



Department of Energy Competitive Sourcing Study: Financial Services

Plan of Actions & Milestones

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ABOUT THIS REVISION: This revision to the Financial Services Competitive Sourcing Study Plan of Action and Milestones (POAM) is being made to update the POAM as a result of several significant decisions related to the Study. The initial POAM was developed about ten months ago and people, strategies and some Study assumptions have changed. Therefore, this revision will apprise our financial management workforce and other interested parties about the changes.

Since launching this Study, we have validated the full-time equivalents (FTE) numbers that were included in the initial plan (the validated FTEs are shown in Attachment 1). We have had some changes in Study Team members which are shown in Attachment 2. Also, some key milestone dates have changed which are shown in Attachment 3. Most significantly, the Study tentative decision date was accelerated to January 9, 2004, from March 22, 2004. This acceleration was made to assure that the results of this Study were compatible with the Department's decision to implement its new accounting system (called, Standardized Accounting and Reporting System [STARS]), in October, 2004. By accelerating the tentative decision date, the successful provider can implement the STARS accounting system, and probably implement the new system at fewer locations than the Department now operates its current accounting system. This is because we believe that all prospective service providers (whether commercial or in-house Government) will propose doing the Department's accounting services at fewer locations than we operate today. As a result, the Department should achieve lower costs for the Study (since the Study will conclude two or more months early), and lower accounting system implementation costs (since STARS should be implemented at fewer sites than would otherwise be the case). This approach also resulted in a decision to finalize and close-out our existing accounting system (called, Departmental Integrated Standardized Core Accounting System [DISCAS]/Management Analysis Reporting System [MARS]) with the existing Federal workforce. Our initial POAM assumed that the successful service provider would assume DISCAS/MARS operations then subsequently implement the STARS system. For the reasons mentioned above, and because it was considered a high risk to implement a legacy accounting system then shortly thereafter transition to a totally new, highly complex accounting system, the initial approach was changed.

Throughout the POAM minor changes have been made to bring the material and language up-to-date (for example, where the initial POAM stated that we "planned" to do something, we changed the language to having actually "done" the planned action). We also revised the number of locations performing financial services to the actual number of locations that were validated by the Performance Work Statement Team as performing financial services.

Please direct any comments or questions concerning this revision to Paul Anderson, Study Coordinator, at paul.anderson@srs.gov.

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 156 Federal Full-Time Equivalent (FTE) positions, working at 17 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, general accounting, and financial reporting. In addition, DOE has about 23 support service contractor FTEs performing financial services functions at some of the 17 locations. This Plan of Actions & Milestones (POAM) outlines the Financial Services Study Team approach and presents high level milestones for conducting the Study. It was 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, is being 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;
- Thirteen DOE Field offices (called "satellites" because they process their financial transactions to the Financial Service Centers); and,
- Office of Financial Control and Reporting (FCR), located in Germantown, MD.

The majority of the positions under study are located at the Financial Service Centers. The three centers each contain from 28 to 40 FTEs (including support service contractor FTEs) performing financial services functions. The satellite offices contain from less-than-one FTE to 18 FTEs (including support service contractor staff) performing financial services functions. 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 Performance Work Statement (PWS) has been 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.

