



Multi-Sector Workforce Management Operating Guidelines

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MULTI-SECTOR WORKFORCE MANAGEMENT OPERATING GUIDELINES**Table of Contents**

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**DEPARTMENT OF ENERGY
MULTI-SECTOR WORKFORCE MANAGEMENT OPERATING GUIDELINES**

1. REFERENCES

- A. Public Law No. 111–8, H.R. 1105, the “Omnibus Appropriations Act, 2009”
- B. Section 739 of Division D of the Consolidated Appropriations Act, 2008 (Public Law 110-161; 121 Stat. 2030) subsection (b)
- C. Federal Acquisition Regulations (FAR)
- D. Public Law No. 105–270, Federal Activities Inventory Reform (FAIR) Act of 1998
- E. Presidential Memorandum on Government Contracting, March 4, 2009
- F. Office of Management and Budget Memorandum, M-09-06, July 29, 2009, “Managing the Multi-Sector Workforce”

2. PURPOSE

Federal Agencies use a multi-sector workforce comprised of federal employees and contractors to deliver services on behalf of the taxpayers. The Administration and Congress require the proper alignment of roles and responsibilities between federal employees and contractors to reduce cost and inefficiencies. As agencies review the current and future mission requirements, alignment of their multi-sector workforce is essential. Insourcing is only one of the considerations in properly managing a multi-sector workforce and is used to facilitate consistent and sound application of statutory requirements. The Department of Energy (DOE) is directed by Public Law No. 111–8, H.R. 1105, the “Omnibus Appropriations Act, 2009,” to implement a set of guidelines and procedures for the enactment of Section 739 of Division D of the Consolidated Appropriations Act, 2008 (Public Law 110-161; 121 Stat. 2030) subsection (b) which provides legislative authority for insourcing. These operating guidelines have been developed to provide a framework to assist DOE organizational elements in making the best decisions on the proper mix of the federal and private sector workforce.

3. APPLICABILITY AND SCOPE

- A. All departmental elements. These operating guidelines apply to all departmental elements and automatically apply to departmental elements created after it is issued.

The Administrator of the National Nuclear Security Administration (NNSA) will assure that NNSA employees and contractors comply with their respective responsibilities under these operating guidelines.

- B. DOE contractors. These operating guidelines do not apply to contractors.
- C. Exclusions. None.

4. DEFINITIONS

Fundamental terms used in these operating guidelines are defined in Appendix A.

5. OPERATING PARAMETERS

A. General

- 1) DOE will use multi-sector workforce management to improve Department operations with the objective of enhancing quality, economy, and performance or reducing risk.
- 2) The Department will use the provisions of Public Law No. 111–8, H.R. 1105, the “Omnibus Appropriations Act, 2009,” the Federal Activities Inventory Reform Act of 1998 (Public Law 105–270; 31 U.S.C. 501 note) (FAIR Act), the FAR, and other appropriate regulations and internal directives in conducting its multi-sector workforce process.
- 3) When complying with these operating guidelines, DOE elements will consider and ensure that the Department’s overall mission requirements and strategic objectives are met. All decisions will be based upon a multi-sector workforce analysis and conducted in a fair, responsible, and equitable manner, providing all players with a level and objective playing field and ensuring no foregone conclusions will dictate the outcome.
- 4) The Department will work to ensure that government personnel, contractors, customers, impacted personnel, and key stakeholders are kept apprised of its multi-sector workforce actions and decisions.
- 5) The Multi-Sector Workforce Projects Division (HC-15) will provide oversight to the Department’s multi-sector workforce program. The execution and implementation of the multi-sector workforce study will require a close working relationship between the candidate organization, human capital, acquisitions, and budget and finance elements. Each DOE organizational element, interested in conducting a workforce analysis, should appoint a multi-sector workforce official (MSWO) who would serve as their focal point. This individual’s primary role should be to serve as the point of contact between the organizational element to be studied and HC-15. Manpower changes resulting from multi-sector workforce actions should be reported in the annual inherently governmental commercial activities (IG/CA) inventory. Accurate reporting in the IG/CA inventory is essential as this data will be used to answer Congressional and media inquiries about what organizational changes may have resulted from the multi-sector workforce study.

