



governmentattic.org

"Rummaging in the government's attic"

Description of document: Department of Homeland Security (DHS) written reports produced by the 2009 Efficiency Review Study

Requested date: 05-June-2017

Release date: 19-June-2017

Posted date: 27-May-2019

Source of document: FOIA Request
Privacy Officer/FOIA Officer
The Privacy Office
US Department of Homeland Security
245 Murray Lane SW
STOP-0655
Washington, D.C. 20528-0655
[DHS FOIA / Privacy Act Request Submission Form](#)

The governmentattic.org web site ("the site") is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file. The public records published on the site were obtained from government agencies using proper legal channels. Each document is identified as to the source. Any concerns about the contents of the site should be directed to the agency originating the document in question. GovernmentAttic.org is not responsible for the contents of documents published on the website.



Homeland
Security

June 19, 2017

SENT VIA E-MAIL

Re: **2017-HQFO-00893**

This is the electronic final response to your June 5, 2017, Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS) for the written reports produced by the DHS 2009 Efficiency Review Study, described here: <https://www.dhs.gov/departement-homeland-security-efficiency-review-fact-sheet> , and here: <https://www.dhs.gov/dhs-efficiency-review>. This office received your request on June 5, 2017.

In responding to a FOIA request, DHS will search for responsive documents in its control on the date the search began. We began our search on June 5, 2017. A search for documents responsive to your request produced a total of 81 pages.

We are granting your request under FOIA, 5 U.S.C. § 552, and DHS FOIA regulations at 6 C.F.R. Part 5. After carefully reviewing the responsive documents, I determined that they are appropriate for public release. The documents are enclosed in their entirety; DHS has claimed no deletions or exemptions.

Provisions of FOIA allow DHS to charge for processing fees, up to \$25, unless you seek a waiver of fees. In this instance, because the cost is below the \$25 minimum, there is no charge.

If you need any further assistance or would like to discuss any aspect of your request, please contact the analyst below who processed your request and refer to **2017-HQFO-00893**. You may send an e-mail to foia@hq.dhs.gov, call 202-343-1743 or toll free 1-866-431-0486, or you may contact our FOIA Public Liaison in the same manner.

Sincerely,

/s/

Maura Busch
Government Information Specialist

Enclosure(s): Responsive records, 81 pages

Efficiency Review Initiative: Aviation Equipment and Maintenance Services

Initiative: Implement agreements to facilitate cross-Component transfer of excess aviation equipment and establish cross-Component maintenance teaming agreements for aviation assets.

Secretary's Intent: To avoid costs, improve management of DHS assets, and facilitate cross-Component collaboration and coordination.

Technical Lead: Customs and Border Protection (CBP) and US Coast Guard (USCG)

Action Directive Guidance:

- Effective immediately, CBP and USCG will establish and co-chair a joint committee to establish agreements for transferring excess aviation equipment and to determine the feasibility of establishing maintenance teaming agreements for common aviation assets or components.
- The DHS Efficiency Review will be responsible for any coordination needed between the joint committee and the DHS Aviation Coordination working group chaired by the Deputy Secretary
- CBP and USCG will identify a senior subject-matter expert to serve as the primary Component representative on the joint committee. All other Components may nominate representatives to participate on the joint committee, but are not required to do so, unless their services are specifically requested by CBP or the USCG. Components are required to send their primary subject matter expert's or participant's contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- The joint committee will conduct a kick-off meeting no later than 30 working days from the date of issuance of this Action Directive.
- Effective immediately, the joint committee will begin development of proposals for identifying and transferring excess aviation equipment. It will also develop a proposal for identifying and evaluating potential areas for maintenance teaming agreements. These proposals should include options for design and implementation, timing/schedule, required resources, and recommendations for organizational ownership. The proposal for transferring excess equipment should focus on the MX-15 and APG-66 systems, though the committee is not restricted to these systems if other favorable opportunities arise. Initial proposals should be submitted to DHS Efficiency Review and DHS Leadership no later than July 2012.
- The joint committee must report a narrative statement of progress on a quarterly basis to the DHS Efficiency Review, beginning with the Q2 FY 2012 quarterly report. The excess equipment transfer portion of this initiative is considered complete once an agreement is in place for the transfer of the identified equipment, even if the actual transfer will occur at a future time. The DHS Efficiency Review will be responsible for tracking future savings associated with the transfer of equipment. It is understood that the maintenance teaming evaluation will require additional time and could result in a recommendation that this portion of the initiative be cancelled if it is eventually determined that an insufficient return on investment would be realized.

Tracking, Reporting and Controls: Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review 60-Day Initiative: Branding

Initiative: *Eliminate all external contracts for the design and production of new seals, logos, and other branding-related merchandise not associated with official DHS employee recognition programs, honorary awards, or for sale through official DHS employee associations.*

Secretary's Intent: To unify the Department and minimize funds spent on branding-related merchandise. Specifically, in addition to the current moratorium on all external contracts for the design and/or production of new seals and logos, DHS must take every effort to eliminate the procurement for the design and/or production of branding-related merchandise not associated with official DHS employee recognition programs, honorary awards, or for sale through official DHS employee associations.

Technical Lead: Office of Public Affairs (OPA) and Office of the Chief Procurement Officer (OCPO)

Action Directive Guidance: New Seals and Logos

- Effective immediately, all DHS Components, Directorates, and Offices will not award new contracts for the design or production of new seals and logos without prior written approval by the Office of Public Affairs.
- Effective immediately, all DHS Components, Directorates, and Offices will not use purchase cards to acquire services for the design or production of new seals and logos without prior written approval by the Office of Public Affairs.
- Effective immediately, there is a moratorium on placing orders under existing contracts for the design or production of new seals or logos. Before terminating any existing contracts/purchase card orders, all DHS Components, Directorates, and Offices must coordinate with the component contracting officer, DHS Chief Procurement Officer, and Office of Public Affairs to determine whether any existing contracts should be cancelled and the circumstances under which they may be used.

Action Directive Guidance: Branding-Related Merchandise

- Effective immediately, all DHS Components, Directorates, and Offices, may only procure branding-related merchandise as authorized by appropriations law for official DHS employee recognition programs, purchased as honorary awards, or for sale through official DHS employee associations (as defined in MD 112-06). Components are to use sound business judgment when purchasing branded and unbranded merchandise. Any other procurement of branding-related merchandise must receive prior written approval by the Office of Public Affairs. "Branding-related merchandise" refers to trinkets and souvenirs that incorporate any new or existing DHS-related seal or logo. Examples include key chains, mugs, lanyards, and clothing not a part of an official DHS uniform.

- Effective immediately, all DHS Components, Directorates, and Offices will no longer procure or purchase services for the design or production of branding-related merchandise for any activity other than those exceptions listed above. This restriction includes, but is not limited to, activities related to community outreach, recruitment, and training.
- Effective immediately, there is a moratorium on placing orders under existing contracts for the design and production of branding-related merchandise, barring those exceptions described above.
- Before terminating any existing contracts/purchase card orders, all DHS Components, Directorates, and Offices must coordinate with the component contracting officer, DHS Chief Procurement Officer, and Office of Public Affairs to determine whether the existing contracts should be cancelled and the circumstances under which they may be used.

Tracking, Reporting and Controls: New Seals and Logos

All DHS Components, Directorates, and Offices will ensure proper controls are in place to prevent any new procurements and purchases for the design or production of new seals and logos.

Tracking, Reporting and Controls: Branding-Related Merchandise

All DHS Components, Directorates, and Offices will ensure proper controls are in place to prevent any new procurements and purchases for the design and production of branding-related merchandise, as defined above, excluding those associated with official DHS employee recognition programs, honorary awards, or for sale through official DHS employee associations.

Efficiency Review Initiative: Bulk Fuel Acquisition

Initiative: Establish a DHS-wide vehicle for purchasing bulk fuel¹ for fleet, aircraft, and marine vessels

Secretary's Intent: To reduce costs and improve mobile-asset management by purchasing bulk fuel through a DHS-wide vehicle

Technical Lead: Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective immediately, OCAO, in coordination with the Strategic Sourcing Program Office within the Office of the Chief Procurement Officer, will begin negotiations with the Defense Energy Support Center (DESC), U.S. Department of Defense (DoD) to establish a memorandum of agreement (MOA) between DHS and DoD to establish the terms under which DHS can purchase bulk fuel at the federal civilian government rate, rather than the commercial rate.
- To ensure the MOA provides non-military Components with the most cost-effective option, non-military Components that purchase bulk fuel² will provide their requirements for purchasing bulk fuel from DESC at the federal civilian government rate prior to the establishment of the MOA. Requirements are to be provided to OCAO in compliance with established due dates.
- Upon establishment of the MOA, OCAO will issue guidance for the implementation of requirement that those non-military Components that purchase bulk fuel do so in accordance with the stipulations of the MOA. This requirement does not impact U.S. Coast Guard, which purchases bulk fuel from DESC under an existing MOA.
- Upon issuance of OCAO guidance, non-military Components that purchase bulk fuel will review their business processes related to bulk-fuel purchase and implement modifications as needed to ensure compliance with the OCAO guidance.
- Upon issuance of OCAO guidance, non-military Components that purchase bulk fuel will develop implementation plans that describe the execution of all elements above and that include the following:
 - Actions and milestones associated with the implementation of the OCAO guidance.
 - Actions and milestones associated with executing a component-wide communications plan to ensure all appropriate staff and contractors are aware of the OCAO guidance. Non-military Components must identify communication plan timelines, vehicles for dissemination, and audiences.

¹ Bulk fuel is defined as fuel purchased under contract and placed into shore-based storage tanks for redistribution or direct input into motor vehicles, aircraft, marine vessels, or other authorized equipment.

² Currently CBP, ICE, FEMA, FLETC, and USSS

- Non-military Components that purchase bulk fuel must report on a quarterly basis in accordance with the metrics described in the OCAO guidance.
- Non-military Component implementation plans are due to DHS Efficiency Review within 20 working days of the issuance of the OCAO guidance, and execution should begin immediately thereafter.

Tracking, Reporting and Controls:

Non-military Components will ensure compliance with all aspects of the Action Directive as described in this initiative. Component Heads will be accountable for complying with this Directive.

Efficiency Review 90-Day Initiative: DHS Communications

Initiative: *Improve DHS communications by enhancing consistency and coordination, streamlining processes, and eliminating redundancies.*

Secretary's Intent: To improve DHS communications by:

- Enhancing consistency and coordination
- Streamlining processes and operations
- Eliminating non-essential or redundant internal and external DHS publications, both printed and electronic.

Technical Lead: Office of Public Affairs (OPA)

Action Directive Guidance:

Components, Directorates, and Offices

- Effective immediately, Components, Directorates, and Offices will cease the procurement or creation, including design and production, of any new, non-operationally essential publications (newsletters, pamphlets, promotional documents, magazines, and all other projects used to communicate externally or internally for professional correspondence), pending a full review of all such publications by DHS' Office of Public Affairs (OPA). OPA must approve, in writing, the exemption of any publications Components, Directorates, or Offices deem operationally essential. This moratorium does not apply to materials intended for use during emergencies, disaster response and recovery, are critical to public safety or to those that are mandated by statute or regulation. OPA will provide further guidance upon request.
- Effective immediately, pending issuance of further guidance by OPA as outlined below, Components, Directorates, and Offices will cease the creation or procurement of any new, non-operationally essential Web identities (Web sites, domain names, or social media identities) that communicate externally or internally for professional correspondence pending OPA's full review of DHS' existing Web presence. OPA must approve, in writing, the exemption of any Web identities Components, Directorates, or Offices deem operationally essential. This moratorium does not apply to Web identities intended for use during emergencies, disaster response and recovery, are critical to public safety or to those that are mandated by statute or regulation. OPA will provide further guidance upon request.
- Before terminating any existing contracts/purchase card orders for publications or Web identities, as described above, all DHS Components, Directorates, and Offices must coordinate with the component contracting officer and Office of Public Affairs to determine whether cancelling existing contracts/orders is cost effective.