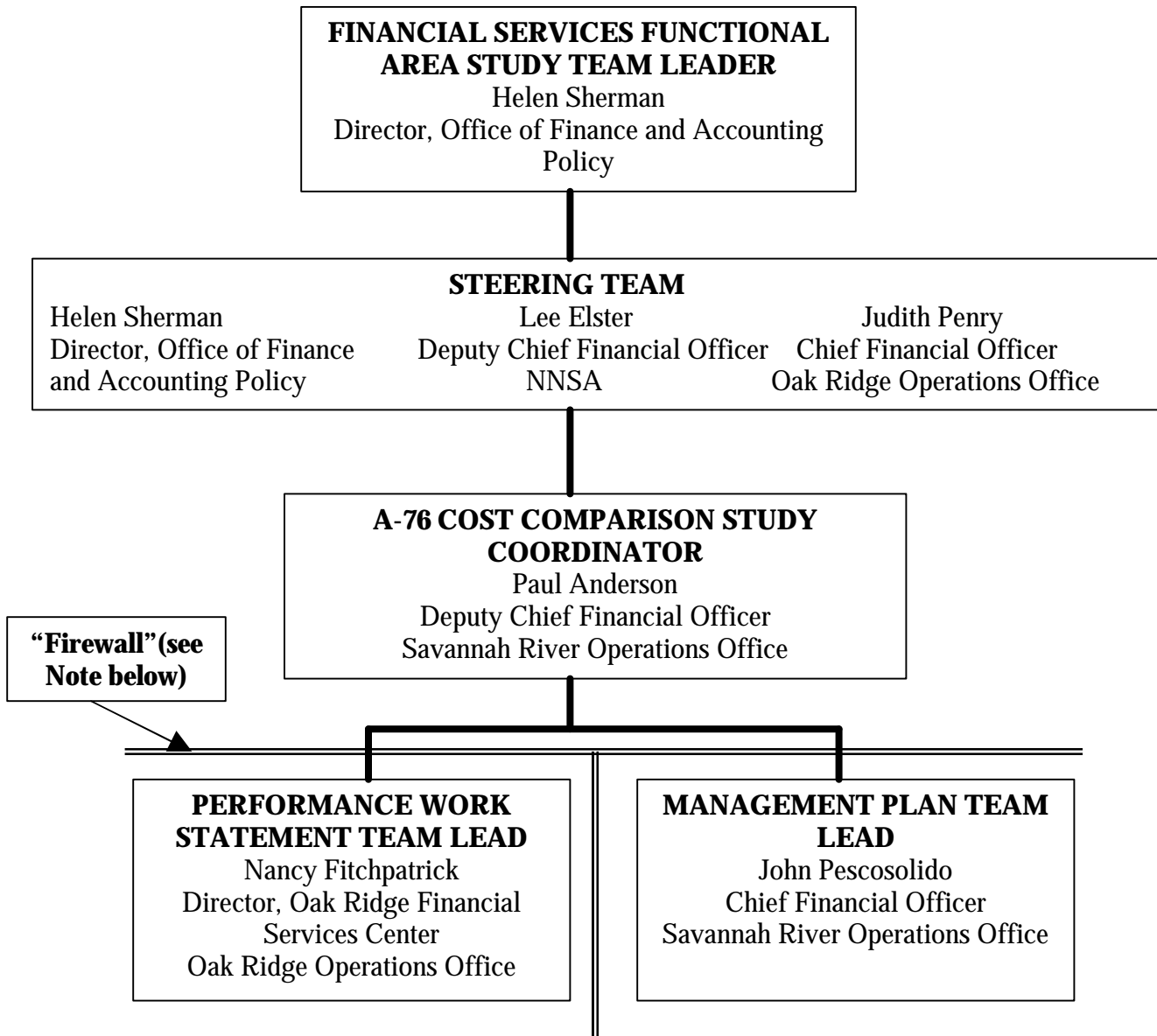
The Team envisions all financial services positions (whether currently Federal or contractor employees) under study will be studied collectively and comprehensively for all locations. The Team will not perform separate competitive sourcing studies at each location where financial services are performed. 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 179 FTEs (156 Federal employee FTEs and 23 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 17 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 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 DOE financial professionals, they will be able to guide the overall process efficiently and effectively. The A-76 Cost Comparison Study Coordinator 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, the Office of Corporate Financial Systems, and from one or more satellite offices. Each of these teams will have advisors or members from General Counsel and Human Resources. The PWS Team will also have procurement representation. The Performance Work Statement Team members and the Management Plan Team members are expected to devote a substantial amount of their time on team responsibilities during the development of the team’s related products. Attachment 2 shows the Study team participants. Attachment 2 will be updated periodically as changes occur in personnel assignments.

TRAINING REQUIREMENTS

As of the date of this revision, all Study Team Members have received appropriate A-76 Competitive Sourcing Study training.

