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01 A Message from the Chief Procurement Officer



Dear DHS Procurement Professionals and Acquisition Stakeholders,

As the Department of Homeland Security Chief Procurement Officer (CPO), I am pleased to present the Fiscal Year 2012 through 2014 Strategic Plan to you. Our community is challenged with delivering contracting solutions that yield improved performance and reduced cost, under increasingly tighter budgets and staffing constraints. This plan will serve as a roadmap for how we will address these challenges over the next three years.

While it is critical for every successful organization to look forward, it is also important to reflect on past successes. My predecessors have created a strong foundation for recruiting and training our workforce, promoting small business opportunities, standardizing DHS procurement policy and oversight, and leveraging the buying power of the Department through strategic sourcing initiatives. Since its establishment in 2003, the Department's workforce has grown to 1,453 contracting officers and specialists who in Fiscal Year 2011 obligated \$19 billion, including \$14 billion in contracts, through over 101,000 contracting actions.

In planning for the future, this Strategic Plan focuses on my four priorities: **quality contracting, quality people, quality program support, and quality industry-government communication**. Each of these priorities is equally important and must be addressed concurrently to effectively deliver mission capability through the contracting of critical supplies and services. While the first three priorities continue from previous fiscal years, the fourth priority – quality industry-government communication – has been added to underscore how vital our communication with industry is to promoting competition and awarding well-defined contracts.

I look forward to our continued partnership in accomplishing our critical mission. I ask each member of the DHS procurement community to familiarize yourself with our plan, reflect on how you specifically contribute to our mission, and strive for excellence in every facet of service to our customers. Together, we will continue to support the DHS mission, while providing effective contracting solutions that represent the best value for the taxpayer.

A handwritten signature in black ink, reading "Nick Nayak". The signature is written in a cursive, flowing style.

Nick Nayak, PhD
Department of Homeland Security
Chief Procurement Officer

02 DHS Procurement Leadership Endorsements

OFFICE OF THE CHIEF PROCUREMENT OFFICER



Nick Nayak
CHIEF PROCUREMENT OFFICER




Mui Erkun
PROCUREMENT OMBUDSMAN AND INDUSTRY LIAISON




Daniel Clever
DEPUTY CHIEF PROCUREMENT OFFICER




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Ashley Lewis
DIRECTOR, POLICY AND ACQUISITION WORKFORCE




David Dasher
DIRECTOR, OFFICE OF SELECTIVE ACQUISITIONS (HCA)




Kevin Boshears
DIRECTOR, OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION



COMPONENT HEADS OF CONTRACTING ACTIVITY



Domenic Cippichio
TRANSPORTATION SECURITY ADMINISTRATION (HCA)




Kelly Curtin
UNITED STATES SECRET SERVICE (HCA)




Richard Formella
FEDERAL LAW ENFORCEMENT TRAINING CENTER (HCA)




Claire Grady
UNITED STATES COAST GUARD (HCA)




Richard Gunderson
CUSTOMS AND BORDER PROTECTION (HCA)




William Randolph
IMMIGRATION AND CUSTOMS ENFORCEMENT (HCA)




Frank Spampinato
FEDERAL EMERGENCY MANAGEMENT AGENCY (HCA)



FAST FACT

Approximately **45 Percent** of DHS's Discretionary Budget is Executed Through Contracts

03 Introduction

In alignment with the Quadrennial Homeland Security Review and Bottom Up Review, this document outlines the priorities, objectives, initiatives, and metrics for advancing DHS procurement capabilities and expertise for Fiscal Years 2012 through 2014. This Strategic Plan is a result of extensive collaboration among the Chief Procurement Officer (CPO), Deputy CPO, Heads of Contracting Activity (HCAs), executive leadership of the Office of the Chief Procurement Officer (OCPO), and procurement staff from the Contracting Activities (CAs) across the Department. The initiatives included in this document are being executed under the leadership of the HCA Council, whose membership includes the DHS CPO, Deputy CPO, HCAs, and OCPO executive leadership.

DHS VISION

Preserving our freedoms, protecting America ...
we secure our homeland.

DHS MISSION

The Department of Homeland Security will lead the unified national effort to secure America. We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the Nation. We will ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce.

DHS PROCUREMENT VISION

Excellence achieved by highly qualified and motivated acquisition professionals through quality contracting that is based on integrity and sound business decisions.

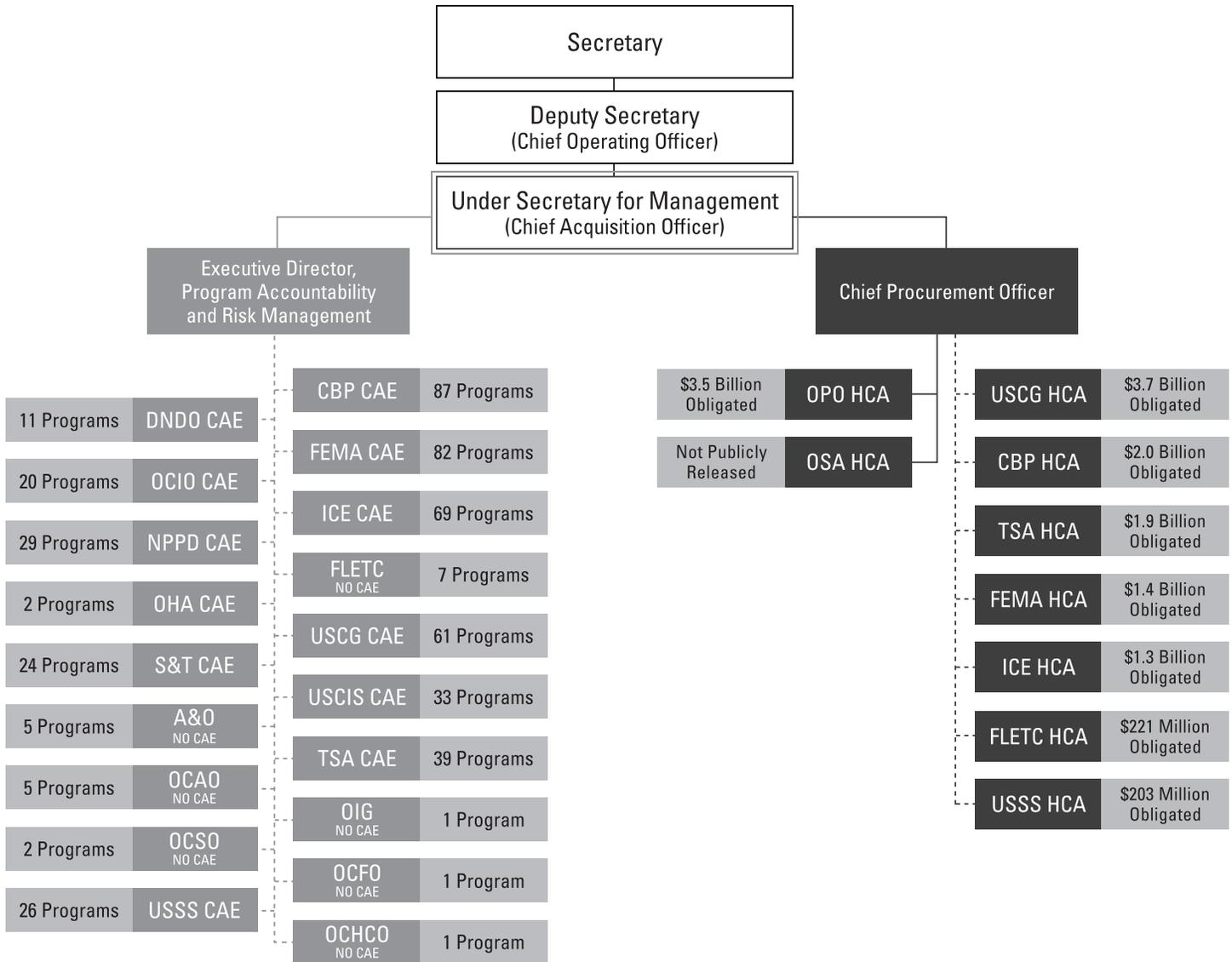
DHS PROCUREMENT MISSION

Effectively deliver mission capability through the contracting of critical supplies and services.

