member	Dalton Cooper		865.576.9627 865.574.5374	Cooperd@oro.doe.gov
PWS Team Member	Laura Kramer-CFS		301.903.9932 301.903.2472	laura.kramer@hq.doe.gov
PWS Team Member	Chad Glines-NV		702.295.1781 702.295.0564	Glines@nv.doe.gov
PWS Team Member				
PWS Team Member				
MEO Team Leader	Dean Olson	Management Plan, TP, TPP, MEO	505.845.5744 505.845.4665	Dolson@doeal.gov
MEO Team Member	Jeff Payne – OR		865.576.9653 865.576.7813	Paynej@oro.doe.gov

MEO Team Member	Michele Cooley – CAC		301.903.3761 301.903.1863	Michele.cooley@hq.doe.gov
MEO Team Member	Warren Huffer – CFS		301.903.3761 301-903.1863	Warren.huffer@hq.doe.gov
MEO Team Member	Rick Loyd - FCR		301.903.4190 301.903.5202	Rick.loyd@hq.doe.gov
MEO Team Member				
MEO Team Member				
A-76 Points of Contact				
Contracting Officer/Representatives	Craig Frame	Consultant Support	202.287.1463 202.287.1457	Craig.frame@hq.doe.gov
General Counsel	Maryann Shebek	Advice	202.586.1519 202.586.8685	Maryann.shebek@hq.doe.gov
Public Affairs Office				
Human Resources				
Security				
Inspector General				
Certifying Official	James Campbell	MEO Certification	202.586.4490 202.586.7366	Jim.campbell@hq.doe.gov
Certifying Official		PWS Certification		
SSEB Members				
A-76 Study Team Role	Participant's Name	A-76 Activity Assigned	Phone Number Fax Number	E-mail Address
IRO Personnel				
Functional POC's	Denny O'Brien	Lead, Competitive Sourcing A- 76 HQ	202.586.1690 202.596.1972	Dennis.obrien@hq.doe.gov
	Robin Mudd	Program Analyst, Competitive Sourcing A- 76, HQ	202.586.8829 202.586.1972	Robin.mudd@hq.doe.gov
	Steve Apicella	Training, Competitive Sourcing A- 76,HQ	202.586.4071 202.586.1972	Steve.apicella@hq.doe.gov

Consultant Support	Joe Alexander	Jupiter Corp	301.946.8088 (ext) 280 202.586.1972	Joe_alexander@jupitercorp.com
Consultant Support	Jerry Mize	MAI	770.991.7791 770.991.2277	Jmize@hq.maine.com
Accounting Services Locations and Points-of-Contact				
Location	Name	Telephone No.	FAX No.	E-mail address
Albany Res. Center	Ann Rietmann	541.967.5838	541.967.5936	Rietmann@ALRC.doe.gov
Albuquerque Ops. Ofc.	Frank Baca	505.845.5298	505.845.4665	Fbaca@doeal.gov
Atlanta Regional Office	Clinton McGill	404.562.0588	404.562.0536	Clinton.mcgill@ee.doe.gov
Boston Regional Office	Andy Zawadzki	505.845.5336	505.845.5060	Azawadzki@doeal.gov
Capital Accounting Ctr.	Wendy Miller	301.903.	301.903.	
Chicago Operations Ofc	Tom Foley (Acting)	630.252.2414	630.252.2414	Tom.foley@ch.doe.gov
Chicago Regional Ofc.	Andy Zawadzki	505.845.5336	505.845.5060	Azawadzki@doeal.gov
CFS	Warren Huffer	301.903.3761	301.903.1863	Warren.huffer@hq.doe.gov
Denver Regional Office	Beverly Johnston	303.275.4822	303.275.4830	Beverly.johnston@ee.doe.gov
FICOR	Rick Loyd	301.903.4190	301.903.5202	Rick.loyd@hq.doe.gov
Golden Field Office	Tim Rea	303.275.4760	303.275.4790	Tim_rea@nrel.gov
Idaho Operations Office	Christine Ott	208.526.5711	208.526.0542	Ottmc@id.doe.gov
Naval Petrol. Res. Office	Janet Boulanger	307.261.5161	307.261.5817	Janet.boulanger@rmotc.doe.gov
Nav. Petro. Tech. Ofc	Jan Hogler	412.386.6153	412.386.5005	Janet.hogler@netl.doe.gov
Nat'l Energy Tech. Lab.	Jan Hogler	412.386.6153	412.386.5005	Janet.hogler@netl.doe.gov
Nevada Operations Office	Rick Busboom	702.295.0729	702.295.0564	Busboom@nv.doe.gov
Oakland Operations Ofc.	Lee Elster (Acting)	510.637.1555	510.637.2140	Lee.elster@oak.doe.gov
Oak Ridge Ops. Office	Judy Penry	865.576.4446	865.576.9686	Penryjm@oro.doe.gov
Ofc. of River	George E.	509.376.7570	507.376.8532	George_____e