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 provided access to this POAM. Since some adverse impacts upon the workforce can be expected to result from this Study, we have encouraged Human Resources offices serving the affected workforce to be engaged early and often with the Study and its' employees. We will also assure that union bargaining units are kept fully apprised of the progress of the Study through appropriate Departmental channels. Further, we plan to continue to hold regular 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 continue to hold periodic video-teleconference calls with all potentially affected employees to provide status updates and opportunities for questions and answers. Because it is likely that there will be adverse employee actions resulting from the Study, we are exploring 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 17 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 has been employed for the Financial Services Study:

- Affected employees and their office supervision. We will continue to hold regular teleconference calls with the financial heads of the 17 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 17 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 will continue to hold periodic video-teleconference calls with affected and potentially-affected employees. These calls 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 ongoing communication activities addressed above, it is envisioned that periodic conference calls may be held between the Headquarters Office of Competitive Sourcing, the 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 Leader and the affected component on an as-needed basis.

- Headquarters Office of Competitive Sourcing. Regular 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 has used e-mail to provide all interested parties with progress updates and issues and to announce teleconference calls or other meeting needs. The Team has assembled 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. The Financial Services Study Team has created a web-site that contains items of interest such as the POAM partitioned into readily accessible portions by clicking on a desired section. All questions posed to the Steering Team have been or will be researched and answered and are posted on the website. To access the website simply go to the DOE A-76 Coordinator's website at www.a-76.doe.gov, scroll down to "Related Topics" and click on Financial Services A-76 Study.

STUDY RESOURCE REQUIREMENTS

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

1. Consultant Assistance. The Study team has obtained extensive consultant support service contractor assistance. Knowledgeable, capable, and experienced consultant resources have been engaged to help guide the overall study process and 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, the PWS and Management Plan teams have received in-depth training related to the functions and deliverables for which they are accountable. Training-related travel funding is 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, team members are involved in the Department's payroll outsourcing initiative, and in E-Gov travel efforts. 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 Analysis and Reporting System [MARS]), are being replaced with STARS. The two systems are several computing generations removed from one another, and the STARS operating environment will be dramatically unlike the existing environment. Processes, transaction practices, account structures, and accounting conventions will be unlike what we do today. STARS 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. However, we anticipate that the successful offeror (i.e., private industry or MEO) will be required to implement STARS, which is still under development thus creating a somewhat uncertain future operating environment. Our mitigation strategy is to develop close coordination between the PWS Team and the STARS Team to assure that the operating environment is understood at the earliest possible time. To the fullest extent, we will incorporate STARS transition information in the solicitation process that will address subsequent implementation of STARS. And we will educate and brief all prospective bidders on the STARS 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 a regional service center. 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 deliverables. The

detailed specifics of Program Office initiatives are not yet fully developed. Any significant changes could impact the schedule for the development of the PWS and/or Management Plan. The Study Teams 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 outsourcing its payroll processing to the Defense Finance and Accounting Service. One function of the Financial Services Study is the timekeeping interface between DOE offices and the payroll system/process. Payroll outsourcing will occur during the Solicitation phase 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 (i.e., tentative decision date) by January 9, 2004. Attachment 4 provides the required Initial Action Milestones matrix.