FAST FACT

DHS has obligated over **\$14 billion** annually in contracts over the past four years

04 DHS Procurement and Acquisition Structure



FAST FACT

Total DHS Contracting Obligations in FY11 = **\$14.2 Billion***

Total DHS Programs = **505**

* Excludes interagency agreements and other transactions

ACRONYM KEY

A&O - Analysis and Operations	OCIO - Office of the Chief Information Officer
CAE - Component Acquisition Executive	OCSO - Office of the Chief Security Officer
CBP - Customs and Border Protection	OHA - Office of Health Affairs
DND O - Domestic Nuclear Detection Office	OIG - Office of Inspector General
FEMA - Federal Emergency Management Agency	OPO - Office of Procurement Operations
FLETC - Federal Law Enforcement Training Center	OSA - Office of Selective Acquisitions
HCA - Heads of Contracting Activity	S&T - Science and Technology Directorate
ICE - Immigration and Customs Enforcement	TSA - Transportation Security Administration
NPPD - National Protection and Programs Directorate	USCG - United States Coast Guard
OCAO - Office of the Chief Administrative Officer	USCIS - United States Citizenship and Immigration Services
OCFO - Office of the Chief Financial Officer	USSS - United States Secret Service
OCHCO - Office of the Chief Human Capital Officer	

05 DHS Procurement and Acquisition Leadership

DEPUTY CHIEF PROCUREMENT OFFICER

The Deputy Chief Procurement Officer (DCPO) reports directly to the CPO and oversees the day-to-day operations of the Office of the Chief Procurement Officer to include its small business, industry communication, strategic sourcing, acquisition workforce, policy and legislation, and oversight activities. The DCPO also assists the CPO in overseeing the HCAs' contract operations.

DIRECTOR, OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

The Director of the Office of Small and Disadvantaged Business Utilization (OSDBU) promotes the maximum practicable use of all federally designated small business categories within the DHS acquisition process. The Director of OSDBU reports directly to the Department's Deputy Secretary for policy matters and is aligned with OCPO for administrative matters.

DIRECTOR, PROCUREMENT POLICY AND OVERSIGHT

The Director of Procurement Policy and Oversight is responsible for the policy development and procurement oversight of DHS acquisition programs and oversees the Oversight and Strategic Support and Policy and Acquisition Workforce Divisions.

PROCUREMENT OMBUDSMAN AND INDUSTRY LIAISON

The Procurement Ombudsman and Industry Liaison is a full-time position dedicated to improving communication between DHS and industry. The Liaison also provides training and guidance to the Component Industry Communication Liaisons.

DIRECTOR, POLICY AND ACQUISITION WORKFORCE

The Director of Policy and Acquisition Workforce (PAW) establishes the regulatory and policy framework for the Department's procurement program and leads the professional development, certification, and retention of the Department's acquisition workforce. The PAW Director manages the Acquisition Professional Career Program (APCP), which provides for the training and career development of entry-level procurement and acquisition professionals.

DIRECTOR, OVERSIGHT AND STRATEGIC SUPPORT

The Director of Oversight and Strategic Support provides leadership through the coordination, facilitation, and management of acquisition systems, strategic sourcing initiatives, procurement support, procurement oversight, pricing training and support, and ensures compliance with good business practices and applicable statutes, regulations, and policies through oversight reviews.

SENIOR TECHNICAL ADVISOR

The Senior Technical Advisor serves as the primary counselor to both the CPO and DCPO for strategic procurement and process improvement initiatives. The Advisor also operates as the liaison to all other lines of business across the DHS Management Directorate.

UNDER SECRETARY FOR MANAGEMENT (CHIEF ACQUISITION OFFICER)

DHS's Under Secretary for Management (USM) is the DHS Chief Acquisition Officer (CAO) and leads the Department's acquisition organization. As the CAO, the USM is responsible for the Department's acquisition activities and programs.

EXECUTIVE DIRECTOR, PROGRAM ACCOUNTABILITY AND RISK MANAGEMENT

The CPO works jointly with the Program Accountability and Risk Management (PARM) Executive Director, who is responsible for acquisition program management oversight and provides support for major systems acquisitions. The PARM Executive Director also reports directly to the USM/CAO.

CHIEF PROCUREMENT OFFICER

The Chief Procurement Officer (CPO) is the Department's Senior Procurement Executive and reports directly to the USM/CAO. The CPO is the business advisor to DHS leadership and is responsible for providing procurement leadership, policy, oversight, professional workforce development, and procurement support to nine operational contracting activities, each led by a Head of Contracting Activity (HCA), which services all DHS Components. The CPO also oversees a centralized certification and training program for the entire DHS acquisition workforce.

COMPONENT ACQUISITION EXECUTIVES

The USM/CAO appoints a Component Acquisition Executive (CAE) to oversee his or her respective major acquisition programs. The USM/CAO, through the PARM Executive Director, provides oversight and guidance to the CAEs within the Department. As of October 2011, the Department has 12 CAEs, to include:

- Customs and Border Protection (CBP)
- Domestic Nuclear Detection Office (DNDO)
- Federal Emergency Management Agency (FEMA)
- Immigration and Customs Enforcement (ICE)
- National Protection and Programs Directorate (NPPD)
- Office of the Chief Information Officer (OCIO)
- Office of Health Affairs (OHA)
- Science and Technology Directorate (S&T)
- Transportation Security Administration (TSA)
- United States Citizenship and Immigration Services (USCIS)
- United States Coast Guard (USCG)
- United States Secret Service (USSS)

The Federal Law Enforcement Training Center (FLETC) is the only legacy Component that does not require a CAE position because of the nature of its procurement portfolio.

HEADS OF CONTRACTING ACTIVITY

Each contracting activity is led by a Head of Contracting Activity (HCA), who has overall responsibility for managing the procurement operations for his or her activity.

Of the nine operational contracting activities, the Office of Procurement Operations (OPO) and the Office of Selective Acquisitions (OSA) are located at the headquarters level and report directly to the CPO. OPO and OSA primarily support Components that were created after the Department was established in 2003. The OPO activity includes an Executive Director for Enterprise Acquisition and Information Technology (EAIT), who reports to the HCA and is responsible for overseeing the Department's enterprise-wide information technology acquisitions.