B. Insourcing

- 1) As a result of multi-sector workforce analysis, insourcing is the conversion of any currently contracted service/function to DOE civilian performance. Insourcing actions include the conversion of those contracted functions that should be considered to be inherently governmental or exempted from private-sector performance, contracted functions that provide personal services (except where specifically authorized by law) or have contract administration problems, and contracted services that can be performed more cost-effectively by DOE civilian personnel (including those functions that must be given “special consideration.” Special consideration will be given to a function that:

- Is performed by a contractor and has been performed by federal employees at any time during the previous 10 years
 - Is performed by a contractor and is a function closely associated with the performance of an inherently governmental function
 - Is performed by a contractor and has been performed pursuant to a contract awarded on a non-competitive basis
 - Is performed by a contractor and the contractor has been performing poorly, as determined by a contracting officer during the 5-year period preceding the date of such determination, because of excessive costs or inferior quality
 - Is a new requirement that is similar to a function previously performed by federal employees
- 2) The foundation for the multi-sector workforce program is the provisions of Public Law No. 111–8, H.R. 1105, the “Omnibus Appropriations Act, 2009,” and the Federal Activities Inventory Reform (FAIR) Act.
 - 3) The Omnibus Appropriations Act requires the Secretary of Energy to devise and implement guidelines and procedures to ensure that consideration is given to using, on a regular basis, federal employees to perform new functions and functions that are performed by contractors and could be performed by federal employees. These guidelines and procedures may not include any specific limitation or restriction on the number of functions or activities that may be converted to performance by federal employees.
 - 4) The Department will employ a defensible, repeatable methodology for identifying potential multi-sector workforce study candidates, analyzing nominated candidates for feasibility, executing the study process, and implementing the results.

C. Planning

Planning is the initial step in the multi-sector workforce study process and it is conducted in three phases: consideration, nomination, and selection.

Development of a multi-sector workforce study plan requires collaboration among a number of “stakeholders,” including officials from the programming and budget, resource management, contracting, manpower, and human capital management communities, as well as the MSWO from the functional element/organization. In addition, officials responsible for space and facilities management, security clearances, information technology, and other related functions, should be consulted, as appropriate, so that proper consideration is given to these requirements.

DOE element officials should strive to identify contracted services for multi-sector workforce study as part of a total force approach to workforce management and strategic human capital planning. Often, risks to operations cannot be identified and considered without a clear accounting of the total force, including visibility of the levels of contract support. DOE elements are encouraged to use all available contract data when developing their multi-sector workforce study plans.

When developing plans, DOE element officials should consider the steps and length of time it will typically take to complete a multi-sector workforce study so that sufficient time is provided for transitioning from contractor to government performance. Each step in the process is dependent on the timely completion of preceding steps. Therefore, it is strongly recommended that all stakeholders be involved from the onset and made aware of the importance of completing their assigned responsibilities on time so there are no gaps in critical services at the end of the process. Steps in the process include:

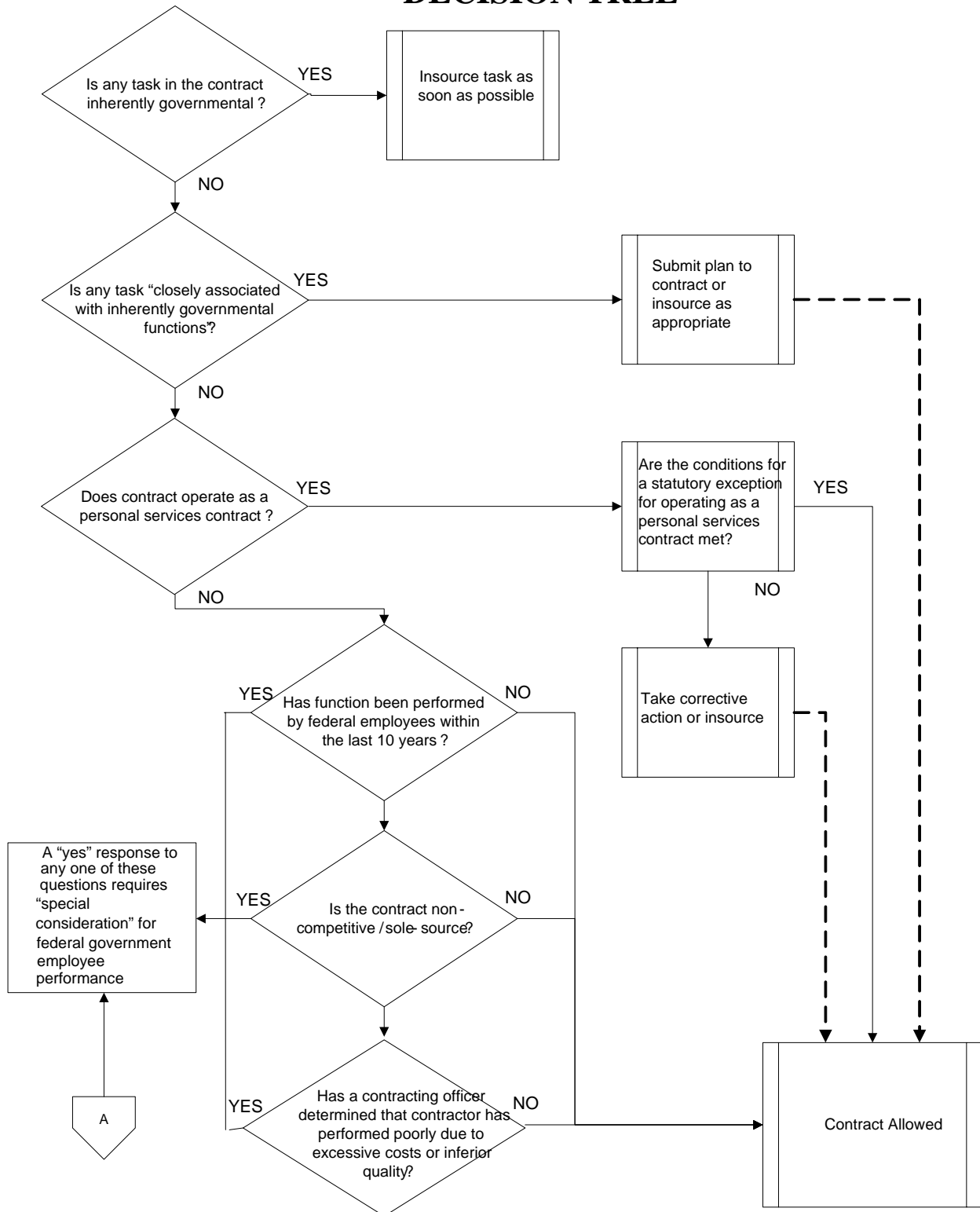
- Derive workforce needs from organizational goals. Determining the most effective and appropriate composition for the workforce begins with strategic human capital planning and a clear understanding of an organization's performance goals. This understanding enables DOE elements to identify the functions that are needed by the organization and those that are no longer required.
 - Determine skill mix and labor requirements. Armed with the understanding of the goals and functions of an organization, the element should be able to determine the appropriate mix of skills and labor required for the organization to perform at its best within budgetary constraints.
 - Identify the roles to be played by each sector, beginning with a determination of which functions require federal employee performance. DOE must ensure federal performance of inherently governmental work and critical functions that place government operations at risk. DOE element officials will strive to identify contracted services for insourcing as part of a total force approach to workforce management and strategic human capital planning.
- 1) Consideration. The following attributes should be kept in mind when conducting a multi-sector workforce study:
- Valid and Long-Term Mission Requirement. Consistent with current policy, when reviewing existing contracted services, organizational elements involved should first consider whether the function being performed is still a valid mission requirement. MSWOs should determine if the work is still required, has marginal benefit to mission accomplishment, is redundant of existing in-house or other contracted capabilities, or is not a long-term mission requirement. Work is not considered to be long-term if the requirement for the services will not extend beyond the terms of the current contract. However, when assessing whether there is a long-term requirement, officials should consider whether there is a group of contracts for similar services within an activity or organization that, when grouped together, would constitute a long-term requirement that could be better executed through an in-house capability – e.g., an analytic cell might provide better support (more timely or cost-effective) than support from private-sector contractors. If the work is not required, has marginal benefit to mission accomplishment, is redundant of existing in-house or other contracted capabilities, or is not a long-term mission requirement, the MSWO should notify the contracting officer and resource manager that the services are, or will, no longer be required. Contracted services that are not a long-term requirement (with the exception of inherently governmental work) should probably not be

considered for insourcing as the costs associated with establishing and filling civilian positions would provide minimal return on investment.