ATTACHMENT 1 -- A-76 Financial Services Study Matrix

Program Secretarial Office	Org.	Position Title	Pay Class	Position Series	Pay Level	FTE	Vacant
NNSA	AL	Financial Analyst	GS	501	13	1.00	0
NNSA	AL	Accountant	GS	510	07	1.00	0
NNSA	AL	Accountant	GS	510	07	1.00	0
NNSA	AL	Accountant	GS	510	11	1.00	0
NNSA	AL	Accountant	GS	510	11	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	12	1.00	0
NNSA	AL	Accountant	GS	510	13	1.00	0
NNSA	AL	Accountant	GS	510	13	1.00	0
NNSA	AL	Accountant	GS	510	13	.50	0
NNSA	AL	Accountant	GS	510	13	1.00	0
NNSA	AL	Accountant	GS	510	13	.50	0
NNSA	AL	Accountant	GS	510	13	1.00	0
NNSA	AL	Lead Accountant	GS	510	13	1.00	0
NNSA	AL	Lead Accountant	GS	510	13	1.00	0
NNSA	AL	Lead Accountant	GS	510	13	1.00	0
NNSA	AL	Sup'y Accountant	GS	510	14	.25	0
NNSA	AL	Sup'y Accountant	GS	510	14	.25	0
NNSA	AL	Lead Sys. Accountant	GS	510	14	1.00	0
NNSA	AL	Accounting Technician	GS	525	06	1.00	0
NNSA	AL	Accounting Technician	GS	525	06	1.00	0
NNSA	AL	Accounting Technician	GS	525	07	1.00	0
NNSA	AL	Accounting Technician	GS	525	07	1.00	0
NNSA	AL	Accounting Technician	GS	525	07	1.00	0
NNSA	AL	Accounting Technician	GS	525	07	1.00	0
NNSA	AL	Accounting Technician	GS	525	08	1.00	0
NNSA	AL	Accounting Technician	GS	525	08	1.00	0
NNSA	AL	Payroll Technician	GS	544	07	.50	0
NNSA	AL	Total - Feds				32.00	0.00
NNSA	AL	Total - SSC				2.00	0

Program Secretarial Office	Org.	Position Title	Pay Class	Position Series	Pay Level	FTE	Vacant
OMBE	CAC	Accounting Tech	GS	525	08	1.00	0
OMBE	CAC	Accounting Tech	GS	525	08	.30	0
OMBE	CAC	Co-op Student	GS	599	04	1.00	0
OMBE	CAC	Total - Feds				39.50	0
OMBE	CAC	Total - SSC				0	0
SC	CH	Mgmt. Supp. Ass't.	GS	303	06	.25	0
SC	CH	Mgmt. Supp. Ass't.	GS	303	06	.25	0
SC	CH	Fin. Mgmt. Analyst	GS	501	09	.75	0
SC	CH	Staff Accountant	GS	510	09	.50	0
SC	CH	Systems Accountant	GS	510	12	.75	0
SC	CH	Systems Accountant	GS	510	12	1.00	0
SC	CH	Accountant	GS	510	12	.15	0
SC	CH	Senior Accountant	GS	510	13	1.00	0
SC	CH	Staff Accountant	GS	510	13	.40	0
SC	CH	Senior Accountant	GS	510	14	.40	0
SC	CH	Accounting Officer	GS	510	15	.20	0
SC	CH	Accounting Tech.	GS	525	06	1.00	0
SC	CH	Accounting Tech.	GS	525	06	1.00	0
SC	CH	Accounting Technician	GS	525	06	.80	0
SC	CH	Total - Feds				8.45	0
SC	CH	Total - SSC				0	0
OMBE	FCR	Program Supp. Spec.	GS	301	11	.40	0
OMBE	FCR	Accountant	GS	510	12	1.00	0
OMBE	FCR	Accountant	GS	510	12	1.00	0
OMBE	FCR	Accountant	GS	510	12	1.00	0
OMBE	FCR	Accountant	GS	510	12	.82	0
OMBE	FCR	Systems Accountant	GS	510	13	1.00	0
OMBE	FCR	Systems Accountant	GS	510	13	1.00	0
OMBE	FCR	Systems Accountant	GS	510	13	.01	0
OMBE	FCR	Systems Accountant	GS	510	13	.01	0
OMBE	FCR	Accountant	GS	510	13	1.00	0
OMBE	FCR	Accountant	GS	510	13	1.00	0
OMBE	FCR	Accountant	GS	510	13	1.00	0
OMBE	FCR	Accountant	GS	510	13	1.00	0
OMBE	FCR	Accountant	GS	510	13	1.00	0
OMBE	FCR	Accountant	GS	510	13	.50	0
OMBE	FCR	Accountant	GS	510	14	1.00	0
OMBE	FCR	Accountant	GS	510	14	.85	0