Seven of the operational contracting activities support headquarters elements that existed prior to the establishment of the Department, including: CBP, FEMA, FLETC, ICE, TSA, USCG, and USSS. While these seven legacy contracting activities do not report directly to the CPO, their contracting authority is delegated to them from the CPO.

06 DHS Procurement and Acquisition Challenges

The DHS contracting community will play a key role over the next three years in addressing significant challenges in the federal acquisition arena, while operating under increased budgetary constraints. By fully understanding our current challenges, OCPO will be better positioned to develop and implement priorities, objectives, and initiatives to address these challenges across the DHS procurement enterprise. OCPO implementation of these strategic plan initiatives, coupled with the sound execution of procurement operations, will enable attainment of the procurement mission and direct support to the overall DHS mission and goals. The key challenges that will impact DHS procurement include:

1. Providing Increasingly Effective and Efficient Procurement Operations Under Flat or Decreasing Budgets

The short- and long-term budget outlook across the Federal Government appears to be flat at best with expectations that there will be few instances of funding expansion of program execution and support initiatives. The Administration's FY 2012 budget recommended a five-year spending freeze for non-security discretionary programs to save more than \$400 billion over the next 10 years. Multiple continuing resolutions and possible Congressional actions associated with deficit reduction create uncertainty. This potential flattening, or possible reduction, of the overall DHS budget will require an increased laser focus on contracting efficiencies across all facets of the procurement life cycle – from acquisition planning to contract closeout.

2. Maintaining and Growing Human Capital within the Top “In-Demand” Acquisition and Contracting Career Field

Over the past eight years, the number of acquisition professionals has remained relatively flat, while contract spending has doubled. This strain has led to the demand for contracting and acquisition professionals across both government and private sectors. The fact that an increasing proportion of the DHS procurement workforce is retirement eligible (36 percent in 2014) will further exacerbate this challenge. If it is unable to address this loss of DHS's experienced contracting workforce through a significant increase in personnel, training, and professional development budgets, OCPO will be challenged to provide top-notch operational support to DHS Components.

3. Providing Effective Acquisition Support Across the “One DHS” Enterprise

Maintaining effective contracting operations and acquisition management requires continual support and reinforcement. Program support includes initiatives such as customer relationship management, procurement systems support, performance monitoring and metric assessment, acquisition professional training and certification, and executive leadership development. Program support must be constantly assessed and invigorated with human resources and capital outlays in order to ensure that the contracting and acquisition operations are executed with efficiency and effectiveness.

4. Implementing and Facilitating Effective Dialogues among Public and Private Homeland Security Stakeholders

The process of defining and meeting DHS mission needs in a clear and achievable manner requires thoughtful engagement of the private sector and homeland security thought leaders well in advance of any particular procurement action. This engagement must encourage and allow for the transparent exchange of mid- to long-range performance and technology needs together with private sector research and product development plans. This process must be seamlessly linked and in regulatory accord with the procurement process. Failure to achieve this exchange will often lead to protracted acquisition schedules that ultimately fail to provide for maximum industry engagement and DHS mission success.

07 DHS Procurement Priorities, Objectives, Initiatives, And Metrics

This section outlines the CPO's strategy for supporting the Department's mission through improvement and maintenance of procurement operations and performance. The strategy is organized into the following segments:

Priorities

The segment that defines the areas that most critically impact OCPO and the Contracting Activities' (CAs') ability to achieve their mission to effectively deliver mission capability through the contracting of critical supplies and services. The CPO's four priorities are:

PRIORITY 1 QUALITY CONTRACTING

PRIORITY 2 QUALITY PEOPLE

PRIORITY 3 QUALITY PROGRAM SUPPORT

PRIORITY 4 QUALITY INDUSTRY-GOVERNMENT COMMUNICATION

Objectives

The segment that links the priorities and initiatives. Several initiatives grouped together demonstrate how OCPO and the CAs will achieve progress toward a broader objective or purpose.

Initiatives

The segment that provides the most specific, detailed strategies OCPO and the CAs will implement to fulfill the priorities and objectives. All of the initiatives link to one or more performance metrics that OCPO will use to monitor progress toward improving and maintaining performance. The discussion of each initiative demonstrates why the particular initiative is important and which officials are primarily responsible for implementing the initiative.

Metrics

Each initiative identifies at least one objective metric that will be used to analyze OCPO and the CAs' progress in implementing the initiatives. The CPO Strategic Plan broadly outlines the metrics; however, a detailed discussion on the calculation method and goals for the fiscal year will be conducted on an annual basis. OCPO plans to analyze metrics as follows:

1. A goal will be established for a metric and the OCPO Division or CAs' performance will be measured to assess progress, or
2. A goal will not be established and the OCPO division or CAs' performance will be analyzed by reviewing whether the performance trend is steady, positive, or negative.

FAST FACT

There are **1,453** Contracting Officers and Specialists across DHS

Priority 1 Quality Contracting

Quality contracting is essential to the CAs' ability to effectively procure critical supplies and services on behalf of their customers. They are accountable to both their customers and taxpayers for procuring these supplies and services in a responsible manner by promoting sound business practices and decisions and complying with federal statutes and regulations.

OBJECTIVE 1.1: FISCAL RESPONSIBILITY

It is the duty of all procurement acquisition professionals to spend taxpayers' dollars in a conscientious manner. To gain taxpayers' trust, they must procure supplies and services at fair and reasonable prices and through efficient processes. The following are initiatives OCPO and the CAs will implement in support of fiscal responsibility:

Initiative 1.1.1: Enhance Competition

Competition provides the best assurance that the Department is paying a fair and reasonable price, thereby increasing the quality of our business deals. Competitive procurements generally yield a wider variety of proposed solutions for specific DHS mission requirements. Early and open engagement with industry increases the transparency of competitive awards and not only results in a better deal at a fair price, but also increases industry and congressional confidence in the fairness of the process.



Responsible Officials:

- DHS Competition Advocate
- Heads of Contracting Activity



Performance Metric:

- Competition Rate

Initiative 1.1.2: Meet or Exceed Acquisition Savings Goals

In July 2009, the Office of Management and Budget (OMB) directed all federal agencies, including DHS, to collectively save \$80 billion by the end of FY 2011 and apply fiscally responsible acquisition practices that better protect taxpayers from waste and cost overruns. Since the implementation of the acquisition savings initiative, DHS has saved over \$1 billion. Although the OMB initiative is currently scheduled to continue only through FY 2011, OCPO and the CAs must continue to pursue opportunities to save taxpayer dollars in FY 2012 and beyond.



Responsible Officials:

- Oversight and Strategic Support Director
- Heads of Contracting Activity



Performance Metric:

- Acquisition Savings Achieved

Initiative 1.1.3: Reduce High-Risk Contracts

In FY 2010, the Office of Management and Budget (OMB) implemented a government-wide initiative that directed agencies to reduce their share of dollars obligated through new contracts that are awarded (1) noncompetitively, (2) after a competition that received only one bid or proposal, (3) using a time-and-material or labor-hour contract, and (4) using a cost-reimbursement contract. This initiative continues into FY 2012, as OFPP and DHS seek further opportunities to reduce high-risk contracts.