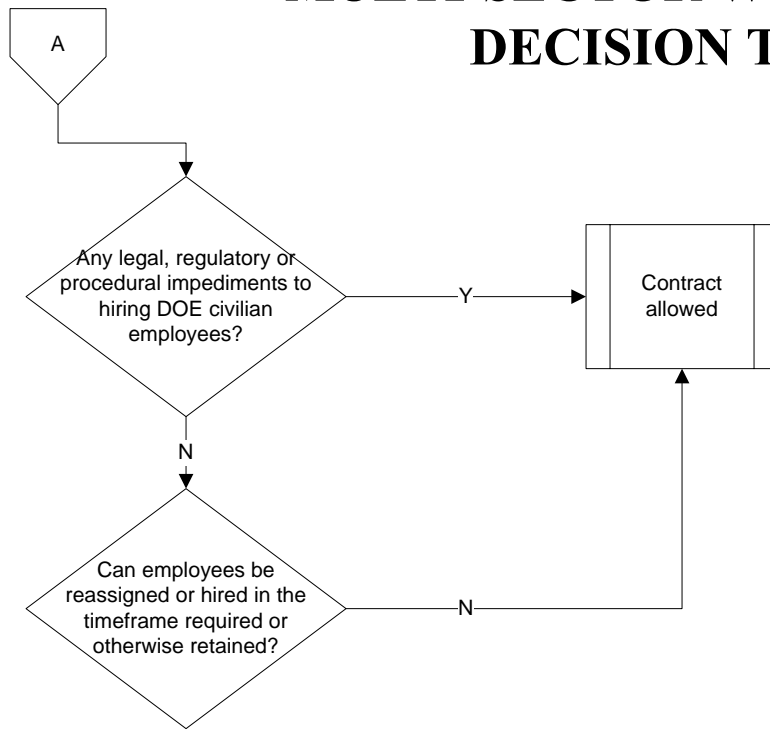
- *Inherently Governmental Functions.* Subpart 7.503(e) of the Federal Acquisition Regulation (FAR) requires the contracting officer to obtain a written determination from the MSWO that none of the functions to be performed under contract are inherently governmental. If a review of the contract shows that functions have been contracted which subsequently have been determined to be inherently governmental, the functions *must* be insourced as expeditiously as possible.
- *Exempted Functions.* The MSWO must provide a written determination to the contracting officer that none of the functions to be performed under contract are exempted from private sector performance. If a review of the contract shows that functions have been contracted which subsequently have been determined should be exempted from private-sector performance, the services *must* be insourced as expeditiously as possible.
- *Unauthorized Personal Services.* Subpart 37.103(a) (3) of the FAR requires the contracting officer to obtain a written determination that the service contract does not violate the provisions in Subpart 37.104(b) of the FAR on contracting for personal services. If a review of the contract shows that the contract (as it is being performed) is an unauthorized personal services contract (as provided by applicable statutory and regulatory requirements) and the problems cannot be corrected, the contracted services *must* be insourced as expeditiously as possible.
- *Problems with Contract Administration.* Subpart 37.102(h) of the FAR requires the contracting officer to ensure there are sufficiently trained and experienced officials available within the agency to manage and oversee the contract administration functions. If the contracting officer determines that there are not sufficiently trained and experienced officials available, and that they cannot be made available, the contracted services *may* be insourced as expeditiously as possible.

The decision tree diagram below shows the process for reviewing contracted services for the multi-sector workforce analysis:

MULTI-SECTOR WORKFORCE DECISION TREE



MULTI-SECTOR WORKFORCE DECISION TREE



- 2) **Nomination.** Organizations are encouraged to examine their workforce mix, and decide whether they require an analysis of their total workload, functional responsibilities, and workforce planning practices. Should an analysis be deemed necessary, heads of organizational elements have the authority to volunteer their organizational for study, working in coordination with the OCHCO (more specifically, HC-15) and the Multi-Sector Workforce Management (MSWM) Coordinating Committee. Once a DOE element has completed its multi-sector workforce analysis and if the initial recommendation is to consider insourcing using the above decision tree, the DOE element should initiate the necessary procedures and seek out the support needed to properly execute the insourcing process.

As organizational elements begin the process of deciding which of their functions or sub-elements require study for potential workforce modification (insourcing, outsourcing, or some combination of both), the following factors should be identified:

- the primary office and location(s) at which functions are being performed and the nature of the work that is currently being performed by contract,
- the primary functions being performed,
- the rationale for considering insourcing of the work,
- whether the decision to consider insourcing is cost-driven and if an economic analysis will be performed. If this is a non-cost driven action (e.g., work is

determined to be inherently governmental, closely associated with inherently governmental functions, personal services, etc.), then appropriate explanation and justification be provided,

- and the DOE element nominated MSWO, including contact information.

The insourcing process should be conducted with the greatest amount of sensitivity to the affected organizations and their personnel as possible. The information collected, analyzed, and presented is considered to be “pre-decisional management information” and should not be released without the approval of the organizational element being studied, and HC-15 (applicable only if they have been a part of the coordinated effort to this point).

- 3) Selection. Should an insourcing decision be reached, HC-15 in coordination with the DOE element will develop a detailed Plan of Action and Milestones (POA&M) for the implementation of the insourcing decision. This POA&M should contain the proposed schedule for the insourcing, identification of essential team members, roles and responsibilities, training and communications plans, and estimated resources required to complete the insourcing.

D. Execution

1) General.

- Once the insourcing decision is made, the MSWO should coordinate with HC-15 to modify, expedite, cancel, suspend, or delay the insourcing process. All requests should include sufficient justification detailing the reasons such proposed action should be taken.
- In coordination with HC-15, the organizational element undertaking the study should complete a project plan. See Appendix B for a high-level sample project plan. HC-15 has more detailed models, and could assist in the development of the project plan.
- During the course of implementing an insourcing decision, potentially affected government personnel should be kept apprised of the status of the process at least quarterly by the MSWO. The MSWO and team officials will make every effort to consider government personnel, contractor personnel, and management, union, and customer views when preparing the insourcing documents. A communications plan will be developed for each insourcing decision.
- Whenever the insourcing team meets, to the extent appropriate, minutes of such meetings should be taken and entered into that specific team’s/sub-team’s insourcing record.
- If involved in the coordination of this effort, HC-15 should provide guidance and assistance to the MSWO throughout the process.