- Effective immediately, Components, Directorates, and Offices will submit, using the template and accompanying instructional guidance issued with the June 17, 2009 data call, a listing of internal and external DHS publications and Web identities, both printed and electronic and including external and internal (intranet) Web sites and Web functions. This communications inventory will target current and planned publications and communications as of FY 2008. This communications inventory will encompass communications and publications produced for one-time use and those produced on a recurring basis.
- Upon issuance of new or revised communications guidance by OPA, all Components, Directorates, and Offices will implement all resulting management recommendations, controls, and other initiatives.

OPA

- OPA will respond to written requests from Components, Offices, and Directorates for exemption from the moratorium for publications and Web identities considered “operationally essential” within 48 hours of receipt of the request.
- OPA will compile the Component, Directorate, and Office data call submissions to create a DHS-wide communications inventory. OPA will review and analyze the inventory in terms of subject matter, necessity of communication, medium of communication, production process, and other factors.
- Following this review, OPA will provide guidance on communications products and processes to Components with the goal of streamlining processes, eliminating redundancies, and ensuring consistency and coordination among all DHS’ communication products.

Tracking, Reporting and Controls

All DHS Components, Directorates, and Offices will ensure proper controls are in place to prevent the creation, including design and production, of all new publications and Web identities. This requirement does not apply to materials intended for use during emergencies, disaster response and recovery, or to those that are mandated by statute or regulation.

The heads of all DHS Components, Directorates, and Offices will be accountable for complying with the communications guidance issued by OPA following the DHS-wide inventory and evaluation. Additionally, all DHS Components, Directorates, and Offices will monitor and report quarterly on the baseline metrics.

Efficiency Review 90-Day Initiative: Employee Learning & Development

Initiative: Develop cross component training opportunities for employees.

Secretary's Intent: To maximize DHS training opportunities and employee time while reducing costs by standardizing training modules across DHS and expanding cross training.

Technical Lead: Office of the Chief Human Capital Officer (OCHCO)

Action Directive Guidance:

- Effective immediately, all Components, Directorates, and Offices, in coordination with the Training Leaders Council (TLC) and the Chief Learning Officer (CLO) will conduct an internal inventory of all certification programs, trainings, and training activities they host or offer to employees, including the course subject matter, delivery vehicle, and audience, amount of time/credit hours required and other conditions for various certificates. The TLC, in coordination with the CLO, will identify and begin to consolidate any duplicative trainings and training activities.
- Effective immediately, there will be a moratorium on placing orders under existing contracts for the design, development, and delivery of all non-mission critical and/or non-mandatory trainings and training activities to determine what contracts can be consolidated or terminated as DHS implements this Directive. Before terminating any existing contracts for non-mission critical and/or non-mandatory trainings and training activities, Components must coordinate with the component Head of Contracting Activity, the CLO, and DHS Chief Procurement Officer to ensure terminating the contract is cost effective for the Department.
- Upon Department-wide posting of a comprehensive list of all non-mission-specific training and training activities, Components, Directorates, and Offices, in coordination with the CLO and TLC, will ensure open enrollment to all DHS employees for these training opportunities.

Tracking, Reporting and Controls:

- Components, Directorates, and Offices will ensure appropriate controls are in place to open enrollment to employees and submit updates to the two inventories.
- Components, Directorates, and Offices will support and encourage employee participation in cross-component training.
- Components, Directorates, and Offices will monitor and report quarterly on the baseline metrics.
- Component, Directorate, and Office Heads will be accountable for complying with this directive.

Efficiency Review 120-Day Initiative: Standardized Content and Materials for New Employee Orientation and Mandatory DHS-Wide Training

Initiative: *Standardize content for new-employee orientation and mandatory annual training modules DHS-wide.*

Secretary's Intent: To ensure a common, fundamental understanding of DHS' mission, guiding principles, and expectations of employees. By standardizing new employee orientation and mandatory DHS-wide training content and materials, this initiative will reduce costs by eliminating redundancies, maximizing department resources and making the most of employee time.

Technical Lead: Office of the Chief Human Capital Officer (OCHCO)

Action Directive Guidance:

All Components

- Effective immediately, all Components will cease activities associated with development of content or materials for 1) new employee orientation on topics not specific to the Component and for 2) mandatory DHS-wide trainings*. "DHS-wide training" refers to those trainings required of all DHS employees and does not include Component-specific or position-specific training requirements, which are not covered by this directive.
- Upon issuance of standardized content and materials and guidance for their use, all Components will incorporate the standardized items into their existing Component-specific orientations and adopt the standardized content and materials for mandatory DHS-wide training. Components will leverage opportunities for cross-component delivery of courses, when feasible.
- Effective immediately, there will be a moratorium on placing orders under existing contracts for the design, development, and delivery of DHS-wide mandatory trainings. The Office of the Chief Learning Officer must approve, in writing, any exemptions. Before terminating any existing contracts for trainings and training activities, Components must coordinate with the component contracting officer and the Chief Learning Officer to ensure terminating the contract is cost effective for the Department.

Office of the Chief Human Capital Officer (OCHCO)

- OCHCO will create a process to ensure biannual component updating of standardized new employee orientation and mandatory DHS-wide training content and materials.

Tracking, Reporting and Controls:

All Components will ensure appropriate controls are in place to implement new or revised strategies and processes regarding standardized content and materials for new employee orientation and mandatory training. Components will monitor and report on the baseline metrics. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Encrypted Thumb Drives

Initiative: Establish a DHS-wide sourcing vehicle for the acquisition of encrypted thumb drives

Secretary's Intent: To leverage DHS' buying power to receive high-volume discounts and the lowest price possible when acquiring encrypted thumb drives

Technical Lead: Office of the Chief Procurement Officer (OCPO) and Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

- Effective immediately, OCPO will begin working with the components to develop a strategically sourced DHS-wide contracting vehicle for encrypted thumb drives, including establishment of a cross-component Integrated Project Team (IPT), no later than July 2010.
- Components will provide their requirements for encrypted thumb drives to the OCPO in compliance with OCPO due dates.
- OCPO will coordinate with OCIO to ensure requirements are consistent with DHS IT policies.
- OCPO and the IPT will ensure that all applicable requirements from Components' union agreements will be incorporated into the DHS-wide strategically sourced contracting vehicle, in coordination with the DHS Office of the Chief Human Capital Officer.
- Upon establishment of a DHS-wide strategically sourced vehicle for encrypted thumb drives, all Components are to utilize the DHS-wide contract vehicle whenever most cost efficient and when meeting mission requirements/needs. Upon implementation, OCPO will provide further guidance on the use of the vehicle to Components to ensure that the vehicle is used in a manner most advantageous to Components.
- Upon establishment of a DHS-wide strategically sourced vehicle for encrypted thumb drives, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts for encrypted thumb drives to ensure that the most cost effective decision is made.
- Components will develop implementation plans that describe the execution of all elements above and that include actions and milestones associated with executing a component-wide communications campaign to appropriate audiences to ensure awareness and usage of the DHS-wide strategically sourced contracting vehicle. Components must identify communication campaign timelines, vehicles for dissemination, and audiences.

- Component implementation plans are due to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive, and execution should begin immediately thereafter.

Tracking, Reporting and Controls:

Components will ensure compliance with the usage of the DHS-wide strategically sourced contracting vehicle as described in this initiative. OCPO will report DHS-wide utilization rate and associated cost avoidances on a quarterly basis. Component Heads will be accountable for complying with this Directive.

Efficiency Review 120-Day Initiative: Energy Efficiencies

Initiative: Implement energy efficiencies in all facility management projects.

Secretary's Intent: To decrease DHS' energy expenditures and CO₂ emissions and increase energy efficiency in all new and current facilities.

Technical Lead: Office of the Chief Administrative Officer (CAO)

Action Directive Guidance:

- Effective immediately, Components will purchase ENERGY STAR® products when acquiring new or replacement machines or appliances for administrative use, whenever such products are practicable and life-cycle cost effective.
- Effective immediately, Components shall identify the facilities that, in the aggregate, account for 75% of the component's energy expenditures ("covered facilities") and designate facility energy managers for each such facility. This requirement applies where Components are responsible for paying the utilities for such a facility based on amounts used.
- Effective immediately, Components shall implement default power saving settings on computer and office equipment to enable the ENERGY STAR® features. IT policies requiring CPUs to remain on for security updates should be reviewed for alternatives that would enable reduced power settings while meeting security requirements.
- Effective immediately, Components shall collect monthly energy consumption data by facility using the Real Property Information System unique facility identification number. This requirement applies where components are responsible for paying the utilities for such a facility based on amounts used.
- Effective immediately, Components shall identify opportunities for renewable and distributed generation technologies to reduce energy consumption and improve energy security in the top 25% of its covered facilities within 12 months. This requirement applies where components are responsible for paying the utilities for such a facility based on amounts used.
- Effective immediately, Components that purchase energy for facilities shall schedule training on the use of private sector funding for energy conservation projects (alternative financing mechanisms) with the Department of Energy and DHS Headquarters. Components shall identify and implement these alternative financing mechanisms, where feasible.
- Components shall determine and execute a schedule of energy audits, in compliance with 42 USC Chapter 91, such that each 12 months a unique set of

covered facilities comprising 25% of all covered facilities is audited and after four years 100% of covered facilities has been audited. Energy audits may be accomplished through alternative financing mechanisms. Components shall include in their budget requests funds sufficient to implement life-cycle cost-effective projects recommended by the energy audit.

- Components shall prioritize covered facilities and identify low-cost and no-cost operations and maintenance improvements to reduce energy costs. DHS will pilot a Resource Efficiency Manager Program to assist components with this requirement for two geographic areas.

Tracking, Reporting and Controls:

Components will ensure appropriate controls are in place to implement the energy efficiency improvements, recommendations and processes. Components will monitor and report on the baseline metrics. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: DHS Energy Savings Contracts Center of Excellence

Initiative: Establish a DHS Center of Excellence responsible for administration of alternatively financed energy savings contracts¹ within the Department.

Secretary's Intent: To reduce energy consumption and improve the energy performance of DHS-owned facilities by improving energy management through energy conservation opportunities.

Technical Lead: Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective immediately, OCAO will establish and chair a working group to establish a DHS-wide Energy Savings Contracts (ESC) Center of Excellence (COE). Within three months of issuance of this Action Directive, the working group will develop and deliver for approval an infrastructure model and processes to implement a department-wide ESC COE.
- DHS Offices of the Chief Financial Officer (OCFO), Chief Procurement Officer (OCPO), General Counsel, and the CAO of DHS Components that own facilities (i.e., are responsible for repair and maintenance) will nominate at least one representative with expertise and authority to participate on the ESC COE working group within five working days of the issuance of this Action Directive. All other Components may nominate representatives but are not required to do so.
- Effective immediately, OCAO, on behalf of DHS, will begin coordination with the U.S. Department of Energy to provide alternative finance energy contracts training which will be mandatory for all representatives to the ESC COE working group and optional for other participants from the DHS Components.
- In coordination with DHS OCFO, DHS OCPO, DHS HQ Asset and Logistics Management Programs Office, and DHS HQ Energy Programs Office, the ESC COE working group will identify and develop policies and the range of responsibilities for Components and ESC COE operations in implementing energy savings contracts, including solicitations, negotiations, awards, management, and administration.
- The ESC COE working group will make recommendations for the organizational location of the COE and how resources will be allocated to the COE.
- The ESC COE working group will develop policies and processes for integrating alternative finance energy contracting into the acquisition training program curriculum for DHS and Component contracting officers, contract specialists, and finance officers.

¹ Energy savings contracts use private sector capital cost financing to implement facility energy performance improvement measures which is paid back by the agency over an extended period of time from future avoided utility cost savings. Alternatively financed energy savings contracts include energy savings performance contracts, utility energy services contracts, and power purchase agreements.

- The DHS Office of the Chief Human Capital Officer will align delivery of alternative finance energy contracts training with existing DHS learning-management platforms.