Protection	Wickersham			wickersham@rl.gov
Ohio Field Office	Pete Greenwalt	513.865.3862	513.865.4063	Pete.greenwalt@em.doe.gov
Location	Name	Telephone No.	FAX No.	E-mail address
Philadelphia Regional Ofc	John Cervo	215.656.6975	215.656.6981	John.cervo@ee.doe.gov
Pittsburgh Nav. Rx. Ofc.	Gary White	412.476.7254	412.476.7310	Whitega@bettis.gov
Richland Operations Ofc.	Norman Mooror (Acting)	509.376.9447	509.373.6100	Norman_d_moorer@rl.gov
Rocky Flats Field Office	Philip Van Loan	303.966.2910	303.966.6054	Philip.vanloan@rf.doe.gov
Savannah River Ops. Ofc.	John Pescosolido	803.725.5590	803.725.7565	John.pescosolido@srs.gov
Schenectady Nav Rx. Ofc	William J. Leahy	518.395.4264	518.393.6390	Leahy@snrmail.kapl.gov
Seattle Regional Office	Lenore Unger	206.553.2174	206.553.2200	Lenore.unger@ee.doe.gov
Strategic Pet. Res. Office	Marvin T. Huntsman	504.734.4296	504.734.4672	Tommy.huntsman@spr.doe.gov
Fossil Energy	Pam Gentel	301.903.1856	301.903.4106	Pamela.gentel@hq.doe.gov

ATTACHMENT 3 -- Financial Services A-76 Study Preliminary Milestones

A-76 Process Step	Start Date	Completion Date
Step 1: Plan for the A-76 Study	March 22, 2002	May 21, 2002
Step 2: Develop PWS and QASP	June 17, 2002	December 13, 2002
2a: 1 st Draft PWS	June 17, 2002	December 27, 2002
2b: 1 st Draft QASP	September 2, 2002	January 3, 2003
Step 3: Review and Revise PWS and QASP	January 3, 2003	January 24, 2003
3a: 2 nd Draft PWS	January 27, 2003	February 14, 2003
3b: 2 nd Draft QASP	January 25, 2003	February 14, 2003
Step 4: Obtain High Level Approval of PWS and QASP	February 17, 2003	February 24, 2003
4a: Final PWS	February 25, 2003	March 28, 2003
4b: Final QASP	February 25, 2003	March 28, 2003
Step 5: Conduct Pre-Solicitation Actions	February 3, 2003	April 1, 2003
Step 6: Prepare and Issue Solicitation	April 2, 2003	June 30, 2003
Step 7: Develop Management Plan (MEO, TPP, TP's, IHCE)	January 2, 2003	July 30, 2003
7a: Most Efficient Organization (MEO)	January 1, 2003	June 2, 2003
7b: Technical Performance Plan (TPP)	April 1, 2003	June 30, 2003
7c: Two Transition Plans (TP's)	May 1, 2003	June 30, 2003
7d: In-House Cost Estimate (IHCE)	June 2, 2003	July 31, 2003
Step 8: Respond to Solicitation	July 1, 2003	November 3, 2003
Step 9: Perform Independent Review	August 1, 2003	November 3, 2003
Step 10: Evaluate Proposals	November 4, 2003	November 28, 2003
Step 11: Obtain Pre-negotiation Clearance Approval	December 1, 2003	December 31, 2003
Step 12: Conduct Discussions with Offerors	January 2, 2004	January 30, 2004
Step 13: Obtain Final Clearance Approval for Selecting Best Value Contractor Proposal	February 2, 2004	February 27, 2004
Step 14: Compare Government and Contractor Proposals	March 1, 2004	March 18, 2004
Step 15: Announce Tentative Decision	March 19, 2004	March 22, 2004

ATTACHMENT 4 -- Initial Action Milestones

Initial Activity	Date
Identify A-76 Team Participants:	
A-76 Management	March 22, 2002
A-76 Core Team	March 22, 2002
A-76 Points of Contact	April 1, 2002
Develop Initial Study Plan	May 21, 2002
Communications Strategy:	
Develop Communications Plan	May 21, 2002
Brief Senior Leadership	June 12, 2002
Brief Workforce, Unions, Stakeholders, Customers	Continuous
Attend A-76 Training:	
Executive Overview	April 11, 2002
Initial A-76 Team Training	May 10, 2002
Workforce Orientation	March 22, 2002 and continuous
Package Studies	
Obtain Consultant Support	May 29, 2002