- 2) Insourcing Contracted Services-Direct. If the contracted services have subsequently been determined to be inherently governmental, to be exempted from private sector

performance, to be unauthorized personal services as executed, or have contract administration problems, the MSWO should determine/validate the manpower required to perform the services following standard manpower procedures. Once the funding is approved, the MSWO should work with the appropriate servicing Human Resources Office to establish authorized federal positions and then proceed with hiring civilian employees. These actions should be expedited so as not to impede initiation of the hiring process. In addition, the contracting officer should notify the contractor of the Department's decision to insource the services.

- 3) Insourcing Contracted Services-Based on Cost. If the services under contract are unsuitable for private-sector performance, the MSWO should then, with advice from the HCM office and General Counsel, assess whether there are any legal, regulatory, or procedural impediments to hiring DOE civilian employees to perform the work (e.g., Congressional personnel limitation, problems with obtaining office space, or other similar restrictions). As part of this process, the HCM office should also determine/validate the manpower required to perform the services following standard manpower practices.

HCM should leverage all available personnel, hiring and compensation flexibilities to either assign current DOE employees or hire new DOE civilian employees to perform the insourced work. If it is determined, through completion of the multi-sector workforce analysis that qualified DOE civilian employees cannot be reassigned or hired, reassigned or hired in the timeframe required, or otherwise retained to perform the services, the head of the organizational element being studied should certify in writing why the use of DOE civilian employees is not an option. In such cases, the contracting officer should recompet the contract or exercise option years, as appropriate

If the functions are determined not to be inherently governmental or exempted from private-sector performance, and if there are no legal, regulatory, or procedural impediments to using DOE civilian employees to perform the work, the MSWO should request that HC-15 conduct a cost analysis to determine whether DOE civilian employees or the private sector would be the most cost effective provider.

If the cost analysis shows that DOE civilian employees would be the most cost effective provider, the MSWO should notify the HCM office and resource manager. Once the funding is approved, the manpower should be authorized and the MSWO should notify the CHCO to proceed with hiring. These actions should be expedited so as not to impede initiation of the hiring process. In addition, the contracting officer should notify the contractor of the Department's decision to insource the services. If requested by an employee of the contractor, information on the Federal hiring process should be provided.

If through the examination of the workforce mix, it becomes apparent that reorganization is required, organizational elements should then follow the normal DOE reorganization policy and procedures.

- For cost-driven decision, DOE elements should use cost-benefit analysis (CBA) to estimate the amount of savings accrued employing government civilian workers instead of contractors. The guide below serves as a simple tool in developing and inputting the information needed to formulate, develop,

and complete a CBA. Outlined in sections, this guide is presented under the following headings:

➤ **Contractor Costs:** Associated with the cost to employ non-government workers, contractor costs do not involve the payment of benefits or on-site costs. It is important to note that contractor costs should come from the actual contract and must at least include the below cost category values.

- Wages
- Direct Costs – other than wages (i.e., labor or materials)
- Travel
- Overhead – other than travel (i.e., utilities, maintenance, leasing of space)
- Reimbursable Costs – meals, incidentals, etc.
- Other contract administrative costs and costs not captured within the contract
- Penalties for ending the contract

➤ **Federal Employee Costs:** These costs are associated with the employment of United States Government employees. Civilian salaries should be identified by the job series, GS-grade, locality, and number of positions that will be needed to fulfill manpower duties. The following list contains the types of direct costs that should be included in your analysis:

- Benefits and Annuities (an average of 38% is assessed for DOE)
- Wages
- Direct Costs – other than wages (i.e., labor or materials)
- Travel
- Overhead – other than travel (i.e., utilities, maintenance, leasing of space)
- Reimbursable Costs – meals, incidentals, etc.

➤ **Cost Comparison Methods:** Actual contractor costs should be used whenever possible for calculating out-year contract costs (i.e., FY 11-15). When there is no contract that gives information on future costs, inflation guidance such as the President's budget assumptions must be used to provide a basis.

➤ **Other Information:** Provide documentation to support the ultimate government savings by labeling and accounting for the amount of overhead, wages, and salary of each position.

- Indicate whether the contractor will be on or off-site.
- Spell out all acronyms in the footnotes or an appendix of your analysis.
- Include all costs, even if that category is not provided in the guidance or the aforementioned examples given above.
- Add 12% to fully burdened civilian pay for new federal positions for the standard overhead factor.