Responsible Officials:

- Oversight and Strategic Support Director
- Heads of Contracting Activity



Performance Metrics:

- Noncompetitive Contract Rate
- One-Bid Contract Rate
- Time-and-Material and Labor-Hour Contract Type Rate
- Cost-Reimbursement Contract Type Rate
- Total High Risk Rate

Priority 1 Quality Contracting

Initiative 1.1.4: Increase Strategic Sourcing

Strategic sourcing is the collaborative and structured process of critically analyzing an organization's spend and utilizing this information to make better business decisions about acquiring supplies and services more effectively and efficiently. Strategic sourcing helps the Department:

- Optimize Performance
- Minimize Prices
- Increase Achievement of Socio-Economic Acquisition Goals
- Improve Vendor Access to Business Opportunities
- Improve Customer Support within the Department
- Enhance Requirements Management
- Increase the Value of Each Dollar Spent

Strategic sourcing also furthers the creation of "One DHS" by standardizing procurement vehicles and ordering procedures for similar supplies and services across the Department.



Responsible Officials:

- Oversight and Strategic Support Director
- Heads of Contracting Activity



Performance Metrics:

- Strategic Sourcing Savings
- Utilization Rate

Initiative 1.1.5: Improve Service Contracting

Approximately 70 percent of DHS contracts are awarded for services. The CAs assist Components in ensuring that management support service contracts are not awarded for inherently governmental or closely associated with inherently governmental activities and that there are sufficient federal personnel in the Components to award and administer service contracts. OCPO also assists and coordinates with the

Components on developing and implementing strategies to cut spending for management support service contracts by 15 percent by the end of FY 2012 in accordance with a new Office of Federal Procurement Policy initiative.

Another important consideration for service contracting is the establishment of performance-based contracts to the maximum extent possible. Performance-based service contracts define the expected results to be achieved from a procurement, incorporate metrics to measure performance, and do not direct how the effort is to be performed.



Responsible Officials:

- Oversight and Strategic Support Director
- Heads of Contracting Activity



Performance Metrics:

- Percent Reduction in Management Support Service Spending
- Performance-Based Service Contracts Awarded

Initiative 1.1.6: Improve Acquisition Planning

Acquisition plans serve as mechanisms to review, approve, and document acquisition decisions and create a road map for the implementation of those decisions. Acquisition plans are precisely that, "a plan," and thus, they can be amended as required. However, when an acquisition plan is hurriedly pushed through a review process or poorly written, the chances of a quality business deal and successful contract performance are diminished.



Responsible Officials:

- Oversight and Strategic Support Director
- Heads of Contracting Activity



Performance Metric:

- Acquisition Plan Quality Compliance Rate

FAST FACT

DHS has Saved over **\$1 Billion** on Strategic Sourcing Initiatives

Priority 1 Quality Contracting

Initiative 1.1.7: Maintain Procurement Systems Performance

Procurement systems enable the efficient acquisition of supplies and services in support of contract operations and provide for the accurate and timely reporting of Department-wide procurement information. Procurement systems provide the workforce with the tools to better ensure data quality, data sharing, and transparency.

-  **Responsible Official:**
- Oversight and Strategic Support Director

-  **Performance Metric:**
- Procurement Systems – Uptime

Initiative 1.1.8: Leverage Cost and Price Analysis Expertise

OCPO's Oversight and Strategic Support Division provides specialized cost and price analysis to the CAs by assisting with the development of solicitations, evaluation of proposals, and troubleshooting contract pricing problems for large-dollar, high-risk, and/or complex procurements. Cost and price analysis expertise is a critical resource for contracting officers and specialists negotiating contracts and monitoring contractor invoices for improper charges.

-  **Responsible Official:**
- Oversight and Strategic Support Director

-  **Performance Metrics:**
- Number of Procurements Supported with Cost/Price Expertise
 - Pricing Dollars Supported
 - Savings Supported

Initiative 1.1.9: Increase Green Purchasing

Executive Orders (EO) 13514 Federal Leadership in Environmental, Energy, and Economic Performance and EO 13423 Strengthening Federal Environmental, Energy, and Transportation Management include goals and objectives that require federal agencies to leverage agency acquisitions to foster markets for sustainable technologies, materials, products, and services.

-  **Responsible Officials:**
- Policy and Acquisition Workforce Director
 - Heads of Contracting Activity

-  **Performance Metric:**
- Sustainable Purchasing Rate

Initiative 1.1.10: Reduce Protests

Protests are one of many ways that contractors can raise concerns or objections with the Government's compliance with procurement statutes or regulations, or the actual conduct of an acquisition. It is important for OCPO and the CAs to review and analyze protests in order that they may serve as a source of lessons learned and a continuous improvement tool for mitigating both the number of protests filed and the number sustained. Protests increase the cost of conducting an acquisition and result in the extension of lead time, regardless of the eventual disposition. Although OCPO and the CAs cannot prevent protests, they may be able to reduce the probability of protests being filed with the Government Accountability Office (GAO) and/or the U.S. Court of Federal Claims (COFC) by successfully implementing other initiatives discussed within this plan, to include improving acquisition planning and increasing vendor communication.

-  **Responsible Officials:**
- Oversight and Strategic Support Director
 - Heads of Contracting Activity

-  **Performance Metrics:**
- Total Open GAO and COFC Protests
 - Percent of Awards Protested
 - Sustained Protest Rate Based on Total Decided

FAST FACT

There are 174 Participants in the Acquisition Professional Career Program

Priority 1 Quality Contracting

OBJECTIVE 1.2: **SMALL BUSINESS**

It is the Government's policy to provide maximum practicable opportunities in its acquisitions to small businesses to include small disadvantaged, 8(a), veteran-owned, service-disabled veteran-owned, women-owned, and HUBZone small business concerns. Such small businesses must also have the maximum practicable opportunity to participate as subcontractors in the contracts awarded by the Department. The following are initiatives OCPO and the CAs will implement in support of small businesses:

Initiative 1.2.1: **Meet or Exceed Small Business Goals**

The Small Business Administration (SBA) is responsible for the management and oversight of the small business procurement process across the Federal Government. SBA negotiates small business prime contracting goals with federal departments to ensure that small businesses have the maximum practicable opportunity to provide supplies and services to the Federal Government. OSDDBU negotiates goals with SBA every two years for its small business awards in the following categories:

- Total Small Business
- Small Disadvantaged Business (SDB)
- 8(a) Small Business
- Service-Disabled Veteran-Owned Small Business (SDVOSB)
- Women-Owned Small Business (WOSB)
- HUBZone Small Business



Responsible Officials:

- Office of Small and Disadvantaged Business Utilization Director
- Heads of Contracting Activity



Performance Metrics:

- Percent of Contracts Awarded to Small Businesses
- Percent of Contracts Awarded to SDB
- Percent of Contracts Awarded to 8(a) Small Businesses
- Percent of Contracts Awarded to SDVOSB
- Percent of Contracts Awarded to WOSB
- Percent of Contracts Awarded to HUBZone Small Businesses
- Percent of Contracts Awarded to Small Businesses through Indefinite-Delivery Indefinite-Quantity Contracts and Multiple Award Schedules

Initiative 1.2.2: **Maintain Small Business Outreach**

Outreach events provide the small business community opportunities to discuss its supply and service offerings and learn of potential procurement opportunities at the Department. Frequent and meaningful engagement is critical to encouraging small business participation in the Department's procurements and educating contracting officers and specialists on the small business marketplace. The Department's Office of Small and Disadvantaged Business Utilization hosts and participates in numerous small business events to include vendor outreach sessions that incorporate 15-minute, one-on-one sessions for small business owners with Department small business specialists and program officials.