Program Secretarial Office	Org.	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant	
OMBE	FCR	Accountant – Team Ld	GS	510	14	.40	0	
OMBE	FCR	Accounting Tech	GS	525	7	1.00	0	
OMBE	FCR	Accounting Tech	GS	525	7	1.00	0	
OMBE	FCR	Accounting Tech	GS	525	7	.80	0	
OMBE	FCR	Total – Feds				16.79	0	
OMBE	FCR	Total – SSC				0	0	
EE	GFO	Accountant	GS	510	13	.05	0	
EE	GFO	Budget Analyst	GS	560	09	.05	0	
EE	GFO	Budget Analyst	GS	560	12	.05	0	
EE	GFO	Support Svc. Cont.				0	0	
EE	GFO	Total – Feds				.15	0	
EE	GFO	Total – SSC				.80	0	
EM	ID	Accountant	GS	510	13	.30	0	
EM	ID	Accounting Tech	GS	525	08	1.00	0	
EM	ID	Accounting Tech	GS	525	08	1.00	0	
EM	ID	Accounting Tech	GS	525	08	.90	0	
EM	ID	Financial Analyst	GS	1160	11	.40	0	
EM	ID	Total – Feds				3.60	0	
EM	ID	Total – SSC				0	0	
FE	NETL	Financial Mgmt. Spec	GS	501	09	.30	0	
FE	NETL	Financial Mgmt. Spec	GS	501	13	.05	0	
FE	NETL	Accountant	GS	510	11	.50	0	
FE	NETL	Accountant	GS	510	12	1.00	0	
FE	NETL	Accountant	GS	510	12	.75	0	
FE	NETL	Accountant	GS	510	14	.50	0	
FE	NETL	Accountant	GS	511	13	.45	0	
FE	NETL	Budget Analyst	GS	560	13	.05	0	
FE	NETL	Total – Feds				3.60	0	
FE	NETL	Total – SSC				5.15	0	
FE	NPR-WY	Program Assistant	GS	344	08	.35	0	
FE	NPR-WY	Accountant	GS	510	11	.50	0	
FE	NPR-WY	Total – Feds				.85	0	
FE	NPR-WY	Total – SSC				1.80	0	

Program Secretarial Office	Org.	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
NNSA	NV	Clerk	GS	303	04	.10	0
NNSA	NV	Accountant	GS	510	09	.45	0
NNSA	NV	Accountant	GS	510	12	.50	0
NNSA	NV	Accountant	GS	510	13	1.00	0
NNSA	NV	Accountant	GS	510	13	.85	0
NNSA	NV	Systems Accountant	GS	510	13	.10	0
NNSA	NV	Total - Feds				3.00	0
NNSA	NV	Total - SSC				0	0
NNSA	OAK	Accountant	GS	510	09	1.00	0
NNSA	OAK	Accountant	GS	510	09	1.00	0
NNSA	OAK	Accountant	GS	510	09	.65	0
NNSA	OAK	Accountant	GS	510	12	1.00	0
NNSA	OAK	Systems Accountant	GS	510	13	1.00	0
NNSA	OAK	Accountant	GS	510	13	.35	0
NNSA	OAK	Accountant	GS	510	14	.15	0
NNSA	OAK	Accounting Tech	GS	525	06	1.00	0
NNSA	OAK	Total - Feds				6.15	0
NNSA	OAK	Total - SSC				0	0
EM	OH	Financial Tech	GS	503	09	.60	0
EM	OH	Financial Tech	GS	503	09	1.00	0
EM	OH	Accountant	GS	510	09	.60	0
EM	OH	Accountant	GS	510	11	.30	0
EM	OH	Accountant	GS	510	13	1.00	0
EM	OH	Accountant	GS	510	13	.70	0
EM	OH	Accountant (T. Ldr)	GS	510	14	.80	0
EM	OH	Total - Feds				5.00	0
EM	OH	Total - SSC				2.00	0
SC	OR	Financial Assistant	GS	503	08	1.00	0
SC	OR	Financial Assistant	GS	503	08	.90	0
SC	OR	Financial Assistant	GS	503	09	.05	0
SC	OR	Systems Accountant	GS	510	12	1.00	0
SC	OR	Systems Accountant	GS	510	12	1.00	0
SC	OR	Systems Accountant	GS	510	12	1.00	0
SC	OR	Systems Accountant	GS	510	12	.90	0
SC	OR	Accountant	GS	510	12	1.00	0
SC	OR	Accountant	GS	510	12	1.00	0