➤ **Point of Contact (POC) information:** Provide your POC name, email, and phone number.

If the cost analysis shows that the private sector would be the most cost effective provider, the MSWO should provide the contracting officer written confirmation that consideration has been given to using DOE civilian employees to perform the work, but that a cost analysis showed that the contractor is the most cost effective provider. In such cases, the contracting officer may recompet the contract or exercise option years, as appropriate.

E. Implementation

- 1) In implementing insourcing decisions, the Department should adhere to all applicable personnel statutes, regulations, and DOE-specific HCM requirements documents. The Department should also make every effort to minimize adverse actions.
- 2) The MSWO should provide periodic updates to HC-15 on the status of insourcing phase-in actions.
- 3) The MSWO, or designated representative, should implement the insourcing Transition Plan. A Transition Team to facilitate implementation of insourcing should be established. This team should include functional area experts, such as representatives from the programming and budget, resource management, contracting, manpower, and HCM communities as well as the MSWO. In addition, functional area experts for space and facilities management, security clearances, information technology, and other related functions, should be consulted, as appropriate, so that proper consideration is given to these requirements.

APPENDIX A - FUNDAMENTAL TERMS

Activity. A specific task or grouping of tasks that provides a specialized capability, service, or product based on a recurring government requirement. Depending on the grouping of tasks, an activity may be an entire function or may be a part of a function. An activity may be inherently governmental or commercial in nature.

Civilian Employee. An individual who works for a federal agency on an appointment without time limitation who is paid from appropriated funds, which includes working capital funds.

Cost-Benefit Analysis: A process by which business decisions are analyzed. Refers to a process to help appraise, or assess, the case for a project or proposal.

Contracting Officer (CO). An inherently governmental Department of Energy official who has the authority to enter into, administer, and/or terminate contracts and make related determinations and findings. The term includes certain authorized representatives of the contracting officer acting within the limits of their authority as delegated by the contracting officer. Administrative Contracting Officer (ACO) refers to a contracting officer who is administering contracts.

Conversion from Contract. A change in the performance of an activity from a private sector provider to Department of Energy performance.

Conversion to Contract. A change in the performance of a commercial activity from Department of Energy performance to a private sector provider.

Departmental Element: Departmental elements applicable to Department of Energy are listed below. The list is revised regularly and available online at www.directives.doe.gov/pdfs/reftools/org-list.pdf.

Office of the Secretary
Office of the Chief Financial Officer
Office of the Chief Information Officer
Office of Civilian Radioactive Waste Management
Office of Congressional and Intergovernmental Affairs
Office of Economic Impact and Diversity
Office of Electricity Delivery and Energy Reliability
Office of Energy Efficiency and Renewable Energy
Energy Information Administration
Office of Environmental Management
Office of Fossil Energy
Office of General Counsel
Office of Health, Safety and Security
Office of Hearings and Appeals
Office of Human Capital Management
Office of the Inspector General
Office of Intelligence and Counterintelligence
Office of Legacy Management
Office of Management
National Nuclear Security Administration
Office of Nuclear Energy
Office of Policy and International Affairs
Office of Public Affairs

Office of Science
Bonneville Power Administration
Southeastern Power Administration
Southwestern Power Administration
Western Area Power Administration

Insourcing. Insourcing is the conversion of any currently contracted service/function to Department of Energy civilian performance, or a combination thereof. Insourcing actions include the conversion of those contracted functions that should be considered to be inherently governmental or exempted from private sector performance; contracted functions that provide personal services (except where specifically authorized by law) or have contract administration problems; and contracted services that can be performed more cost effectively by Department of Energy civilian personnel.

Inherently Governmental Activities. (Refer to the Federal Acquisition Regulation (FAR), Subpart 7.5—Inherently Governmental Functions). A function that is so intimately related to the public interest as to mandate performance by government employees. These functions include those activities that require either the exercise of discretion in applying government authority or the making of value judgments in making decisions for the government. Governmental functions normally fall into two categories: (1) the act of governing, i.e., the discretionary exercise of government authority, and (2) monetary transactions and entitlements. An inherently governmental function involves, among other things, the interpretation and execution of the laws of the United States so as to:

- (a) bind the United States to take or not to take some action by contract, policy, regulation, authorization, order, or otherwise;
- (b) determine, protect, and advance its economic, political, territorial, property, or other interests by military or diplomatic action, civil or criminal judicial proceedings, contract management, or otherwise;
- (c) significantly affect the life, liberty, or property of private persons;
- (d) commission, appoint, direct, or control officers of employees of the United States; or
- (e) exert ultimate control over the acquisition, use, or disposition of the property, real or personal, tangible or intangible, of the United States, including the collection, control, or disbursement of appropriated and other federal funds.