Responsible Official:

- Office of Small and Disadvantaged Business Utilization Director



Performance Metric:

- Number of Small Business Events Held/Attended

FAST FACT

DHS has Averaged **30 Percent** of Prime Awards and **45 Percent** of Subcontract Awards to Small Businesses over the Past Two Years

Priority 1 Quality Contracting

OBJECTIVE 1.3: **CONTRACT ADMINISTRATION**

Ensuring the Department's contracts are successful requires DHS's contracting officers and specialists to provide guidance to their acquisition colleagues throughout the procurement process. The job does not end when the contract is awarded and signed – contracting professionals must be engaged and active during contract administration through closeout. Contracts are successful when the contractors deliver supplies and services that meet all the performance requirements and are on time, of the requisite quality, and within the negotiated cost or price. The following are initiatives OCPO and the CAs will implement in support of contract administration:

Initiative 1.3.1: **Improve Quality and Timeliness of Performance Evaluations**

Evaluation of past performance is the most effective way for federal agencies to identify high-quality contractors and avoid awarding contracts to poorly performing vendors. It is also an effective tool for motivating contractors to perform at the highest level and, when executed during the life of the contract, can provide feedback to contractors on their performance. It is critically important that performance evaluations are entered into the Contractor Performance Assessment Reporting System (CPARS) in a timely and substantive manner.

-  **Responsible Officials:**
 - Oversight and Strategic Support Director
 - Heads of Contracting Activity

-  **Performance Metrics:**
 - Contracts Entered into CPARS On Time
 - Contract Evaluations Completed in CPARS On Time
 - CPARS Quality Compliance Rate

Initiative 1.3.2: **Improve Federal Procurement Data Quality**

Complete, accurate, and timely procurement data is essential for ensuring that the Federal Government has the right information when planning and awarding contracts and that the public has reliable data to track how its tax dollars are spent. The quality of this information depends on the Department having strong internal controls for the input and validation of data entered into the Federal Procurement Data System (FPDS).

-  **Responsible Officials:**
 - Oversight and Strategic Support Director
 - Heads of Contracting Activity

-  **Performance Metrics:**
 - FPDS Annual Certification Rate
 - FPDS Data Check Compliance Rate

Initiative 1.3.3: **Maintain Strong Relationship with Oversight Organizations**

The DHS Office of Inspector General (OIG) and the U.S. Government Accountability Office (GAO) play important roles by providing DHS with insight into procurement matters, including recommendations for improvement. It is therefore imperative that OCPO have a strong working relationship with the DHS OIG and the GAO. This includes maintaining open communications on all ongoing reviews, as well as resolving any recommendations in a timely manner. This increases the probability that the data and recommendations included in DHS OIG and GAO reports are timely and accurate. It also ensures that OCPO takes prompt action on findings and recommendations, thereby ensuring improvements are quickly implemented.

-  **Responsible Official:**
 - Oversight and Strategic Support Director

-  **Performance Metric:**
 - OIG/GAO Recommendations Open > 2 Years

Priority 1 Quality Contracting

Initiative 1.3.4: **Maintain Timeliness in Finalizing Undefined Contracts**

Finalizing undefinitized contract actions in a timely manner is a key aspect of quality contracting. Undefinitized contract actions, such as letter contracts, are those procurements for which the contract terms, specifications, or prices are not agreed upon before performance begins. Undefinitized contract actions that are not finalized in a timely manner place the Government at significant risk because the contractor has little or no incentive to control costs.

-  **Responsible Officials:**
- Oversight and Strategic Support Director
 - Heads of Contracting Activity

-  **Performance Metrics:**
- Number of Undefinitized Contract Actions
 - Dollar Value of Undefinitized Contract Actions

Initiative 1.3.5: **Resolve Open Claims in a Timely Manner**

Resolving claims in a timely manner is an important element of contract administration. Claims that are not resolved in a timely manner may require expenditure of significant additional resources as current personnel have to reacquaint themselves with the issues at hand, or new personnel have to become familiar with the issues. Open claims can result in unnecessary litigation.

-  **Responsible Officials:**
- Oversight and Strategic Support Director
 - Heads of Contracting Activity

-  **Performance Metrics:**
- Number of Claims
 - Dollar Value of Claims

Initiative 1.3.6: **Reduce Prompt Payment Act Late Fees Paid**

Whenever practical, the Department needs to ensure that late fees are avoided. While this initiative requires close coordination with the Office of the Chief Financial Officer, the contracting community has the ability to substantively reduce the amount of late fees paid by monitoring fees to determine the cause of delays in the invoice process.

-  **Responsible Officials:**
- Oversight and Strategic Support Director
 - Heads of Contracting Activity

-  **Performance Metric:**
- Prompt Payment Act Late Fees Paid

Priority 2 Quality People

Quality people are critical to procuring supplies and services in compliance with federal statutes and regulations and in a timely manner. The mission cannot be accomplished without experienced, trained, and motivated contracting professionals. The contracting community's role is greater than filling in a form or template – it is the contracting officer's role as a business advisor and the application of his or her judgment, experience, knowledge of the marketplace, and recognition of the inherent risks of a procurement approach that provides value to the DHS acquisition process.

OBJECTIVE 2.1: **WORKFORCE**

OCPO must continue its focus on building and sustaining DHS's procurement workforce, while ensuring it has federal personnel in critical positions to properly award and administer contracts. A key enabler of the procurement community's ability to make good business deals is a highly skilled and motivated workforce that is adaptable to the challenges presented in a dynamic environment. The following are initiatives OCPO and the CAs will implement in support of workforce improvement:

Initiative 2.1.1: **Continue Acquisition Professional Career Program**

The Acquisition Professional Career Program (APCP) is a three-year development program that includes participants in the following career series:

- Contracting
- Program Management
- Systems Engineering
- Life Cycle Logistics
- Information Technology Program Management
- Cost Estimating

Program participants are assigned to Component contracting and acquisition program offices and gain practical, hands-on acquisition experience by rotating through up to three Components. This enables the development of a pipeline of future acquisition leaders and facilitates the goal of establishing the culture of "One DHS." The APCP is expected to deliver new trained and certified acquisition professionals to the DHS workforce every year to offset workforce losses from retirements and transfers to non-DHS agencies.



Responsible Official:

- Policy and Acquisition Workforce Director



Performance Metrics:

- APCP Graduation Rate
- APCP Graduates Employed 1 Year after Program Completion
- APCP Graduates Employed 3 Years after Program Completion
- APCP Graduates Employed 5 Years after Program Completion

Initiative 2.1.2: **Improve Quality of Contracting Workforce**

Certification of contracting professionals not only demonstrates OCPO's commitment to the workforce but also ensures that personnel have the required education, training, and experience necessary to award and administer high quality contracts. OCPO and the CAs promote contracting certifications by providing on-the-job experience and education courses required by the Federal Acquisition Institute.