Tracking, Reporting and Controls:

Components will ensure compliance with all aspects of the Action Directive as described in this initiative. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Enterprise Records Disposition Authorities

Initiative: Implement the coordinated, enterprise-level submission of records disposition requests for common functions across the Department.

Secretary's Intent: To reduce costs, streamline processes, and facilitate electronic records management by consolidating the submission of new and existing records disposition requests for common functions.

Technical Lead: DHS Records Management Office, Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

- Effective immediately, DHS OCIO will coordinate with the DHS Records Leadership Council (RLC) to prioritize and develop a DHS-wide plan for the creation of a minimum 16 enterprise schedules. The plan will be due to the DHS Efficiency Review no later than 20 working days from the date of issuance of this Action Directive.
- Effective immediately, all operational Components and the Management Directorate, which will represent all support Components (except the Office of the Inspector General, which will represent itself), will identify a subject-matter expert to serve as the primary point of contact for the DHS enterprise schedules. Components are required to send their subject matter expert's contact information through the Records Leadership Council to the DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Effective immediately, Components will cease scheduling activities that are addressed by the DHS Enterprise Scheduling Plan. These efforts will be implemented as part of the DHS enterprise scheduling effort, managed by DHS OCIO and the Records Leadership Council.
- Effective immediately, DHS OCIO will issue DHS-wide guidance specifying Component roles and responsibilities in the enterprise schedule process. DHS OCIO will disseminate the guidance to the Records Leadership Council no later than 10 working days from the date of issuance of the DHS Enterprise Schedule plan.
- Components will develop implementation plans that describe the execution of all elements above and that include the following:
 - Actions and milestones associated with the implementation of the DHS-wide guidance.
 - Actions and milestones associated with executing a component-wide communications plan to ensure all appropriate staff are aware of the DHS-wide guidance, including relevant timelines, vehicles for dissemination, and audiences.
- Component implementation plans are due to DHS Efficiency Review 20 working days after the issuance of the DHS OCIO-issued enterprise schedule process guidance, and execution should begin immediately thereafter. Components must report their implementation plan progress, including identifying causes for not meeting the plan, corrective actions, results from the corrective action, and when implementation plan timeline will be met.
- Components must report cost savings achieved, process improvements and/or a narrative statement of progress on a quarterly basis, by the end of Q2 FY 2012.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review 30-Day Initiative: Utilization of Government Facilities for DHS Events

Initiative: *Maximize use of government office space and facilities for meetings, conferences, training, and workshops in place of renting private facilities.*

Secretary's Intent: The Secretary's intent is to minimize expenditures for the rental of private facilities to host training, meetings, conferences, and workshops when government facilities are available. This is intended to eliminate unnecessary expense while maximizing the use of federal facilities.

Technical Lead: Office of the Chief Procurement Officer (CPO)

Action Directive Guidance:

CPO Responsibilities:

- CPO will immediately implement a preference for known federal facilities over commercial facilities.
- CPO will develop a full list of available facilities with appropriate implementation procedures and distribute to all DHS Components.
- CPO will create Interagency Agreements so DHS can easily use free or low cost government meeting/conference/training space from other agencies.
- CPO will create a Strategically Sourced DHS-wide contracting vehicle to acquire additional space if required, consistent with the priorities stated above. This will ensure that any commercial space is acquired in the most economic terms.

CAO Responsibilities:

- CAO will create a centralized list of space available through DHS, Other Government Agencies, and State and Local Governments in the National Capital Region that accommodates more than 50 people and create a process where all DHS components can easily reserve and use the facilities.

Component Responsibilities:

- Unless otherwise critical for meeting mission needs, conferences or training events should be held within the local commuting area of the majority of the conference attendees. Additionally, when selecting facilities for conferences and meetings, conference planners and approving officials must first survey internal Departmental and other government resources.
- Components will name a senior accountable official who, in addition to the Component Head, will ensure that all facility utilization policies and taskers described herein and forthcoming will be adhered to and executed immediately.
- In addition, Components will be invited to appoint a representative for this initiative to actively participate in the Working Group and represent the Component on all matters related to maximizing the use of government office space and facilities.
- Components will provide annual information on planned training that will require rental of training facilities when government facilities are not available. DHS will contract for the space in a strategic sourcing initiative to obtain the lowest possible cost. Components

will be encouraged to use this acquisition to the greatest extent possible as a means to control costs and increase savings by aggregating DHS' buying power.

- Component heads or the designated senior accountable official must approve the use of commercial space or the use of other than the department-wide strategically sourced space when government facilities are not available.
- Components will avoid use of private facilities when they are provided by a lobbying firm or any entity that would create an actual or appearance of conflict of interest.
- Before terminating any existing DHS contracts/ purchase card orders with private facilities, Components must conduct an internal cost analysis to determine the most cost effective means of meeting the requirements set forth by this directive.

Efficiency Review 60-Day Initiative: Motor Vehicle Fleet Management

Initiative: *Implement an electronic tracking tool for fleet usage data to identify opportunities for alternative fuel usage; reduce CO₂ emissions; heighten vigilance for fraud, waste and abuse; and optimize fleet management.*

Secretary's Intent: To reduce fuel consumption and CO₂ emissions, increase utilization of alternative fuels, and heighten vigilance for fraud, waste, and abuse through the use of a business intelligence tool.

Technical Lead: Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective upon implementation, all vehicles using a credit card for maintenance and fueling will be subject to transaction monitoring through the business intelligence tool.
- All DHS Components, Directorates, and Offices will implement all management recommendations, controls, and other initiatives that result from the information gathered by the business intelligence tool to ensure the most efficient use of fuel and fleet as possible.
- All DHS Components, Directorates, and Offices will provide information as necessary for the development of a Department-wide formula for the assignment of vehicles and the performance requirements of those vehicles.
- All DHS Components, Directorates, and Offices are invited to appoint a representative for this initiative to participate in the Working Group and represent the Component on all matters related to motor vehicle fleet management. In addition, Components may appoint an individual from their motor vehicle operational community to serve as an operational advisor.

Tracking, Reporting, and Controls:

The fleet management business intelligence tool will identify possible irregular charges, opportunities to reduce fuel costs, and areas for additional usage of alternative fuels. As components receive usage trend analyses and implement changes to better manage their fleet, they will report progress to the CAO Council on an as-requested basis.

Efficiency Review Initiative: Furniture in the National Capital Region

Initiative: Establish a DHS-wide sourcing vehicle for the acquisition of furniture in the National Capital Region (NCR)

Secretary's Intent: To leverage DHS' buying power to receive high-volume discounts and the lowest price possible when acquiring furniture in the NCR

Background: The HQ Consolidation Project¹ represents the consolidation of DHS personnel in the NCR² to no more than 11 locations from approximately 50 locations. The HQ Consolidation Project affects Operational Components with offices moving to St. Elizabeths Campus, as well as DHS Support Components (headquarters-supporting Components) with offices located in the NCR.

The Office of the Chief Administrative Officer will direct the purchase of all furniture for offices included in the HQ Consolidation Project through use of the strategically sourced DHS-wide contracting vehicle. The contracting vehicle will be available but not mandatory for use by NCR offices not included in the HQ Consolidation Project.

Technical Lead: Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective immediately, OCAO will coordinate with the Office of the Chief Procurement Officer (OCPO) and Components to develop a strategically sourced DHS-wide contracting vehicle for acquiring furniture in the NCR, including establishment of a cross-component Integrated Project Team (IPT), no later than July 2010.
- OCAO in collaboration with the existing General Services Administration (GSA) Furniture Requirements Committee (FRC)—consisting of DHS Operational Components, GSA Public Building Services National Capitol Region (GSA/PBS), and GSA Administration Federal Acquisition Services (GSA/ FAS), GSA Integrated Workplace Acquisition Center (GSA/IWAC), and other DHS/GSA design teams—will coordinate to develop a consolidated furniture requirement with the DHS IPT Team to meet the needs of DHS Components and ensure that the vehicle is used in a manner most advantageous to Components.
- OCAO and the IPT will ensure that all applicable requirements from Components' union agreements will be incorporated into the DHS-wide strategically sourced contracting vehicle, in coordination with the DHS Office of the Chief Human Capital Officer.
- Upon establishment of a DHS-wide strategically sourced vehicle for furniture in the NCR, all Components will utilize the DHS-wide contract vehicle whenever most cost efficient and when meeting mission requirements. OCPO will coordinate with GSA/FAS to provide further guidance on the use of the vehicle to Components.

¹ The HQ Consolidation Project consists of the headquarters functions of Operational Components and Support Components (headquarters-supporting components)

² The NCR is defined as the District of Columbia; Montgomery and Prince Georges counties in Maryland; and Arlington, Fairfax, Loudoun, and Prince William counties in Virginia.

- Upon establishment of a DHS-wide strategically sourced vehicle for furniture in the NCR, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts for furniture in the NCR to ensure that the most cost-effective decision is made.
- OCAO will provide guidance for Components to use in developing implementation plans that describe the execution of all elements above and that include actions and milestones associated with executing a component-wide communications effort to appropriate audiences to ensure awareness and usage of the DHS-wide strategically sourced contracting vehicle.
- Component implementation plans are due to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive, and execution should begin immediately thereafter.

Tracking, Reporting and Controls: Components will ensure compliance with the usage of the DHS-wide strategically sourced contracting vehicle as described in this initiative. OCAO will coordinate with GSA to report DHS-wide utilization rate and associated cost avoidances on a quarterly basis. Component Heads will be held accountable for complying with this Directive.

Efficiency Review 90-Day Initiative: Streamline Headquarters Document Clearance Process

Initiative: *Streamline decision-making processes in headquarters offices to eliminate redundancies*

Secretary's Intent: To save time and improve customer service, this initiative will expedite the approval process for all Secretary and Deputy Secretary correspondence and announcements, eliminating redundancies while ensuring quality, senior-level review.

Technical Lead: Executive Secretariat (ESEC)

Action Guidance

DHS Executive Secretariat (ESEC)

- Effective immediately, ESEC will issue Guidance to Components, Directorates, and Offices on the process for drafting and approving correspondence and decision documents for the Secretary and Deputy Secretary. This guidance will include roles and responsibilities of Components, Directorates, Offices, and ESEC, as well as required timeframes for review and approval.
- ESEC will develop an online training module including templates and sample products to promote best practices, which will be posted on the DHS intranet.

Components

- Effective immediately, Components, Directorates, and Offices—including ESEC—will review the staffing level and skill set of personnel involved in drafting and processing documents for the Secretary and Deputy Secretary and take necessary measures to ensure appropriate staffing.
- Component, Directorate, and Office Chiefs of Staff will provide ESEC with a list of individuals who have delegated authority to clear correspondence on their behalf. These individuals must be equivalent to senior counselors or major sub-Component heads.
- Components, Directorates, and Offices will ensure all staff involved in drafting, clearing, and approving written materials for the Secretary or Deputy Secretary are in compliance with the DHS Executive Secretariat quality standards, systems, processes, and associated timeframes.

Tracking, Reporting and Controls:

Components, Directorates, and Offices will ensure the full and timely implementation of the streamlined process for drafting and approval of correspondence and announcements for the Secretary and Deputy Secretary. Additionally, Components, Directorates, and Offices will monitor and report quarterly on the baseline metrics.

Component, Directorate, and Office Heads will ensure appropriate controls are in place to comply with this Directive.

Efficiency Review 90-Day Initiative: Preliminary Background Security Process for DHS Selectees

Initiative: *Develop a process for obtaining preliminary applicant security background data for candidates.*

Secretary's Intent: To decrease the time necessary to fill vacant positions and reduce the cost of security background checks by identifying earlier in the hiring process those candidates with disqualifying factors.

Technical Lead: Office of the Chief Human Capital Officer (OCHCO)

Action Directive Guidance:

Components, Directorates, and Offices:

- Effective immediately, Components will utilize the OPM Form 306 during the hiring process. Components will modify their hiring procedures so that candidates are asked early in the process to complete OPM Form 306 before a tentative job offer can be made.
- Effective immediately, all Components, Offices and Directorates will identify a representative to serve on the Service Excellence Council, which will be responsible for identifying the best implementation method for obtaining information regarding disqualifying factors earlier in the process, assessing the risk and impact across DHS, developing a cost benefit analysis, and addressing any legal issues.
- Upon issuance of guidance, all Components, Offices and Directorates will implement modifications to the hiring process.