Program Secretarial Office	Org.	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
SC	OR	Accountant	GS	510	12	1.00	0
SC	OR	Accountant	GS	510	12	1.00	0
SC	OR	Accountant	GS	510	12	1.00	0
SC	OR	Accountant	GS	510	12	.80	0
SC	OR	Accountant	GS	510	12	.75	0
SC	OR	Accountant	GS	510	12	1.00	0
SC	OR	Accountant	GS	510	12	1.00	0
SC	OR	Accountant	GS	510	12	.10	0
SC	OR	Systems Accountant	GS	510	13	.65	0
SC	OR	Senior Accountant	GS	510	13	1.00	0
SC	OR	Senior Accountant	GS	510	13	1.00	0
SC	OR	Senior Accountant	GS	510	13	.95	0
SC	OR	Accountant (T. Leader)	GS	510	14	.50	0
SC	OR	Accountant (T. Leader)	GS	510	14	.40	0
SC	OR	Accounting Technician	GS	525	09	.50	0
SC	OR	Total - Feds				19.50	0
SC	OR	Total - SSC				8.25	0
SC	OSTI	Management Assistant	GS	343	11	.30	0
SC	OSTI	Financial Mgmt. Spec.	GS	501	13	.20	0
SC	OSTI	Total - Feds				.50	0
SC	OSTI	Total - SSC				0.00	0
EM	RFFO	Financial Sys. Analyst	GS	501	12	1.00	0
EM	RFFO	Financial Sys. Analyst	GS	501	13	.15	0
EM	RFFO	Financial Sys. Analyst	GS	501	13	1.00	0
EM	RFFO	Accountant	GS	510	13	1.00	0
EM	RFFO	Accountant	GS	510	13	1.00	0
EM	RFFO	Accountant	GS	510	13	1.00	0
EM	RFFO	Accountant	GS	510	13	.35	0
EM	RFFO	Fin. Ops. (T Ldr)	GS	510	14	.60	0
EM	RFFO	Accounting Tech	GS	525	07	1.00	0
EM	RFFO	Total - Feds				7.10	0
EM	RFFO	Total - SSC				0.00	0
EM	RL	Human Res. Assistant	GS	203	07	.05	0
EM	RL	Accountant	GS	510	12	1.00	0
EM	RL	Accountant	GS	510	12	.55	0
EM	RL	Accountant	GS	510	13	.10	0

Program Secretarial Office	Org.	Position Title	Pay Class	Position Series	Pay Level	On Board	Vacant
EM	RL	Accounting Tech.	GS	525	08	.85	0
EM	RL	Budget Analyst	GS	560	12	.20	0
EM	RL	Total - Feds				2.75	0
EM	RL	Total - SSC				1.30	0
FE	SPRO	Program Assistant	GS	344	07	.20	0
FE	SPRO	Accountant	GS	510	12	.05	0
FE	SPRO	Accountant	GS	510	12	.05	0
FE	SPRO	Total - Feds				.30	0
FE	SPRO	Total - SSC				.20	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	1.00	0
EM	SR	Accountant	GS	510	12	.03	0
EM	SR	Accountant	GS	510	13	1.00	0
EM	SR	Accountant	GS	510	13	.48	0
EM	SR	Lead Sys. Accountant	GS	510	14	.75	0
EM	SR	Total - Feds				6.26	0
EM	SR	Total - SSC				1.00	0
		Total - Feds				155.50	
		Total - Vacancies				0.00	
		Total - SSC				22.55	