Inherently governmental functions do not normally include gathering information for or providing advice, opinions, recommendations, or ideas to Government officials. They also do not include functions that are primarily ministerial and internal in nature, such as building security; mail operations; operation of cafeterias; housekeeping; facilities operations and maintenance, warehouse operations, motor vehicle fleet management and operations, or other routine electrical or mechanical services.

Multi-Sector Work Force. A mix of both federal employees and contractor workforce.

Multi-Sector Workforce Official (MSWO). An inherently governmental Department of Energy official responsible for the implementation of these guidelines.

New Requirement. Department of Energy's newly established need for a commercial product or service that is not performed by (1) the Department of Energy with government personnel; (2) a fee-for-service agreement with a public reimbursable source; or (3) a contract with the private sector. An activity that is performed by the Department of Energy and is reengineered, reorganized, modernized, upgraded, expanded, or changed to become more efficient, but still essentially provides the same service, is not considered a new requirement. New ways of performing existing work are not new requirements.

Overhead. Overhead, for the purposes of this analysis, is calculated to be (on average) 38% of an employee's salary. Agencies using these guidelines can use this average value, as opposed to calculating the actual overhead rate for the federal employees in their target organization/function/sub-element. The overhead factor includes two major categories of cost, operations overhead and general and administrative overhead. Operations overhead includes costs that are not 100 percent attributable to the activity being competed but are generally associated with the recurring management or support of the activity. General and administrative overhead includes salaries, equipment, space, and other tasks related to headquarters management, accounting, personnel, legal support, data processing management, and similar common services performed external to the activity, but in support of the activity being competed. Also, an additional 12% percent overhead factor is included in estimates of overhead to account for agency and public reimbursable cost estimates.

Transition Plan. A plan to replace the incumbent provider(s). The transition plan includes details on minimizing disruption, adverse personnel impacts, and start-up requirements.

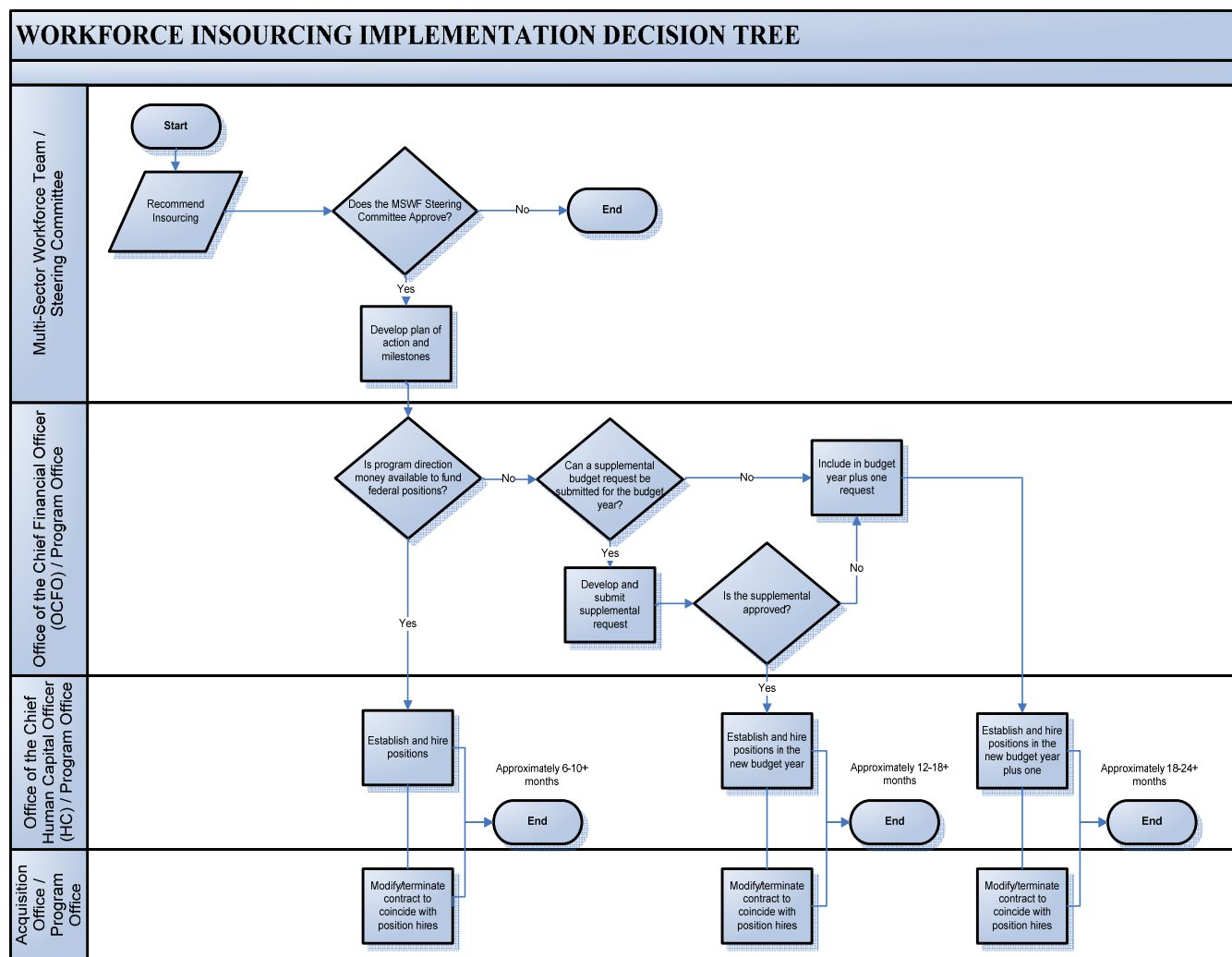
Resources. Funding allocated for contracts, manpower, facilities, material, or equipment to perform Department of Energy requirements.