OCHCO:

- OCHCO will establish and chair a Service Excellence Council to include representation from all Components, Offices and Directorates.

Tracking, Reporting and Controls:

Components, Directorates, and Offices will ensure appropriate controls are in place to implement modified hiring process.

Components, Directorates, and Offices will monitor and report quarterly on the baseline metrics.

Efficiency Review 120-Day Initiative: Alternative-Fuel/Hybrid Vehicles

Initiative: Initiate acquisition/leasing of hybrid vehicles for administrative use and alternative-fuel vehicles in cases where hybrids are not feasible.

Secretary's Intent: To reduce the consumption of petroleum-based fuel products by increasing usage of alternative-fuels and acquiring hybrid electric vehicles when feasible.

Technical Lead: Office of the Chief Administrative Officer (CAO)

Action Directive Guidance:

- Effective immediately, Components will be required to acquire hybrid vehicles when feasible and E85 flexible fuel vehicles when hybrids are not feasible but alternative-fuel vehicles are available and suitable for mission execution. This includes law enforcement vehicles that are primarily used for non-emergency response purposes.
- Effective immediately, component Fleet Managers will review all motor vehicle orders before procuring vehicles to ensure compliance with this initiative. OCAO will develop policies to ensure accurate tracking of vehicle acquisitions, inventory and fuel consumption by fuel type data.
- In accordance with OCAO guidance, selected Components will participate in a pilot program to introduce alternative-fuel or hybrid vehicles for law enforcement use into the fleet to gauge ability to execute and support mission requirements.

Tracking, Reporting and Controls:

Components which use motor vehicles will ensure proper controls are in place to acquire hybrid vehicles whenever feasible, and E85 flexible fuel vehicles when hybrids are not feasible but alternative fuel vehicles are available and suitable to mission execution. Components will monitor and report quarterly on the baseline metrics. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Improved Background Check Process for DHS Contractors

Initiative: Reduce DHS expenditures on DHS contractor background investigations

Secretary's Intent: To reduce DHS expenditures on contractor background investigations by requiring contracting companies to pre-screen individuals for certain disqualifying information before submitting those individuals as candidates for a DHS-initiated background investigation

Technical Lead: DHS Office of the Chief Procurement Officer (OCPO) and DHS Office of the Chief Security Officer (OCSO)

Action Directive Guidance:

- Effective immediately OCPO and OCSO will begin developing standard personnel security contract language to require contracting companies to pre-screen individuals for certain disqualifying information before submitting candidates to work on a DHS contract.
- OCPO will take necessary measures to initiate the informal rulemaking process to change the standard personnel security contract language. The new language will require contracting companies to pre-screen individuals for certain disqualifying information before submitting candidates to work on a DHS contract.
- Once the informal rulemaking process is complete and the new language finalized, OCPO will disseminate the new language and implementation guidance to all Components.
- Upon issuance of the new contract language and implementation guidance, Components will establish policies and procedures for incorporation of the new contract language into new and existing contracts, as appropriate.
- Components¹ will develop implementation plans that describe the execution of all elements above and that include the following:
 - Actions and milestones associated with the incorporation of the new contract language in new and existing contracts.
 - Actions and milestones associated with executing a component-wide communications plan to ensure all appropriate staff are aware of the new language. Components must identify communication plan timelines, vehicles for dissemination, and audiences.
- Component implementation plans are due to DHS Efficiency Review no later than 20 working days after the issuance of this Action Directive, and execution should begin immediately thereafter.
- Components must report on the percentage of contractors found not fit to work on behalf of DHS (rejection rate), beginning with the Q4 FY 2010 quarterly report.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

¹ OCPO/OPO will develop an implementation plan for the Office of the Secretary and all of the Support (Headquarters) Components it serves, e.g., CIS OMB, CNE, CRCL, DNDO, ESEC, I&A, MGMT, NPPD, OGC, OHA, OIG, OLA, OPA, OPS, PLCY, PRIV, and S&T

Efficiency Review Initiative: Improving Energy Management in DHS

Initiative: Improve energy management in DHS by maximizing opportunities to reduce energy consumption at DHS-owned facilities

Secretary's Intent: To reduce energy consumption by improving energy management of DHS-owned facilities through energy conservation opportunities

Technical Lead: DHS Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective immediately, OCAO will establish and chair an Energy Management working group, comprised of representatives from Components that own facilities, to develop, disseminate, and implement policies, procedures, and best practices designed to reduce energy consumption at DHS-owned facilities.
- Components that own facilities will nominate at least one representative to participate on the Energy Management working group within five working days of the issuance of this Action Directive.
- Effective immediately, OCAO, on behalf of DHS, will begin coordination efforts with the Department of Energy to provide facility energy self-assessment training to applicable staff in DHS Components that own facilities.
- The DHS Office of the Chief Human Capital Officer will align delivery of mandatory energy self-assessment training with all existing DHS learning-management platforms.
- The Energy Management working group will identify training needs for DHS personnel. To the greatest extent possible, the working group will consider training methods that will allow Components to reduce their travel and training costs.
- Effective immediately, the working group will begin development of a proposal for the establishment of an in-house audit capability. This proposal will include options for design and implementation, timing/schedule, required resources, and recommendations for organizational ownership. The in-house energy audit capability proposal must be submitted to DHS leadership for review and decision no later than December 2010.
- The working group will establish policy, including investment targets for alternatively financed projects, to achieve energy efficiencies where appropriate by October 2010.
- The working group will develop policies and targets for improved energy efficiencies for new construction and renovation projects through life-cycle cost-effective planning, no later than October 2010.
- Components that own facilities will be responsible for reporting metrics designed by the working group for each of the energy management improvements described above on a quarterly basis.

Tracking, Reporting and Controls:

Components will ensure compliance with all aspects of the Action Directive as described in this initiative. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Increased Usage of Background Investigations BPA

Initiative: Increase usage of DHS-wide contracting vehicles for background investigations

Secretary's Intent: To improve the quality and timeliness of background investigations by securing delegated investigative authority for the Department as a whole and offering DHS Operational Components optional use of an existing Blanket Purchase Agreement (BPA) for background investigations

Background: Currently, only DHS Components serviced by the DHS Office of the Chief Security Officer (OCSO) and select Operational Components have investigative authority from the Office of Personnel Management (OPM) to perform background checks on potential employees and contractors. As a result, OPM conducts the majority of DHS background investigations, and DHS is dependent upon OPM services. In an effort to streamline processes and advance the "One DHS" approach, DHS is seeking delegated investigative authority, which will provide more flexibility for the Department to select the most cost-effective background investigation option.

Technical Lead: DHS Office of the Chief Security Officer (OCSO) and DHS Office of the Chief Procurement Officer (OCPO)

Action Directive Guidance:

- Effective immediately, OCSO and OCPO will develop a communication plan directed at Operational Components that currently have investigative authority¹ to increase their awareness and usage of the background investigations BPA that Customs and Border Protection has established. OCSO will disseminate the communication plan to Components as they receive delegated investigative authority.
- Components with investigative authority electing to use the background investigations BPA will develop implementation plans that describe the following:
 - Actions and milestones associated with the implementation of the use of the background investigations BPA
 - Actions and milestones associated with executing a component-wide communications plan to ensure all appropriate staff are aware of the background investigations BPA, including relevant timelines, vehicles for dissemination, and audiences
- Component implementation plans are due to DHS Efficiency Review within 20 working days of the issuance of the Action Directive, and execution should begin immediately thereafter.
- Components using the BPA will report on their usage through submission of brief narrative statements documenting progress, beginning with the Q4 FY 2010 quarterly report.

¹ CBP, ICE, USSS, and DHS HQ. As an excepted service agency, TSA also has the authority to conduct its own investigations.

- Components currently granted investigative authority but not electing to use the background investigations BPA will submit a written justification to DHS Efficiency Review in lieu of an implementation plan.
- OCSO, on behalf of DHS, will coordinate with the Office of the Director of National Intelligence and OPM to request delegated investigative authority for the Department as a whole.
- OCSO will develop an implementation plan for the Office of the Secretary and all of the Headquarters (Support) Components it serves, e.g., CIS OMB, CNE, CRCL, DNDO, ESEC, I&A, MGMT, NPPD, OGC, OHA, OIG, OLA, OPA, OPS, PLCY, PRIV, and S&T.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in this Action Directive. Component Heads will be accountable for complying with this Action Directive.

Efficiency Review Initiative: DHS Integrated Facility Assessment Center of Excellence

Initiative: Establish and implement a DHS Integrated Facility Assessment (IFA) Center of Excellence (COE) to develop and manage an integrated approach to facility condition assessments, systems lifecycle assessments, facility energy audits and analyses, water conservation assessments, and building and systems commissioning/recommissioning¹ across DHS Component facilities.

Secretary's Intent: To reduce energy consumption by improving identification of energy conservation opportunities at DHS facilities; decrease the overall life-cycle costs of facility assessments and impacts of facility site assessments on mission operations; and improve the quality and consistency of Department-wide facility data to inform more effective facility management decision making.

Technical Lead: Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective immediately, OCAO will establish and chair a working group to develop and establish a DHS IFA COE. Within three months of the issuance of this Action Directive, the working group will develop and deliver for approval a recommended infrastructure model and processes to implement a department-wide integrated facility assessment program.
- DHS Offices of the Chief Financial Officer (OCFO), Chief Procurement Officer (OCPO), General Counsel, and the CAO of DHS Components that own facilities (i.e., are responsible for repair and maintenance) will nominate at least one representative with expertise and authority to participate on the IFA COE working group within five working days of the issuance of this Action Directive. All other Components may nominate representatives but are not required to do so.
- The IFA COE working group will consider a range of options related to the IFA COE, including a facility assessment blanket purchase agreement or similar broad-use contract that can be used by all DHS Components. As part of this effort, the IFA COE working group may also explore the feasibility of a streamlined contracting mechanism for environmental compliance audits that can be used by all DHS Components.
- The IFA COE working group will make recommendations for the organizational location of the IFA COE and how resources will be allocated to the IFA COE.
- In coordination with DHS OCFO, DHS OCPO, DHS HQ Asset and Logistics Management Programs Office, and DHS HQ Energy Programs Office, the IFA COE working group will identify and develop policies and the range of responsibilities for Components and IFA COE operations in implementing IFA contracts, including solicitations, negotiations, awards, management, and administration.

¹ Hereafter referred to as facility assessments. Environmental compliance audits are not included in the integrated facility assessments because of their substantially different focus and skill set.

- The IFA COE working group will develop policies and processes for implementing training of field facility managers to develop in-house capability for facility assessments.
- The DHS Office of the Chief Human Capital Officer will align delivery of appropriate training with all existing DHS learning-management platforms.

Tracking, Reporting and Controls:

Components will ensure compliance with all aspects of the Action Directive as described in this initiative. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Intelligences Services Acquisition

Initiative: Establish a DHS-wide sourcing vehicle for the acquisition of intelligence services¹

Secretary's Intent: To leverage DHS' buying power to receive high-volume discounts and the lowest price possible when acquiring intelligence services

Technical Lead: Office of Selective Acquisitions (OSA), Office of the Chief Procurement Officer (OCPO)

Action Directive Guidance:

- Effective immediately, OSA, with program guidance from the Strategic Sourcing Program Office (SSPO), will begin working with the Components to develop a DHS-wide strategically sourced contracting vehicle for intelligence services, including establishment of a cross-component Integrated Project Team (IPT) no later than February 2012.
- Components will provide an intelligence services subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Through the IPT, OSA will identify a Component representative to serve as the Intelligence Services Technical Co-Lead for the initiative.
- Components will provide their requirements for intelligence services to the OSA in compliance with established due dates.
- The Homeland Security Intelligence Council (HSIC) will coordinate with the IPT to ensure that the Components' intelligence services requirements are consistent with DHS policies, standards, and best practices. The IPT will coordinate with other Department-wide councils and bodies as needed.
- The IPT representative from each Component will be responsible for coordinating with the component's Labor Management Relations Office to ensure compliance with any applicable collective bargaining agreement provisions and requirements established in 5 U.S.C. chapter 71.
- Upon establishment of a DHS-wide strategically sourced vehicle for intelligence services, all Components are to utilize the DHS-wide contract vehicle when most cost efficient and when meeting mission requirements/needs. OSA/OCPO will provide further guidance on the use of the vehicle to Components upon implementation.
- Upon establishment of a DHS-wide strategically sourced vehicle for intelligence services, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts for intelligence services to ensure that the most cost effective decision is made.