Responsible Officials:

- Policy and Acquisition Workforce Director
- Heads of Contracting Activity



Performance Metric:

- 1102 Certification Rate

Priority 2 Quality People

Initiative 2.1.3: **Maintain Balanced Workforce**

The Office of the Chief Human Capital Officer is implementing a balanced workforce initiative that focuses on ensuring the Department has the proper mix of federal and contractor employees. OCPO and the CAs must analyze the contracting workforce to ensure that contractors are not performing inherently governmental functions or closely associated with inherently governmental functions. OCPO and the CAs will continuously assess the extent and type of work contractors are performing to ensure there is a proper mix of federal and contractor employees.



Responsible Officials:

- Policy and Acquisition Workforce Director
- Heads of Contracting Activity



Performance Metric:

- Contractor Support Spend

Initiative 2.1.4: **Promote Employee Retention**

OCPO and the CAs must promote employee retention by ensuring that contracting officers and specialists are motivated and challenged. Retaining employees reduces the impacts associated with turnovers, such as increased inefficiencies due to transitioning open procurements to new contracting officers and low morale due to unmanageable workloads.



Responsible Officials:

- Policy and Acquisition Workforce Director
- Heads of Contracting Activity



Performance Metrics:

- 1102 Attrition Rate
- Employee Satisfaction Rate

Priority 3 Quality Program Support

Quality program support is a key priority across DHS to ensure that sufficient human resources and critical funding are dedicated to maintaining a program support infrastructure across the Department. All too often these program support initiatives are the first to be cut or eliminated in tough budget times, resulting in short-term savings but long-term program degradation.

OBJECTIVE 3.1: CUSTOMER SATISFACTION

A fundamental objective for any service delivery organization must be to obtain an acceptable level of customer satisfaction, while striving for continuous improvement. DHS CAs must carefully balance this customer satisfaction objective with the need for regulatory compliance. The following are initiatives OCPO and the CAs will implement in support of customer satisfaction:

Initiative 3.1.1: Enhance Customer Service Experience

A primary initiative for each CA is to ensure that the proper level of procurement support is provided to each customer and program manager. OCPO recognizes that each customer's requirements and expectations will vary widely, depending on the specific contracting need. Contracting officers and specialists will be challenged to partner with their customers to develop an appropriate set of expectations and an acceptable level of service and then to properly survey customers, allowing them to provide constructive feedback on the support provided.

-  **Responsible Officials:**
- Procurement Policy and Oversight Director
 - Heads of Contracting Activity

-  **Performance Metrics:**
- Customer Satisfaction Survey
 - Total Obligations
 - Total Transactions

Initiative 3.1.2: Maintain Timeliness

Timely procurement support must be considered during each phase of the procurement, including acquisition planning, requirements development, solicitation and evaluation, contract award, administration, and closeout. Measuring and evaluating the timeliness of procurement support has traditionally proven to be a challenge, especially as the role of the contracting officer and specialist has evolved from one of processing purchase requests to partnering with customers in a collaborative, business advisor relationship. However, a thorough assessment of any CA must include the element of timeliness in order to consider mission support and customer satisfaction.

-  **Responsible Officials:**
- Procurement Policy and Oversight Director
 - Heads of Contracting Activity

-  **Performance Metric:**
- Procurement Action Lead Time (PALT)

OBJECTIVE 3.2: ACQUISITION TRAINING AND CERTIFICATION

It is essential that DHS have experienced and well-trained acquisition professionals managing, supporting, and overseeing its programs and negotiating and administering its contracts. A key ingredient in ensuring DHS has the experienced people to manage its programs and provide the appropriate level of contract oversight is the DHS enterprise-wide acquisition training and certification program. The program identifies the competencies necessary to manage major acquisitions and contracts and deliver the training which contributes to the professional development, retention, and performance of acquisition workforce members. The following are initiatives OCPO will implement in support of acquisition training and certification:

FAST FACT

There are Currently Seven Acquisition Certification Programs, with One More Being Added in the Near Future

Priority 3 Quality Program Support

Initiative 3.2.1: **Expand Acquisition Training Program**

At present, OCPO manages seven acquisition certification programs – Program Financial Management (PFM), Cost Estimating (CE), Contracting, Contracting Officer’s Representative (COR), Life Cycle Logistics (LCL), Program Management (PM), and Test and Evaluation (T&E). An additional career field is being added to the existing certification programs – Systems Engineering (SE). With the addition of this career field, the Department will have a full complement of acquisition competencies that are needed to effectively manage acquisition programs and contracts. Providing a centralized acquisition training program for the acquisition workforce furthers the creation of “One DHS” by promoting collaboration among participants from across the Department and consistent certification standards.

 **Responsible Official:**
• Policy and Acquisition Workforce Director

 **Performance Metrics:**

- PM Certification Rate
- COR Certification Rate
- PFM Certificates Issued
- CE Certificates Issued
- Contracting Certificates Issued
- LCL Certificates Issued
- T&E Certificates Issued
- SE Certificates Issued

Initiative 3.2.2: **Improve Quality of Acquisition Training Program**

OCPO has an established Acquisition Workforce Training Program, which has a current catalog of 70 courses, to include 30 DHS-developed training courses. Annually, the program offers over 300 classes at 25 Component locations nationwide. Now that the program has been operational for several years, OCPO must begin measuring the effectiveness of the program and its impact on program performance. This will require collaboration with the Components and Program Accountability and Risk Management as well as the facilitation of subject matter expert working groups and audits of classroom instruction.

 **Responsible Official:**
• Policy and Acquisition Workforce Director

 **Performance Metrics:**

- Overall Student Satisfaction
- Supervisor Assessment of Employee Training Effectiveness

Initiative 3.2.3: **Support Federal Acquisition Institute Training Application System Implementation**

One of the greatest challenges in managing, training, and tracking our acquisition workforce is identifying the individuals who meet the definition of an acquisition workforce member. To address this challenge, DHS has partnered with the Federal Acquisition Institute in developing the Training Application System (FAITAS). This Federal Government-wide, web-accessible tracking and certification system will allow DHS managers to capture certification and training records for the Department’s acquisition workforce.

 **Responsible Official:**
• Policy and Acquisition Workforce Director

 **Performance Metric:**
• FAITAS Registration Rate

Initiative 3.2.4: **Maintain Executive Development Program**

The Executive Development Program provides developmental opportunities to senior members of the acquisition workforce at the GS-14 and GS-15 levels. The program benefits the Department by providing formal training and mentoring opportunities for senior contracting and program personnel and ensures the Department has highly qualified and motivated leaders in its acquisition workforce.

 **Responsible Official:**
• Policy and Acquisition Workforce Director

 **Performance Metric:**
• Executive Program Completion Rate

FAST FACT

Over 320 DHS Acquisition Classes are Conducted Each Fiscal Year

Priority 4 Quality Industry-Government Communication

Quality industry-government communication is a key element to maintaining open and transparent exchanges with the Department's vendor community. The contracting officers and specialists cannot procure quality supplies and services without an active and engaged vendor community. The Department directly benefits from quality communication with industry because it leads to increased competition, savings, and the identification of commercial sources.