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 (3/2/02–2/10/03) Dave Marks (2-10-03-2/14-03) Lee Elster (02-14-03-present)	Financial Services	505.845.6050 505-845.4150 702-295-3124 702.295.3969 510.637.1555 510.637.2006	Fbaca@doeal.gov Marksd@nv.doe.gov Lee.elster@oak.doe.gov
A-76 Coordinator				
A-76 Coordinator	Paul Anderson	Financial Services	803.725.5607 803.725.7565	Paul.anderson@srs.gov
PWS Team Leader				
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		505.845.6283 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 301.903.6558	George.tengan@hq.doe.gov
PWS Union Team Member	Dalton Cooper-OR		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	Cornell Williams – CH		630.252.2394 630.252.9691	Cornell.williams@ch.doe.gov
PWS Team Member – Procure. Official	Willis Davis		865.241.1662 865.576.9189	DavisW@oro.doe.gov

A-76 Study Team Role	Participant's Name	A-76 Activity Assigned	Phone Number Fax Number	E-mail Address
Management Plan (MP) Team Leader	John Pescosolido	Management Plan, TP, TPP, MEO	803.725.5590 803.725.7565	John.Pescosolido@srs.gov
MP Team Member	Jeff Payne – OR		865.576.9653 865.576.7813	Paynej@oro.doe.gov
MP Team Member	Michele Cooley – CAC		301.903.3077 301.903.5240	Michele.cooley@hq.doe.gov
MP Team Member	Robert Dawson - CFS		301.903.5266 301-903.1863	Rob.dawson@hq.doe.gov
MP Team Member	Rick Loyd - FCR		301.903.4190 301.903.5202	Rick.loyd@hq.doe.gov
MP Team Member	Paul Keele – ID		208.526.1504 208.526.7407	Keelepb@id.doe.gov
MP Team Member	Luis Martinez – AL		505.845.4119 505.845.4360	Lmartinez@doeal.gov
MP Team Member	Mary Lynch -RF		303.966.9761 303.966.2212	Mary.lynch@rf.doe.gov
A-76 Points of Contact				
Contracting Officer/Rep.	Craig Frame	Consultant Support for Jupiter/MAI	202.287.1463 202.287.1457	Craig.frame@hq.doe.gov
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Certifying Official	Peter Greenwalt	MEO Certification	937.865.3862 937.865.4063	Pete.greenwalt@ohio.doe.gov
Certifying Official	Gary White	PWS Certification	412.476.7254 412.476.7310	Whitega@bettis.gov
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	Wayne Missaggia		865.576.0765 865.574.5374	Missaggiaw@oro.doe.gov
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A-76 Study Team Role	Participant's Name	A-76 Activity Assigned	Phone Number Fax Number	E-mail Address
	Connie Bayless		865.241.6413 865.241.1410	BaylessCD@oro.doe.gov
	Melissa Hsieh		865.574.2795 865.576.5401	Hsiehm@oro.doe.gov
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	Mary Ellen Shettlesworth		505.845.5935 505.845.4360	Mshettlesworth@doeal.gov
IRO Personnel	Lesley Gasperow	Independent Oversight & Performance Assurance	301.903.5577 301.903.3405	Lesley.gasperow@oa.doe.gov
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Source Sel. Official Assistance	Thomas (Woody) Fisher	"	301.903.2557 301.903.2550	Thomas.fisher@hq.doe.gov
Functional POC's	Denny O'Brien	Lead, Competitive Sourcing A-76 HQ	202.586.1690 202.596.1972	Dennis.o'brien@hq.doe.gov
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	Steve Apicella	Training, Competitive Sourcing A-76, HQ	202.586.4071 202.586.1972	Steve.apicella@hq.doe.gov
	Mark Hively		202.586.5655 202.586.1972	Mark.hively@hq.doe.gov
Consultant Support	Joe Alexander	Jupiter Corp	301.946.8088 ext. 280 202.586.5962 202.586.1972	Joe_alexander@jupitercorp.com