¹ Intelligence services refers to the requirements for analysts who, in the course of their work, require access to or develop sensitive and classified information including and up to TS/SCI from the following functional areas: Human Intelligence (HUMINT), Signals Intelligence (SIGINT), Open Source intelligence (OSINT), Measurement & Signature Intelligence (MASINT), and Geospatial Intelligence (GEOINT).

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review 60-Day Initiative: IT Inventory Management

Initiative: *Utilize refurbished information technology (IT) equipment and redeploy the current inventory throughout DHS.*

Secretary's Intent: To enable IT equipment to be employed to its full lifecycle capability across the Department by creating an enterprise-wide IT inventory management program to minimize costs and maximize the sharing of data and equipment. Through this initiative, selected IT equipment across all Components will be repurposed and/or redistributed in order to reduce waste and satisfy the most significant user demand.

Technical Lead: Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

Components will implement the following guidance on the creation of an enterprise-wide IT Inventory management program:

- Effective immediately, all DHS Component, Directorate, and Office Heads will ensure all employees are aware of and in compliance with DHS' policies regarding the acquisition, appropriate use, maintenance, disposal and reuse of IT equipment (as described in MD 0007.1).
- Effective immediately, no DHS IT equipment will be disposed of unless certified by OCIO that it no longer can serve any IT need within the Department (pending the formulation of the business policies discussed in IT Inventory Management Virtual Office below).
- As per Management Directive 0007.1, all IT purchases less than \$2.5 million will be reported on a monthly basis to the OCIO. Purchases of \$2.5 million and greater must follow the Information Technology Acquisition Review (ITAR).
- All DHS Components, Directorates, and Offices will appoint an IT property officer to be a member of a DHS IT Equipment Council to establish IT inventory and repurposing business policies.
- Once the IT Inventory Management Virtual Office is fully operational, all DHS Components, Directorates, and Offices will comply with policies and procedures to maximize usage of the Department's IT inventory and provide updates on utilization, inventory, and deployment as requested by the IT Inventory Management Virtual Office.

The IT Equipment Council will implement the following guidance on the creation of an enterprise-wide IT Inventory management program:

- Stand up the IT Inventory Management Virtual Office, which will be responsible for establishing reutilization plans, creating repurposing policies, and coordinating between

all DHS Component, Directorate, and Office inventory managers and the Office of the Chief Administrative Officer (OCAO) Personal Property Manager.

The IT Inventory Management Virtual Office and Working Group will implement the following guidance on the creation of an enterprise-wide IT Inventory management program:

- Define which pieces of IT equipment will be incorporated into the enterprise inventory program.
- Create business policies to closely manage IT equipment obsolescence and set standards across all DHS Components, Directorates, and Offices as to how equipment should be reutilized or returned for disposal.
- Create process to transfer IT equipment across all DHS Components, Directorates, and Offices in order to increase overall IT utilization.
- Using the ITAR process, coordinate the repair, replacement and purchase of IT equipment and service providers across all DHS Components, Directorates, and Offices to maximize cost savings.
- Redeploy obsolete equipment, as appropriate and cost effective, to other federal agencies, not-for-profit organizations, and schools.

OCAO will implement the following guidance on the creation of an enterprise-wide IT Inventory management program:

- Ensure policies established in support of this initiative are compatible with and approved by the CAO, in his/her delegated role as the Department's Asset Manager.

Tracking, Reporting and Controls:

All DHS Components, Directorates, and Offices will ensure appropriate controls are in place to approve the purchase of new IT equipment and utilize the current IT inventory to the greatest extent possible. Additionally, all DHS Components, Directorates, and Offices will monitor and report on the baseline metrics established by the Working Group.

Efficiency Review Initiative: Language Services Acquisition

Initiative: Establish a portfolio of strategically sourced contract vehicles and other vehicles, such as Inter-Agency Agreements (IAAs) for the acquisition of language services¹.

Secretary's Intent: To leverage DHS's buying power to receive lower prices and improved services when acquiring language services. The initiative is also expected to make language services more readily available to DHS offices that have no contracts or other means to meet their evolving language access needs.

Technical Lead: U.S. Immigration and Customs Enforcement (ICE) and the Office for Civil Rights and Civil Liberties (CRCL)

Action Directive Guidance:

- Effective immediately, ICE and CRCL will begin working with the Components to develop a portfolio of DHS-wide strategically sourced contracting vehicles (to include the use of existing vehicles) and other vehicles, such as IAAs for language services and establish a cross-Component Integrated Project Team (IPT) no later than July 2012.
- Components will provide a language services subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Components will provide their requirements for language services to the ICE and CRCL in compliance with established due dates.
- ICE and CRCL will coordinate with the IPT to evaluate the Components' language services requirements and determine a set of performance standards² for the Department. The IPT will coordinate with DHS offices/programs which provide language services to other Components throughout the portfolio development process. As needed, the IPT will coordinate with non-DHS councils and bodies such as the Defense Language and National Security Education Office.
- The IPT will be responsible for making every effort to accommodate Component-specific requirements and considerations, such as the availability of video teleconference capabilities for the hearing impaired, language interpreters with the security clearances required by each Component, the inclusion of rare languages that cannot be easily acquired through existing contract vehicles, additional language and accessible communications needs and web localization requirements as identified by Components, and required turnaround times and confirmation notifications as identified by Components for services.

¹ Translation and interpretation services are categorized by the General Services Administration as part of the Language Services industry which includes "providers of linguists who can supply an array of language services." Classified as the GSA Schedule 738 II, it includes 7 categories (or SINs): translation services (381 1), interpretation services (382 2), training & educational materials (382 3), comprehensive linguistic analytical support services (382 4), services for the visual & hearing impaired (382 5), ancillary supplies and/or services (382 6), and new item technology (382 99). While transcription for Title III monitoring is covered under this Schedule, medical transcription is not.

² Examples of performances standards for language services contracts include timely submission of transcripts (submitted on time with few errors) and certification of documents (certification in compliance with 8 CFR 1003.33).

- The IPT representative from each Component will be responsible for coordinating with the component's Labor Management Relations Office to ensure compliance with any applicable collective bargaining agreement provisions and requirements established in 5 U.S.C. chapter 71.
- Upon establishment of a portfolio of strategically sourced contract vehicles and other vehicles for language services, all Components are to utilize the DHS language services portfolio when most cost efficient and when meeting mission requirements/needs. This does not preclude components from maintaining existing contracts or establishing new contracts if the portfolio does not meet Component-specific requirements. The technical leads and/or the Office of the Chief Procurement Officer will provide further guidance on the use of the vehicle to Components upon implementation.
- Upon establishment of DHS-wide strategically sourced vehicles for language services, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts for language services to ensure that the most cost effective decision is made.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Mail Systems Acquisition

Initiative: Establish a DHS-wide sourcing vehicle for the acquisition of mail systems

Secretary's Intent: To leverage DHS' buying power to receive high volume discounts and the lowest price possible when acquiring mail systems

Technical Lead: Office of the Chief Procurement Officer (OCPO) and Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective immediately, OCPO will begin working with Components to develop a strategically-sourced contract vehicle that can be utilized by all DHS Components for mail systems, including component equipment and related elements such as maintenance, training (initial and refresher), consumables/supplies, sorters/inserters, storage, and move/relocation preparation services. This requirement includes the establishment of a cross-component Integrated Project Team (IPT), no later than February 2012.
- Components with owned or leased mail systems will provide a subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Components will provide their current and future requirements to OCPO in compliance with IPT-established due dates.
- OCPO will coordinate with the OCAO to ensure Component current and future requirements are consistent with DHS asset management policies.
- The IPT representative from each Component will be responsible for coordinating with the component's Labor Management Relations Office to ensure compliance with any applicable collective bargaining agreement provisions and requirements established in 5 U.S.C. chapter 71.
- Upon establishment of a strategically-sourced, DHS-wide contract vehicle for mail systems, all Components are to utilize the contract vehicle whenever most cost efficient and when meeting mission requirements/needs. Upon implementation, OCPO will provide further guidance on the use of the contract to Components to ensure that they are used in a manner most advantageous to Components.
- Upon establishment of a strategically-sourced, DHS-wide contract for mail systems, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts for mail systems and related equipment or services to ensure that the most cost effective decision is made.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review 90-Day Initiative: Conversion of printers/fax machines/copiers/scanners to all-in-one machines

Initiative: As replacements are needed, convert new printers/fax machines/copiers/scanners into all-in-one machines.

Secretary's Intent: To effectively utilize the funds DHS spends on office equipment and maximize office space by acquiring machines that offer multiple functions when acquisition of such machines results in increased efficiencies.

Technical Lead: Office of the Chief Procurement Officer (CPO)

Action Directive Guidance:

- Effectively immediately, as replacements are needed, Components, Directorates, and Offices will replace new printers/fax machines/copiers/scanners with all-in-one machines when such replacements will result in increased efficiencies. In those cases where increased efficiencies would not result, Components, Directorates, and Offices shall document the rationale supporting the decision not to replace with an all-in-one machine.
- Before terminating any existing purchase card orders or contracts for printers/fax machines/copiers/scanners, Components, Directorates, and Offices must consider the cancellation fee as part of the termination decision to ensure that the most cost effective decision is made.
- As replacement equipment is installed, Components, Directorates, and Offices will comply with DHS' policies regarding the disposal and reuse of IT equipment (as described in MD 0007.1).
- Components, Directorates, and Offices will provide their requirements for printers/fax machines/copiers/scanners to the CPO to create a strategically sourced DHS-wide contracting vehicle to acquire all-in-one machines.

Tracking, Reporting and Controls:

Components, Directorates, and Offices will ensure appropriate controls are in place to assure that, as replacements are needed, they convert new printers/fax machines/copiers/scanners into all-in-one machines when such conversion will result in increased efficiencies. Additionally, Components, Directorates, and Offices will monitor and report quarterly on the cost baseline metrics.