OBJECTIVE 4.1: INDUSTRY OUTREACH

Quality industry outreach consists of frequent, meaningful, and early exchanges with industry before, during, and after contract award. Early communication encourages the vendor community to provide feedback on DHS requirements and acquisition strategies, which results in refined Department requirements and an increased understanding of the marketplace and industry capabilities. Pre-award engagement with industry is also important because it encourages interest in DHS procurements, which leads to increased competition, savings, quality solicitations, and the identification of commercial sources. Meaningful post-award communication increases industry's understanding of the source selection process and provides insight into how it can improve its proposals for future procurement competitions. The following are initiatives OCPO and the CAs will implement in support of industry outreach:

Initiative 4.1.1: Improve Advanced Acquisition Planning Information

Quality advanced acquisition planning information is important for maximizing competition and obtaining the required supplies and services. When the information entered into the DHS Advanced Planning Forecast System (APFS) is current, complete, and accurate, contractors have a better understanding of the Department's needs, and can therefore develop and submit higher quality proposals. This can also result in greater competition, as it allows companies to obtain an increased understanding of the supply or service required.

Responsible Officials:

- Procurement Ombudsman and Industry Liaison
- Oversight and Strategic Support Director
- Office of Small and Disadvantaged Business Utilization Director

Performance Metric:

- APFS Data Quality

Initiative 4.1.2: Increase Vendor Communications

Increasing vendor communications by organizing industry days and pre-proposal conferences and by soliciting industry input for market research and draft solicitations is mutually beneficial for DHS and industry. Industry benefits from open and transparent communications and the opportunity to enhance its understanding of DHS requirements. DHS receives benefits through greater competition, better performance, improved requirements documentation, and increased savings.

Responsible Officials:

- Procurement Ombudsman and Industry Liaison
- Policy and Acquisition Workforce Director
- Heads of Contracting Activity

Performance Metrics:

- Number of Industry Days/Pre-Proposal Conferences
- Number of Requests for Information/Draft Requests for Proposals

FAST FACT

Over the **Last Two** Years, Less Than **.24 Percent** of Total Eligible Awards Across DHS Resulted in a GAO Protest

DHS Procurement Priorities, Objectives, Initiatives, and Metrics Summary

#	Initiative	Responsible Officials	Performance Metric
PRIORITY 1: QUALITY CONTRACTING			
OBJECTIVE 1.1: FISCAL RESPONSIBILITY			
1.1.1	Enhance Competition	DHS Competition Advocate, Heads of Contracting Activity	Competition Rate
1.1.2	Meet or Exceed Acquisition Savings Goals	Oversight and Strategic Support Director, Heads of Contracting Activity	Acquisition Savings Achieved
1.1.3	Reduce High-Risk Contracts	Oversight and Strategic Support Director, Heads of Contracting Activity	Noncompetitive Contract Rate, One-Bid Contract Rate, Time-and-Material and Labor-Hour Contract Type Rate, Cost-Reimbursement Contract Type Rate, Total High Risk Rate
1.1.4	Increase Strategic Sourcing	Oversight and Strategic Support Director, Heads of Contracting Activity	Strategic Sourcing Savings, Utilization Rate
1.1.5	Improve Service Contracting	Oversight and Strategic Support Director, Heads of Contracting Activity	Percent Reduction in Management Support Service Spending, Performance-Based Service Contracts Awarded
1.1.6	Improve Acquisition Planning	Oversight and Strategic Support Director, Heads of Contracting Activity	Acquisition Plan Quality Compliance Rate
1.1.7	Maintain Procurement Systems Performance	Oversight and Strategic Support Director	Procurement Systems – Uptime
1.1.8	Leverage Cost and Price Analysis Expertise	Oversight and Strategic Support Director	Number of Procurements Supported With Cost/Price Expertise, Pricing Dollars Supported, Savings Supported
1.1.9	Increase Green Purchasing	Policy and Acquisition Workforce Director, Heads of Contracting Activity	Sustainable Purchasing Rate
1.1.10	Reduce Protests	Oversight and Strategic Support Director, Heads of Contracting Activity	Total Open GAO and COFC Protests, Percent of Awards Protested, Sustained Protest Rate Based on Total Decided
OBJECTIVE 1.2: SMALL BUSINESS			
1.2.1	Meet or Exceed Small Business Goals	Office of Small and Disadvantaged Business Utilization Director, Heads of Contracting Activity	Percent of Contracts Awarded to Small Businesses, Percent of Contracts Awarded to SDB, Percent of Contracts Awarded to 8(a) Small Businesses, Percent of Contracts Awarded to SDVOSB, Percent of Contracts Awarded to WOSB, Percent of Contracts Awarded to HUBZone Small Businesses, Percent of Contracts Awarded to Small Businesses through Indefinite-Delivery Indefinite-Quantity Contracts and Multiple Award Schedules
1.2.2	Maintain Small Business Outreach	Office of Small and Disadvantaged Business Utilization Director	Number of Small Business Events Held/Attended
OBJECTIVE 1.3: CONTRACT ADMINISTRATION			
1.3.1	Improve Quality and Timeliness of Performance Evaluations	Oversight and Strategic Support Director, Heads of Contracting Activity	Contracts Entered into CPARS On Time, Contract Evaluations Completed in CPARS On Time, CPARS Quality Compliance Rate
1.3.2	Improve Federal Procurement Data Quality	Oversight and Strategic Support Director, Heads of Contracting Activity	FPDS Annual Certification Rate, FPDS Data Check Compliance Rate
1.3.3	Maintain Strong Relationship with Oversight Organizations	Oversight and Strategic Support Director	OIG/GAO Recommendations Open > 2 Years
1.3.4	Maintain Timeliness in Finalizing Unfinalized Contracts	Oversight and Strategic Support Director, Heads of Contracting Activity	Number of Unfinalized Contract Actions, Dollar Value of Unfinalized Contract Actions
1.3.5	Resolve Open Claims in a Timely Manner	Oversight and Strategic Support Director, Heads of Contracting Activity	Number of Claims, Dollar Value of Claims
1.3.6	Reduce Prompt Payment Late Fees Paid	Oversight and Strategic Support Director, Heads of Contracting Activity	Prompt Payment Late Fees Paid