Consultant Support	Art Smith	MAI	703.506.0505 703.506.0470	Asmith@hq.maine.com
A-76 Study Team Role	Participant's Name	A-76 Activity Assigned	Phone Number Fax Number	E-mail Address
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Consultant Support - MP	Bruce Wartel	MAI	703.506.0505 703.506.1436	Bwartel@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
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 Center	Wendy L. Miller	301.903.5858	301.903.6558	Wendy.miller@hq.doe.gov
Chicago Operations Office	Tom Foley (Acting)	630.252.2414	630.252.2414	Tom.foley@ch.doe.gov
Chicago Regional Office	Andy Zawadzki	505.845.5336	505.845.5060	Azawadzki@doeal.gov
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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. Reserve Office	Janet Boulanger	307.261.5161	307.261.5817	Janet.boulanger@rmtoc.doe.gov
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Nat'l Nuc. Security Admin. Svc. Center	David Marks	702.295.3126	702.295.3969	Marksd@nv.doe.gov
Nat'l Nuc. Security Admin. Svc. Center	Dean Olson	505.845.5298	505.845.4150	Dolson@doeal.gov
Nat'l Nuc. Security Admin. Svc. Center	Rick Busboom	702.295.0729	702.295.0564	Busboom@nv.doe.gov
Nat'l Nuc. Security	Lee Elster	510.637.1555	510.637.2140	Lee.elster@oak.doe.gov

Admin. Svc. Center				
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Oak Ridge Ops. Office	Judy Penry	865.576.4446	865.576.9686	Penryjm@oro.doe.gov
Location	Name	Telephone No.	FAX No.	E-mail address
Ofc. of River Protection	Kevin Ensign	509.376.9327	507.376.8532	Kevin_R_Ensign@rl.gov
Ohio Field Office	Pete Greenwalt	937.865.3862	937.865.4063	Pete.greenwalt@ohio.doe.gov
Philadelphia Regional Office	John Cervo	215.656.6975	215.656.6981	John.cervo@ee.doe.gov
Pittsburgh Nav. Reactors Office	Gary White	412.476.7254	412.476.7310	Whitega@bettis.gov
Richland Operations Office	Robert R. Tibbatts	509.376.	509.373.	Robert_R_Tibbatts@rl.gov
Rocky Flats Field Office	Philip Van Loan	303.966.2910	303.966.6054	Philip.vanloan@rf.doe.gov
Savannah River Operations Office	John Pescosolido	803.725.5590	803.725.7565	John.pescosolido@srs.gov
Schenectady Nav Reactors Office	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. Reserve 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 Schedule

Phase	A-76 Process Step	Start Date	Completion Date
Phase I: Planning	Develop Training Plan	03-22-02	05-21-02
	Validate Scope of Study/Recommended Changes	03-22-02	05-21-02
	Develop Team Roles and Responsibilities	03-22-02	05-21-02
	Prepare Detailed Plan of Action and Milestones (POAM)	03-22-02	05-21-02
	Document Communications Plan	03-22-02	05-21-02
	Create and Implement Data Collection Plan	03-22-02	05-21-02
Phase II: Performance Work Stmt.	PWS/PRS/QASP – Draft 1	06-17-02	11-14-02
	PWS/PRS/QASP – Draft 2	12-13-02	01-24-03
	PWS/PRS/QASP – Final	02-03-03	03-14-03
Phase III Management Plan	MEO – Draft 1	01-06-03	04-07-03
	MEO – Draft 2	N/A	N/A
	MEO – Final	05-06-03	06-23-03
	Transition Plan – Draft 1	01-06-03	04-07-03
	Transition Plan – Final	05-06-03	06-23-03
	Prepare In-House Cost Estimate	04-01-03	06-23-03
	Technical Performance Plan – Draft 1	01-06-03	05-05-03
	Technical Performance Plan – Final	05-06-03	06-23-03
	MEO Certification	05-12-03	06-24-03
Phase IV: Certification, Source Selection Bid Decision and Appeals	Provide Support to Independent Review Officer	05-14-03	08-04-03
	Solicitation Closes	04-07-03	08-05-03
	Source Selection Board Decision	N/A	11-28-03
	Technical Leveling	N/A	N/A
	Re-certification	01-09-04	01-09-04
	Bid Decision (“Tentative Decision”)	01-09-04	01-09-04
	Provide Support for Appeals and Protests	TBD	TBD