Component, Directorate, and Office Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: National Discounts for Vehicle Maintenance Services

Initiative: Establish national negotiated discounts for the acquisition of vehicle maintenance services

Secretary's Intent: To leverage DHS' buying power to receive high volume discounts and the lowest price possible when acquiring vehicle maintenance services

Technical Lead: US Immigration and Customs Enforcement (ICE) and Office of the Chief Administrative Officer (OCAO)

Action Directive Guidance:

- Effective immediately, ICE and DHS OCAO will begin working with Components to establish negotiated discounts with nation-wide vehicle maintenance service vendors for use by all Components with owned or leased vehicles. ICE and DHS OCAO will also establish a cross-component Integrated Project Team (IPT), no later than February 2012.
- All Components with owned or leased vehicle fleets will provide a subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Components will provide their current and future requirements to ICE and DHS OCAO in compliance with IPT-established due dates.
- DHS OCAO and the IPT will ensure Component current and future requirements are consistent with DHS fleet management policies, federal regulations, Executive Orders, and sustainability measures.
- The IPT representative from each Component will be responsible for coordinating with the component's Labor Management Relations Office to ensure compliance with any applicable collective bargaining agreement provisions and requirements established in 5 U.S.C., chapter 71.
- Upon establishment of negotiated discounts, all Components are to utilize the discounts whenever most cost efficient and when meeting mission requirements/needs. Upon implementation, ICE and DHS OCAO will provide further guidance on the use of the discounts to Components to ensure that they are used in a manner most advantageous to Components.
- Upon establishment of negotiated discounts for vehicle maintenance services, Components must consider the cancellation fee before terminating any existing Fleet card orders or contracts for vehicle maintenance services to ensure that the most cost effective decision is made.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Non-Military Uniforms

Initiative: Establish a DHS-wide sourcing vehicle for the acquisition of non-military uniforms

Secretary's Intent: To leverage DHS' buying power to receive high-volume discounts and the lowest price possible when acquiring non-military uniforms

Technical Lead: Office of the Chief Procurement Officer (OCPO)

Action Directive Guidance:

- Effective immediately, OCPO will begin working with Components to develop a DHS-wide strategically sourced contracting vehicle for non-military uniforms, including establishment of a cross-component Integrated Project Team (IPT), no later than July 2010.
- Components using non-military uniforms will provide a subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Components will provide their requirements for non-military uniforms to OCPO, in compliance with OCPO due dates.
- OCPO and the IPT will ensure that all applicable requirements from Components' union agreements will be incorporated into the DHS-wide strategically sourced contracting vehicle, in coordination with the DHS Office of the Chief Human Capital Officer.
- Upon establishment of a DHS-wide strategically sourced vehicle for non-military uniforms, all Components are to utilize the DHS-wide contract vehicle whenever most cost efficient and when meeting mission requirements/needs. OCPO will provide further guidance on the use of the vehicle to Components upon implementation.
- Upon establishment of a DHS-wide strategically sourced vehicle for non-military uniforms, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts for non-military uniforms to ensure that the most cost effective decision is made.
- Components will develop implementation plans that describe the execution of all elements above and that include actions and milestones associated with executing a component-wide communications campaign to appropriate audiences to ensure awareness and usage of the DHS-wide strategically sourced contracting vehicle. Components must identify communication campaign timelines, vehicles for dissemination, and audiences.

- Component implementation plans are due to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive, and execution should begin immediately thereafter.

Tracking, Reporting and Controls:

Components will ensure compliance with the usage of the DHS-wide strategically sourced contracting vehicle as described in this initiative. OCPO will report DHS-wide utilization rate and associated cost avoidances on a quarterly basis. Component Heads will be accountable for complying with this Directive.

Efficiency Review 90-Day Initiative: DHS Supply Blanket Purchase Agreement (BPA) Utilization

Initiative: *Increase DHS-Wide Usage of Blanket Purchase Agreements for Office Supplies*

Secretary's Intent: To leverage DHS' buying power to receive the lowest price possible when acquiring supplies. This initiative will maximize DHS' buying power to obtain high volume discounts.

Technical Lead: Office of the Chief Procurement Officer (OCPO)

Action Directive Guidance:

- Effective immediately, all DHS Components, Directorates, and Offices shall utilize the DHS-wide office supplies BPA whenever most cost efficient with adequate consideration of the requirements of the Javits-Wagner-O'Day Act. OCPO will provide further guidance to Components upon request.
- Before terminating any existing DHS contracts/purchase card orders, all DHS Components, Directorates, and Offices must coordinate with the component contracting officer and the DHS Chief Procurement Officer, to determine whether any existing contracts should be cancelled and the circumstances under which they may be used.

Tracking, Reporting and Controls:

Components will ensure compliance with the usage of the BPA as described in this initiative. Additionally, Components will monitor and report quarterly on the cost baseline metrics.

Each Component, Directorate, and Office Head will be accountable for assuring that their Component, Directorate, or Office complies with this initiative.

Additional Information:

To learn more about the DHS-wide Office Supply BPAs and to obtain a copy of the ordering guide, visit <https://dhsonline.dhs.gov/portal/jhtml/dc/sf.jhtml?doid=111773>.

All questions regarding the DHS-wide Office Supply BPAs should be directed to the DHS-wide Office Supply BPAs Project Officer, Ms. Deborah Ford, at (202) 447-5260 or at officesupplies@dhs.gov.

Efficiency Review Initiative: Paperless Earning and Leave Statements

Initiative: Implement paperless earning and leave statements (ELS) DHS-wide.

Secretary's Intent: To avoid unnecessary costs of printing and mailing earning and leave statements by transitioning to paperless ELS.

Background: In response to DHS' Efficiency Review initiative, the Office of Management and Budget has directed the National Finance Center to change the default civilian employee setting for earnings and leave statements from paper to electronic distribution.

Technical Lead: Office of the Chief Human Capital Officer (OCHCO)

Action Directive Guidance:

- Effective immediately, all Components that do not already have mandatory paperless ELS in place will develop implementation plans to ensure their NFC-served civilian employees are aware of the change from paper to electronic statements and know where to access their information.
- Implementation plans must include the following:
 - Specific actions, vehicles for dissemination, and a timeline to execute a Component-wide employee communications campaign to ensure employee awareness of the transition to paperless ELS; distribute OCHCO-provided instructions on how to access the ELS on the Employee Personal Page; and notify employees who do not have regular access to computers about how they can opt-in to paper statements.
- Component implementation plans are due to DHS Efficiency Review on May 14, 2010 and execution should begin immediately.
- Once OMB and NFC finalize negotiations, NFC will change the default civilian employee setting for ELS from paper to electronic DHS-wide.
- OCHCO will report the percentage of employees, by Component, receiving paperless ELS as part of recurring quarterly reports, beginning the third quarter of FY 2010.
- Within 10 working days of the issuance of this Action Directive, OCHCO will provide Components with instructions that Components can disseminate to their employees on how to access the ELS and other features of Employee Personal Page.

Tracking, Reporting and Controls:

Components will monitor percentage of employees receiving paperless ELS as part of recurring quarterly reports.

Efficiency Review Initiative: Personal Wireless Communication Services and Devices Optimization and Validation

Initiative: Conduct annual optimization and validation of personal wireless communication services and devices DHS-wide.

Secretary's Intent: To improve DHS' management of personal wireless communication services and devices and eliminate duplication and waste.

Technical Lead: Office of the Chief Information Officer (OCIO) and Office of the Chief Administrative Officer (OCAO)

Background: For the purposes of this initiative, personal wireless communication devices are defined as commercial wireless devices such as cellular phones, and mobile computing devices such as personal digital assistants smartphones, Blackberrys, and aircards.

Action Directive Guidance:

- Effective immediately, DHS OCIO will issue DHS-wide guidance that requires each Component to conduct a mandatory validation of its personal wireless communication services and devices as part of its annual inventory, assess where it is possible to eliminate duplicate capabilities or capabilities that are no longer needed, and report on cost avoidances achieved. OCIO and OCAO will disseminate the guidance to Component Chief Information Officers and Chief Administrative Officers no later than five working days from the date of issuance of this Action Directive.
- Components will develop implementation plans that describe the execution of all elements above and that include the following:
 - Actions and milestones associated with the implementation of the DHS-wide guidance.
 - Actions and milestones associated with executing a component-wide communications plan to ensure all appropriate staff including information technology and asset management offices are aware of the DHS-wide guidance, including relevant timelines, vehicles for dissemination, and audiences.
- Component implementation plans are due to DHS Efficiency Review 20 working days after the issuance of this Action Directive, and execution should begin immediately thereafter.
- Components must report cost savings achieved and/or a narrative statement of progress on a quarterly basis, beginning with the Q4 FY 2010 quarterly report.
- On an annual basis, DHS OCIO will collect from Components and disseminate best practices DHS-wide on management and optimization of personal wireless communication services and devices.
- On an annual basis DHS OCIO will provide Components with comparison and analysis of services, usage trends and costs across Components. The report will highlight opportunities for cost and service level across the agency.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review 30-Day Initiative: Minimize Printing and Distribution of Reports

Initiative: *Eliminate printing and distribution of reports and documents that can be sent electronically or posted online*

Secretary's Intent: The Secretary's intent is to conserve resources by producing and distributing DHS reports and information as cost effectively as possible through electronic means (e-mail, posting online, etc.) whenever legally permissible. For all documents that require hard copies by regulation, statute, or collective bargaining agreement, or when it is in the Government's best interest, Components shall use the Government Printing Office.

Technical Lead: Office of the Chief Administrative Officer (CAO)

Action Directive Guidance:

- Components will appoint a Senior Accountable Official who, in addition to the Component Head, will ensure that all report printing and distribution policies and taskers described herein and forthcoming will be adhered to and executed immediately.
- In addition, Components will be invited to appoint a representative for this initiative to actively participate in the Working Group and represent the Component on all matters related to report printing, publication and distribution.
- Effective immediately, all new reports/publications will be published and distributed only through electronic means, rather than commercially printed (including using the Government Printing Office), unless printing is required by regulation, statute, collective bargaining agreement, or is in the Government's best interest and documented and approved by the Component Head. Reports include documents formatted for the purpose of publication including material for conferences, strategic plans, Congressional reports, etc.
- Effective immediately, if printing is required by regulation, statute, collective bargaining agreement, or is in the Government's best interest, the Government Printing Office (GPO) will be used to print reports unless another printer is less costly. This must be documented and maintained by the component printing officer.
- Posting material on the DHS Intranet and/or the Internet will be the preferred method of publication for materials with a wide audience.
- Providing material on electronic storage media will be the preferred method for materials with a targeted audience, such as attachments to a Congressional response, Government Accountability Office audit, or Inspector General requests.
- Before terminating any existing DHS printing or copying contracts/purchase card orders, Components must conduct an internal cost analysis to determine the most cost effective means of meeting the requirements set forth by this directive.
- Component Heads, in addition to the named Senior Accountable Official, will be accountable for ensuring all reporting is being distributed through the electronic media versus hard copy to minimize costs to the greatest extent possible. They will also be accountable for ensuring any printing or copying services are procured through GPO.

Tracking, Reporting and Controls: Components will develop appropriate implementation plans to ensure proper controls are in place to fund and approve the transition from printed reporting to electronic reporting, and report on their project plans by June 1, 2009. Additionally, Components must ensure proper controls are in place to monitor the transition of printing and the transition to electronic distribution of reports and progress reported on a quarterly basis to the ER Team.

Components will report and DHS will track printing costs by quarter with a goal of identifying cost reductions.

Efficiency Review Initiative: Regional Vehicle Maintenance Services Contracts

Initiative: Establish regional contracts for the acquisition of vehicle maintenance services

Secretary's Intent: To leverage DHS' buying power to receive high volume discounts and the lowest price possible when acquiring vehicle maintenance services

Technical Lead: US Customs and Border Protection (CBP) and Office of the Chief Procurement Officer (OCPO)

Action Directive Guidance:

- Effective immediately, CBP and OCPO will begin working with Components to develop strategically-sourced, regional contracting vehicles for vehicle maintenance services that can be utilized by all DHS Components, including establishment of a cross-component Integrated Project Team (IPT), no later than February 2012.
- Components with owned or leased vehicle fleets will provide a subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Components will provide their current and future requirements to CBP in compliance with IPT-established due dates.
- CBP and OCPO will coordinate with the DHS Office of the Chief Administrative Officer to ensure Component current and future requirements are consistent with DHS fleet management policies.
- The IPT representative from each Component will be responsible for coordinating with the component's Labor Management Relations Office to ensure compliance with any applicable collective bargaining agreement provisions and requirements established in 5 U.S.C. chapter 71.
- Upon establishment of strategically-sourced, regional contracts for vehicle maintenance services, all Components are to utilize the discounts and contract vehicles whenever most cost efficient and when meeting mission requirements/needs. Upon implementation, OCPO will provide further guidance on the use of the regional contracts to Components to ensure that they are used in a manner most advantageous to Components.
- Upon establishment of strategically-sourced, regional contracts for vehicle maintenance services, Components must consider the cancellation fee before terminating any existing Fleet card orders or contracts for vehicle maintenance services to ensure that the most cost effective decision is made.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Personnel Security and Suitability Processes

Initiative: Implement improvements and efficiencies to the personnel security and suitability processes