APPENDIX B - SAMPLE MSWM PROJECT PLAN

ID		Task Name	Duration	Start	Finish	% Complete
1	✓	Multi-Sector Workforce Pilot Project	30 days	Thu 1/28/10	Wed 3/10/10	100%
2	✓	Conduct working meeting to gather initial data	1 day	Thu 1/28/10	Thu 1/28/10	100%
3	✓	Assess Current Organization	7 days	Fri 1/29/10	Mon 2/8/10	100%
4	✓	Validate organization mission and goals	1 day	Fri 1/29/10	Fri 1/29/10	100%
5	✓	Collect list of tasks performed by the current workforce	1 day	Mon 2/1/10	Mon 2/1/10	100%
8	✓	Collect workload for each task	2 days	Tue 2/2/10	Wed 2/3/10	100%
11	✓	Calculate total workload statistics	1 day	Thu 2/4/10	Thu 2/4/10	100%
12	✓	Document current organization	5 days	Tue 2/2/10	Mon 2/8/10	100%
18	✓	Analyze Current Organization	7 days	Tue 2/9/10	Wed 2/17/10	100%
19	✓	Categorize tasks	7 days	Tue 2/9/10	Wed 2/17/10	100%
24	✓	Identify cost of current federal workforce	2 days	Fri 2/12/10	Mon 2/15/10	100%
29	✓	Identify cost of current contractor workforce	2 days	Tue 2/16/10	Wed 2/17/10	100%
30	✓	Develop Balanced Organization	8 days	Thu 2/18/10	Mon 3/1/10	100%
48	✓	Identify and document a repeatable process/framework	3 days	Thu 1/28/10	Mon 2/1/10	100%
49	✓	Complete final report	10 days	Thu 2/25/10	Wed 3/10/10	100%
50	✓	Draft final report	5 days	Thu 2/25/10	Wed 3/3/10	100%
51	✓	Submit draft summary report for client review	0 days	Wed 3/3/10	Wed 3/3/10	100%
52	✓	Client review of draft summary report	4 days	Thu 3/4/10	Tue 3/9/10	100%
53	✓	Incorporate changes	1 day	Wed 3/10/10	Wed 3/10/10	100%
54	✓	Submit final report	0 days	Wed 3/10/10	Wed 3/10/10	100%

APPENDIX C - INSOURCING IMPLEMENTATION DECISION TREE

This appendix describes a standard, repeatable process for implementing the recommendations of the MSW study.



Obtain Steering Committee Approval to Proceed

Upon completion of the study, the team should present its results and recommendations to the MSWM Steering Committee for review and approval. The Steering Committee may accept or reject the recommendations of the study team.

Develop an implementation plan of action and milestones (POA&M)

The POA&M should be ambitious but realistic. Coordinate the POA&M with HC, OCFO and Procurement. Time required in each of these organizations will drive the realism of the POA&M.

Determine Funding Availability

Since funding will almost certainly be an issue, the program office should coordinate with OCFO to identify funding sources and probability of conversion from contract to payroll dollars. OCFO will determine what action to take (reprogramming, supplemental budget submission, or outyear budget submission).

Execute Human Resource and Contracting Actions

Once funding is available, HC should begin establishing the positions, advertising the vacancy, and selecting and hiring for the new positions.

Take Appropriate Contract Actions

The Procurement office should begin planning the necessary actions to coincide with the hiring process of new federal employees. Procurement and HC should collaborate to determine whether contractor and federal employee overlap for training and turnover purposes are desirable.

Overall Timeline for Execution

The implementation process as described can take from six months in the best case scenario to over two years to complete, assuming no unforeseen issues arise.