DHS Procurement Priorities, Objectives, Initiatives, and Metrics Summary

#	Initiative	Responsible Officials	Performance Metric
PRIORITY 2: QUALITY PEOPLE			
OBJECTIVE 2.1: WORKFORCE			
2.1.1	Continue Acquisition Professional Career Program	Policy and Acquisition Workforce Director	APCP Graduation Rate, APCP Graduates Employed 1 Year after Program Completion, APCP Graduates Employed 3 Years after Program Completion, APCP Graduates Employed 5 Years after Program Completion
2.1.2	Improve Quality of Contracting Workforce	Policy and Acquisition Workforce Director, Heads of Contracting Activity	1102 Certification Rate
2.1.3	Maintain Balanced Workforce	Policy and Acquisition Workforce Director, Heads of Contracting Activity	Contractor Support Spend
2.1.4	Promote Employee Retention	Policy and Acquisition Workforce Director, Heads of Contracting Activity	1102 Attrition Rate, Employee Satisfaction Rate
PRIORITY 3: QUALITY PROGRAM SUPPORT			
OBJECTIVE 3.1: CUSTOMER SATISFACTION			
3.1.1	Enhance Customer Service Experience	Procurement Policy and Oversight Director, Heads of Contracting Activity	Customer Satisfaction Survey, Total Obligations, Total Transactions
3.1.2	Maintain Timeliness	Procurement Policy and Oversight Director, Heads of Contracting Activity	Procurement Action Lead Time (PALT)
OBJECTIVE 3.2: ACQUISITION TRAINING AND CERTIFICATION			
3.2.1	Expand Acquisition Training Program	Policy and Acquisition Workforce Director	PM Certification Rate, COR Certification Rate, PFM Certificates Issued, CE Certificates Issued, Contracting Certificates Issued, LCL Certificates Issued, T&E Certificates Issued, SE Certificates Issued
3.2.2	Improve Quality of Acquisition Training Program	Policy and Acquisition Workforce Director	Overall Student Satisfaction, Supervisor Assessment of Employee Training Effectiveness
3.2.3	Support Federal Acquisition Institute Training Application System Implementation	Policy and Acquisition Workforce Director	FAITAS Registration Rate
3.2.4	Maintain Executive Development Program	Policy and Acquisition Workforce Director	Executive Program Completion Rate
PRIORITY 4: QUALITY INDUSTRY-GOVERNMENT COMMUNICATION			
OBJECTIVE 4.1: INDUSTRY OUTREACH			
4.1.1	Improve Advanced Acquisition Planning Information	Procurement Ombudsman and Industry Liaison, Oversight and Strategic Support Director, Office of Small and Disadvantaged Business Utilization Director	APFS Data Quality
4.1.2	Increase Vendor Communications	Procurement Ombudsman and Industry Liaison, Policy and Acquisition Workforce Director, Heads of Contracting Activity	Number of Industry Days/Pre-Proposal Conferences, Number of Requests for Information/Draft Requests for Proposals

08 Strategic Plan Annual Execution

Successfully implementing the CPO Strategic Plan requires active participation throughout our procurement community. The timeline on the following pages outlines the recurring activities and events that the CPO, DCPO, OCPO leadership, and HCAs will lead or participate in to implement the CPO Strategic Plan's initiatives.

Each event supports one or more of the CPO's four priorities – Quality Contracting, Quality People, Quality Program Support, and Quality Industry-Government Communication. Most of the events can be categorized as oversight, support, or outreach. Oversight includes meetings or reviews of CAs' progress in implementing the CPO Strategic Plan's initiatives. Support includes OCPO activities that reinforce the CPO Strategic Plan initiatives such as acquisition training. Outreach includes communications with external stakeholders such as industry and the Office of Federal Procurement Policy.

FAST FACT

DHS is Currently Managing Over
50 Strategic Sourcing Initiatives

08 Strategic Plan Annual Execution

continued

CPO ISSUES ANNUAL HCA GOAL & PRIORITY LETTERS CPO ASSESSES HCA PERFORMANCE PROGRESS 					
					
OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH

ALL PRIORITIES



HCA Performance Assessments

On a semi-annual basis, the CPO conducts formal performance assessments of the operations of the HCAs and their progress in meeting annual goals, as outlined in the CPO Procurement Health Assessment.



HCA Council Meetings

The CPO chairs monthly meetings with the HCAs to collectively discuss progress in implementing the Strategic Plan initiatives.



CAO Council (CAOC) Meetings

The Office of Federal Procurement Policy chairs monthly Chief Acquisition Officers Council meetings, which include procurement executives from DHS and the Federal Government, to discuss federal procurement initiatives and challenges.



OFPP Conducts Acq Stats Review with CPO

The Office of Federal Procurement Policy (OFPP) conducts an annual review of DHS's progress in meeting OFPP initiatives and goals.



Online HCA Progress Monitoring

Several times a month, OCPO monitors the HCAs' progress in meeting goals through the online dashboard, the Enterprise Reporting Application (ERA). OCPO also monitors updates on each HCA's top 10 procurements in ERA.

QUALITY CONTRACTING



High Visibility Procurement Topic Reviews

OCPO conducts approximately 8-10 high visibility procurement topic reviews throughout the year. These reviews include a comprehensive review on a particular procurement topic, such as the use of past performance evaluations or time-and-material contracts.



Small Business Outreach

OSDBU leads or participates in over 100 small business outreach events a year throughout the country.



Small Business Vendor Outreach Sessions

OSDBU hosts approximately 10 vendor outreach sessions a year which include 15-minute, one-on-one sessions for small business owners with Department small business specialists and program officials.



Component Procurement Oversight Reviews

Every three years, OCPO conducts a comprehensive assessment of a CA's operations, which includes an audit of the activity's contract files. OCPO conducts reviews on two CAs per year.

08 Strategic Plan Annual Execution

continued

CPO ASSESSES HCA PERFORMANCE PROGRESS 				CPO ASSESSES HCA PERFORMANCE PROGRESS 	
					
APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER

QUALITY PEOPLE

 **APCP Graduation**
 OCPO graduates approximately two cohorts of contracting and acquisition professionals each year. Upon graduation, the professionals begin permanent assignments within DHS.

Procurement Award Program
 OCPO manages or participates in four annual recognition programs that support key priorities and initiatives.

 **Competition and Acquisition Excellence (C&AE)**
 Recognizes individual and team initiatives and accomplishments that contribute to the promotion of competition, industry communication, and the use of innovative and best practices.

 **Small Business (SB)**
 Recognizes small business advocates and supporters for their outstanding contributions to DHS's small business program.

 **Strategic Sourcing (SS)**
 Recognizes individuals, teams, and Components for their achievements in strategic sourcing such as reducing costs and improving process efficiencies.

 **CAOC Acquisition Excellence**
 Recognizes federal employees engaged in team or individual activities that lead to excellent results in the following four acquisition categories: buying smarter, effective vendor communication, strategic sourcing, and small business.

QUALITY PROGRAM SUPPORT

 **Investment Review Boards/ Executive Steering Committees**
 Several times a month, the HCAs participate in these boards/committees to provide procurement guidance on major program acquisitions.

 **Acquisition Training**
 OCPO offers 300 classes a year at 25 Component locations nationwide. These classes are offered to the entire acquisition workforce to include program and contracting professionals.

QUALITY INDUSTRY-GOVERNMENT COMMUNICATION

 **Annual Industry Day**
 The Procurement Ombudsman and Industry Liaison hosts a formal industry day each year. Each HCA announces new procurement opportunities to industry.

 **Component Industry Communication Liaison Meetings**
 The Procurement Ombudsman and Industry Liaison chairs quarterly meetings with each CA's Industry Communication Liaison to discuss progress in improving communications with vendors.

 **Advanced Planning Forecast System**
 In March and September, the DHS program offices enter Advanced Acquisition Plans in the Advanced Planning Forecast System. The DHS program offices can also add new plans or update existing plans any time throughout the year.

DEALS STANDARDS
OVERSIGHT CLEAR IDEALS CHOICES
GREATER ACCOMPLISHMENTS STRATEGIC
SOURCING BALANCE
OPEN HONEST FREEDOM
MORE TRADE JOBS ACQUISITIONS
TRADE GOALS CARE EFFICIENT FINDS PROGRESS CARE
FOCUS HONEST SOLUTION IDEALS LEADERSHIP WORTH
HONEST MORE
HIGHLY RETIREMENT BIDDING RESULTS STRONG
FINANCIAL INVESTMENTS FOCUS TEAM GOALS

VALUE OPEN LEADER

HIGH IDEALS MARGIN

FAIR FOCUS VISION

MORE SUCCESS BETTER JOBS