Secretary's Intent: To reduce the required time and associated costs of the personnel security and suitability processes

Technical Lead: Office of the Chief Security Officer (OCSO) and Office of the Chief Human Capital Officer (OCHCO)

Action Directive Guidance:

- Effective immediately, OCSO and OCHCO will establish a DHS-wide requirement for selectees to complete e-QIP within a specified number of days, along with strategies to manage selectees who do not meet the response requirement. This DHS-wide requirement builds upon the requirement to administer OPM Form 306 to vet job candidates early in the hiring process, as specified in the Hiring/Background Investigations Action Directive dated June 26, 2009. OCSO and OCHCO will disseminate the e-QIP-related requirements to Component Chief Security Officers and Chief Human Capital Officers no later than five working days from the date of issuance of this Action Directive.
- Per the January 20, 2010, data call issued by OCSO to Personnel Security Working Group members, Components not serviced by OCSO will supply information regarding current procedures related to 1) reciprocity of clearances for federal staff and contractors and 2) transfer of clearances and/or suitability for contractors converting to federal staff no later than February 19, 2010.
- Based on this data call, OCSO will develop and disseminate guidance to eliminate unnecessary redundancies in personnel security processes, specifically focusing on reciprocity of clearances for federal employees and contractors coming to DHS from other federal agencies and federal law enforcement entities, as well as clearances for contractors converting to federal staff. OCSO will disseminate this guidance to Components no later than four weeks after the date of issuance of this Action Directive.
- Effective immediately, OCSO will begin development of a training/communications/information module on the personnel security process that Components can tailor and share with their program and hiring managers. This training will be disseminated to Component Chief Security Officers no later than 20 working days from the date of issuance of this Action Directive.
- OCSO and OCHCO will use the training/communications/information module as the basis for development of a robust, interactive training module designed for use on Components' learning management systems. OCHCO will disseminate the approved personnel security training module to Components no later than six months from the issuance of the Action Directive.

- Components will develop implementation plans that describe the execution of all elements above and that include the following:
 - Actions and milestones associated with the implementation of the DHS-wide requirement for selectees to complete e-QIP within a specified number of days;
 - Actions and milestones associated with the implementation of mitigation strategy frameworks established to manage selectees who do not meet the response requirement;
 - Actions and milestones associated with implementation of the guidance issued by OCSO;
 - Actions and milestones associated with deployment, and tailoring if necessary, of personnel security process training/communications/information module to program and hiring managers; and
 - Actions and milestones associated with executing a component-wide communications campaign to ensure all appropriate security and human capital staff and contractors are aware of the DHS-wide requirement and mitigation strategies. Components must identify communication campaign timelines, vehicles for dissemination, and audiences.

- OCSO will develop an implementation plan for all of the Headquarters Components it serves, e.g., CIS OMB, CNE, CRCL, DND, I&A, IGA, MGMT, NPPD, OGC, OHA, OIG, OLA, OPA, OPS, PLCY, PRIV, S&T, and SEC (including COS, DSEC, and ESEC).

- Component implementation plans are due to DHS Efficiency Review on May 14, 2010.

- Components must begin execution of their implementation plans no later May 14, 2010.

- Components must report the cycle time of the processes associated with security and suitability within the on-boarding process time of the security as part of their ER quarterly reports, beginning with the Q3 FY 2010 quarterly report.

- Components must report the percentage of selectees who do not complete e-QIP within the specified number of days, beginning with the Q3 FY 2010 quarterly report.

- Components must report the percentage of program and hiring managers who have completed the interactive training module on a quarterly basis, beginning with the first full quarter following dissemination of the module.

- Components must report the cost avoidances and time savings that result from eliminating redundancies in the personnel security and suitability processes.

Tracking, Reporting and Controls:

Components will ensure appropriate processes and controls are in place to implement the DHS-wide requirement for selectees to complete e-QIP within a specified number of days, as well as to implement strategies to manage selectees who do not meet the response requirement.

Components will ensure integration of the OCSO-issued guidance. Components will ensure

appropriate processes and controls are in place to ensure program and hiring managers complete the personnel security process trainings disseminated by OCHCO.

Efficiency Review Initiative: Transfer Unused Software Licenses

Initiative: Expand usage of the Department-wide process for transferring unused enterprise software licenses.

Secretary's Intent: To improve DHS' management of software licenses and eliminate unnecessary costs, duplication, and waste.

Technical Lead: Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

- Effective immediately, DHS OCIO will ensure the process documentation for transferring software licenses covered by an Enterprise License Agreement (ELA) is maintained on DHSConnect and regularly updated. DHS OCIO will monitor Component usage of the ELA software transfer process, refine the process as needed, and ensure cost avoidances are achieved.
- Effective immediately, all operational Components and the Management Directorate will nominate their DHS ELA Working Group representatives to serve as the primary point of contact for the DHS ELA software license transfer process. Components are required to send their representative's contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Effective immediately, all Components are required to check the listing of DHS ELA software licenses available for transfer prior to the procurement of additional licenses.
- Components must report cost savings achieved and/or a narrative statement of progress on a quarterly basis, beginning with the Q2 FY 2012 quarterly report.
- On a quarterly basis, Components will review their Component's use of ELA software licenses to determine whether any can be made available for transfer to another Component.
- On an ongoing basis, DHS OCIO will update the DHS-wide listing of software licenses available for cross-Component transfer.
- DHS OCIO will determine the feasibility of cross-Component transfers of software licenses which are not covered by an ELA.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review 60-Day Initiative: Software Licenses

Initiative: *Leverage buying power to acquire software licenses for Department-wide usage*

Secretary's Intent: To leverage the buying power of the entire Department to acquire software licenses, maintenance and support at a reduced cost.

Technical Lead: Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

- Effective immediately, all DHS Components, Directorates, and Offices will not enter into or renew software licensing agreements without the approval of the relevant Component, Directorate, or Office Chief Information Officer, pending formulation of the specific policies and guidance associated with this initiative, in accordance with Management Directive 0007.1.
- All DHS Components, Directorates, and Offices shall only purchase or renew software licenses that are in compliance with the technology architecture as represented in the DHS Technical Reference Model. Further guidance is provided in the enterprise architecture board process guide.
- Once enterprise licenses are in place DHS-wide, all DHS Components, Directorates, and Offices will not use other contracting vehicles to procure software licenses. The enterprise software licenses agreements will become the only vehicle for product-specific licenses.
- OCIO and OPO will negotiate and manage consolidated license enterprise agreements for Department-wide software needs in consultation with and on behalf of all DHS Components, Directorates, and Offices.
- OCIO and OPO will host information workshops to ensure that all DHS Component, Directorate, and Office ordering officers are clear on the terms of the contract and the ordering procedures for each software license enterprise agreement.
- OCIO will provide a listing of targeted software, with projected contract award dates, to allow all DHS Components, Directorates, and Offices an opportunity to develop action plans for renewing or amending existing software contracts.

Tracking, Reporting and Controls:

- DHS CIO/CPO will develop and implement appropriate controls to monitor and manage enterprise agreements before the contract is awarded. Controls will include enrollment numbers for all DHS Components, Directorates, and Offices, per component, license data, savings per unit, and extended savings.

Efficiency Review 30-Day Initiative: Subscription Consolidation

Initiative: *Consolidate subscriptions to professional publications and newspapers*

Secretary's Intent: The Secretary's intent is to consolidate subscriptions to professional publications and newspapers while ensuring employees continue to have access to critical information at the lowest possible cost to the Department.

Technical Lead: Office of the Chief Information Officer (CIO)

Action Directive Guidance:

- Components will appoint a Senior Accountable Official, who, in addition to the Component Head, will ensure that all policy matters and taskers related to consolidation of subscriptions, professional publications, electronic databases, and newspapers described herein and forthcoming will be adhered to and executed immediately.
- In addition, Components will be invited to appoint a representative for this initiative to actively participate in the Working Group and represent the Component on all matters related to subscription consolidation.
- Effective immediately, all subscriptions become DHS restricted purchases. A subscription will require approval or authorization by the senior accountable official prior to purchase.
- All general interest subscriptions, newspapers, and periodicals are subject to cancellation if they are currently available on-line on the DHS Intranet.
- General interest subscriptions and newspapers that are not currently on-line will be shared and not issued to individuals. They will be kept in a public place "library style" so the number of subscriptions can be minimized. This is also intended to reduce mail screening and delivery costs.
- All free subscriptions with an option for electronic delivery will be received electronically to reduce mail screening and delivery costs.
- Subscriptions with a fee will be consolidated through the DHS/CIO Research and Information Services Program Office (FedLink) to allow DHS to make a purchase with volume discounts. This activity will be centrally managed and will be funded through the Department's working capital fund (WCF) beginning in FY2010.
- For mission critical professional or academic publications with a fee, electronic databases that aggregate multiple professional or academic publications will be used whenever possible. This is also intended to reduce mail screening, multiple subscription, and delivery costs.

Tracking, Reporting and Controls: DHS will ensure appropriate controls are in place to approve subscriptions and publications by June 1, 2009. Additionally, Components must ensure proper

controls are in place to monitor the continuation of subscriptions or publications with progress reported on a quarterly basis to the ER Team.

CIO, through the WCF, will monitor and report on subscription costs quarterly with a goal of identifying reductions in subscription costs. Each Component head and Senior Accountable Official will be accountable for ensuring all subscriptions are purchased via the centralized activity versus individual procurements.

Efficiency Review Initiative: Tactical Communications Equipment and Services

Initiative: Establish a DHS-wide sourcing vehicle for the acquisition of tactical communications equipment and services

Secretary's Intent: To leverage DHS' buying power to receive high volume discounts and the lowest price possible when acquiring tactical communications equipment and services

Technical Lead: Office of the Chief Procurement Officer (OCPO) and Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

- Effective immediately, OCPO will begin working with Components to develop a strategically sourced DHS-wide contracting vehicle for tactical communications equipment and services, including establishment of a cross-component Integrated Project Team (IPT), no later than July 2010.
- Components using tactical communications equipment and services will provide a subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- Components will provide their current and future requirements to OCIO Wireless Working Group (WWG) in compliance with OCPO due dates.
- OCIO, through the DHS WWG, will ensure Component current and future requirements are in compliance with DHS and federal policies and directives governing the use of radio spectrum and the deployment of tactical communication systems. The WWG will provide the consolidated department requirements to OCPO.
- OCPO and the IPT will ensure that all applicable requirements from Components' union agreements will be incorporated into the DHS-wide strategically sourced contracting vehicle, in coordination with the DHS Office of the Chief Human Capital Officer.
- Upon establishment of a DHS-wide strategically sourced vehicle for tactical communications equipment and services, all Components are to utilize the DHS-wide contract vehicle whenever most cost efficient and meets mission requirements/needs. OCPO will provide further guidance on the use of the vehicle to Components upon implementation.
- Upon establishment of a DHS-wide strategically sourced vehicle for tactical communications equipment and services, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts

for tactical communications equipment and services to ensure that the most cost effective decision is made.

- Components will develop implementation plans that describe the execution of all elements above and that include actions and milestones associated with executing a component-wide communications campaign to appropriate audiences to ensure awareness and usage of the DHS-wide strategically sourced contracting vehicle. Components must identify communication campaign timelines, vehicles for dissemination, and audiences.
- Component implementation plans are due to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive, and execution should begin immediately thereafter.

Tracking, Reporting and Controls:

Components will ensure compliance with the usage of the DHS-wide strategically sourced contracting vehicle as described in this initiative. OCPO will report a DHS-wide utilization rate and associated cost avoidance on a quarterly basis. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Training Facilities

Initiative: Maximize the usage of DHS training facilities through improved information sharing.

Secretary's Intent: To reduce unnecessary expenditures for the rental of training facilities and streamline existing processes by maximizing the use of DHS training facilities.

Technical Leads: Office of the Chief Human Capital Officer (OCHCO) / Office of the Chief Readiness Officer (OCRO)

Action Directive Guidance:

- Effective immediately, OCHCO / OCRO will establish and chair a cross-Component committee to develop and implement a user-friendly listing of DHS-owned training facilities which will be shared electronically across Components. The listing should include a point of contact for scheduling for each facility, up-to-date information about the facility availability, and a description of facility capabilities including, but not limited to, classroom size, set up, technology access, hours of operation, availability of data centers, storage space, copying machines, and nearby transportation and lodging.
- Effective immediately, Components will nominate a senior training/logistics/facilities subject-matter expert to serve as the primary Component representative on the cross-Component committee. Components are required to send their subject matter expert's contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- The cross-Component committee will conduct a kick-off meeting no later than 20 working days from the date of issuance of this Action Directive.
- Components will provide information on their training facilities in compliance with due dates established by the cross-Component committee.
- The cross-Component committee will complete data collection for the listing of DHS facilities no later than December 2012.
- The cross-Component committee will coordinate with DHS OCIO to electronically post the listing of DHS training facilities. The listing must be accessible by all DHS Components. The cross-Component committee will define and develop all processes needed to support and maintain the listing, and all associated roles and responsibilities.
- The cross-Component committee must report a narrative statement of progress on a quarterly basis to the DHS Efficiency Review, beginning with the Q1 FY 2013 quarterly report.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review 30-Day Initiative: Employee Travel and Conferences

Initiative: *Eliminate non-mission critical travel; maximize use of conference calls and web-based training and meetings*

Secretary's Intent: The Secretary's intent is to ensure DHS operates in the most economical and efficient manner possible. Specifically, every effort should be made to conduct meetings, conferences, and training using the least costly method to the government. DHS will ensure all travel is essential in carrying out its mission and will make every effort, using means such as conference calls, local area events, and web-based communications, to reduce costs to the government.

Technical Lead: Office of the Chief Financial Officer (CFO)

Action Directive Guidance: Efficiency Review and Employee Travel

Background: Every effort should be made to conduct meetings, conferences, and training using the least costly means to the government such as using conference calls, web-based communication and training, and participating in local area events. This Action Directive has been updated to reflect the Department's most current guidance on conferences.

Conferences, meetings, and training should be conducted by the most cost effective means available to achieve required results, such as using web-based tools, conference calls, and local area training. Component Senior Financial Officers, or his or her designee, are responsible for establishing controls to ensure only mission critical travel is approved and cannot be achieved by a less expensive method. In addition to the senior financial officer, each Component Head will be accountable for ensuring all travel is mission-critical and costs are minimized to the greatest extent possible.

Reimbursement of Travel Expenses: Employees shall not solicit reimbursement of travel expenses from non-Federal sources to minimize costs to the government. Consistent with Government-wide policy, the Department may accept offers of reimbursement of travel expenses from non-Federal sources for the official travel of government employees who give presentations or serve as panel members during a meeting, seminar, conference, or similar gathering. Prior to accepting any such offers, they must be reviewed and approved by the government ethics official as well as appropriate employee supervisors and travel authorities.

Premium Class Travel Approval: The Secretary is the only official in DHS who may approve the use of first-class travel accommodations, with the exception of the Director of the U.S. Secret Service, who may approve first-class travel when necessary to protect an individual who is traveling first-class. The Component Heads of the seven operational components, the DHS General Counsel, the Director of the Federal Law Enforcement Training Center, and the Inspector General may approve the use of business-class travel only when coach travel is not available or for reasons allowed by the Federal Travel Regulations, such as a medical waiver for a disability. If a flight exceeds 14 hours and an employee has the option to travel by coach and arrive a day before meetings begins, the employee should seek to travel a day earlier at a lower

cost. For additional guidance, please see Chapter 7 of the Financial Management Policy Manual. The Under Secretary for Management (USM) will review and approve all other business class travel requests for the Department. Additional guidance regarding the approval and use of business-class travel will be provided by the USM.

Local Travel: Travel within a 50-mile radius of a person's permanent place of work is considered local travel. If employees attend a conference or training within this area, they will not be reimbursed for meals and lodging unless a collective bargaining agreement provides for the payment. Employees who travel more than 50 miles to a training or conference are not entitled to reimbursements for meals and lodging unless they have temporary duty (TDY) travel status as defined by Section 7.2 of the FMPM.

Conferences

Conference Definition: A conference is a prearranged gathering, with a formal agenda, held for presentation, consultation, discussion and/or exchange of information on a common purpose or topic. A conference may take the form of a retreat, convention, training, exercise, seminar, symposium, or workshop. A conference, as defined in Financial Management Policy Manual (FMPM) Section 7.10, is not a routine or regular meeting.

Conference Approval Authority: Components must obtain proper approval for all conferences prior to obligating funds or entering into any agreement that plans or supports a conference. The approval authority is determined by the estimated total cost to DHS of the conference. When determining the approval threshold, DHS Components must consider all estimated expenditures for travel, space, meals and refreshments, planning services used, and any other conference-related costs.

All conferences, conference-like events, and training to be held outside the contiguous United States require the Deputy Secretary's approval, except when held within the state or territory where the majority of the participants are stationed.

- A Component senior financial officer may approve conferences whose estimated net cost does not exceed \$10,000.
- Components must obtain the Deputy Secretary approval for all conferences where the proposed estimated net cost exceeds \$10,000.
- Any single conference with an estimated net cost exceeding \$500,000 requires approval from the Secretary. These events will be considered for approval only if exceptional circumstances exist whereby the proposed event is the most cost-effective option to achieve a compelling, mission-critical outcome.

Approval Process: DHS Components must submit a complete approval package when seeking approval of a conference from the Deputy Secretary. Components must follow the conference approval process guidelines specified in FMPM Section 7.10.1, "Conference Controls." Every Component's senior financial officer will establish conference approval processes consistent with this guidance for conferences with a net cost of \$10,000 or less.

Conference Planning: DHS Components must confirm that physical co-location of Federal employees in a conference setting is a necessary and the most cost-effective means to carry out the DHS mission before moving forward with conference planning activities. There may be limited circumstances where physical co-location remains necessary. However, DHS Components should begin their reviews by presuming that physical co-location as part of a conference is not required in the majority of cases, and should consider low-cost alternatives such as video conferencing and Web-based training as alternatives to physical co-location.

DHS conferences and related activities must be conducted as efficiently and cost-effectively as possible. Therefore, DHS Components will consider the following when planning conferences, and will demonstrate that consideration in all conference approval requests, whether at the Component or Headquarters level.

- DHS Components will make every effort to hold a conference in the most cost-effective location that is within the locality of the majority of the attendee's duty location.
- DHS Components will make every effort to use Government-owned or Government-provided conference facilities and will use privately owned space only if appropriate Government-owned space is unavailable.
- DHS Components planning nationwide conferences will conduct a cost comparison of a minimum of three location and facility alternatives and provide the results with their approval requests. When conducting a cost comparison, one of the three locations must be within the locality of the majority of the attendees' duty location.
- Each full day of the conference should be scheduled for at least 8 working hours of conference activities. In cases where a block of time for travel is allocated to first and last days of the conference, this must be captured in the proposed schedule/agenda.
- DHS Components will limit the use of invitational travel. Should invitational travel be critical to the mission of the conference or required by statute, DHS Components will submit justifications along with the conference approval request.
- DHS Components will make every effort to reduce costs associated with A/V equipment rental and printing. The Under Secretary for Management will develop a plan to explore the cost effectiveness of purchasing equipment to use at all events in the National Capitol Region.
- DHS Components will not provide meals or refreshments—to include limited beverage service of coffee, tea and non-bottled water—without the approval of Component counsel. Components will only be granted this approval under extraordinary circumstances and with a proper justification.
 - 1) DHS Components may provide food and/or refreshments only to Federal or authorized invitational travel personnel, and only with Component counsel approval. All food and/or refreshment expenditures must be within per diem limits for a given locale and should be deducted from the participants' per diem reimbursement.
 - 2) Components will seek 100% reimbursement for any food or refreshments provided to other individuals.

Conference Reporting: Each quarter, DHS Components will report to the DHS CFO the total expenditure for every conference hosted that quarter. The report is due to the DHS CFO no later than 45 calendar days after the end of each quarter. Each quarter, Components will report conference-related cost avoidances to the DHS Efficiency Review no later than 30 calendar days after the close of the quarter.

Contracting Practices: DHS Components will comply with the Federal Acquisition Regulation and the Homeland Security Acquisition Manual (HSAM) when obligating funds in support of a conference or conference-like activity.

- DHS Components will not make promises of any future contracts or favorable consideration for future contracts to any hotel, conference facility, or conference service provider.
- The Federal government is prohibited from paying a gratuity to conference facilities.
- DHS Components will not expend funding on any mementos associated with the conference unless they were clearly and distinctly specified on the Conference Activity Form submitted in the conference package and are critical in achieving the conference goals and objectives.
- Offers from contractors or other non-Federal participants to provide mementos or give-away items of any kind—including tote bags, lanyards, note pads, pens, water bottles, and similar items—are gift offers and may not be accepted without prior concurrence from the DHS or Component ethics office and the Head of the Contracting Agency (HCA).
- Contractor logos cannot be displayed on any conference materials or information, including the conference website and registration page. If a contractor is managing the registration, the website must appear to the viewer as a DHS website and not a contractor website to avoid the appearance to the public that the contractor is sponsoring or co-sponsoring the conference.
- Offers from vendors or others to provide facilities, meals, or other services or products are typically gifts to the Department and may not be accepted without prior concurrence from the DHS or Component ethics office and the HCA.

Venue Practices: When lodging is also part of a conference, DHS employees will not accept complimentary room upgrades unless the upgrades are offered due to capacity limitations of the original rooms, are provided on a first come, first served basis as part of the normal commercial practice, and would be offered to any member of the public. DHS employees will not accept room rates below the government rate at the conference facility for the week before and the week after the conference unless the rate is available to the public. DHS employees will not accept free or reduced-price benefits that are not available to all conference attendees. Components may only enter into agreements, including no-cost agreements, with conference planners or facility providers through the normal procurement process. Further, Components should use conference planning services only in exceptional circumstances and only when such services are not available within the Department.

Tracking, Reporting and Controls: Components will develop appropriate implementation plans to ensure proper controls are in place to fund and approve mission critical travel, and report on their control plans by December 31, 2012. Working with Components, DHS will monitor and

report on reduction in travel costs. On a quarterly basis, Components will report travel and conference cost avoidances to the DHS Efficiency Review.

The DHS Chief Financial Officer will review the results of the quarterly cost avoidance reporting to ensure the data and justifications are reasonable, complete, and meet the intent of this directive and the definition of mission-critical travel.

Efficiency Review Initiative: Use-of-Force Training Facilities

Initiative: Identify DHS-wide solutions for the limited availability of operational briefing, rehearsal and staging areas and use-of-force training facilities.

Secretary's Intent: To improve access for DHS employees to operational briefing, rehearsal and staging areas and use-of-force training facilities and enhance cross-Component collaboration and coordination for law enforcement operations and use-of-force training.

Technical Lead: Customs and Border Protection (CBP)

Action Directive Guidance:

- Effective immediately, CBP will establish and chair a cross-Component committee to develop and implement recommendations for near and longer-term solutions for DHS employees' increased access to facilities for operations, agency mandated qualifications and demonstration of proficiency requirements, and in-service use-of-force training requirements.
- Effective immediately, Components with employees who must maintain Component-specific firearms qualifications will nominate a senior subject-matter expert to serve as the primary Component representative on the cross-Component committee. Components are required to send their subject matter expert's contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- The cross-Component committee will conduct a kick-off meeting no later than 20 working days from the date of issuance of this Action Directive.
- The Weapons and Ammunition Commodity Council (WACC) will coordinate with the cross-Component committee to ensure that the committee's proposals are consistent with WACC's plans and activities, as well as with DHS policies, standards, and best practices.
- Effective immediately, the cross-Component committee will begin development of proposals for near-term solutions for DHS employees' increased access to facilities for operations (operational briefing, rehearsal and staging areas), agency mandated qualifications and demonstration of proficiency requirements, and in-service use-of-force training requirements.
 - By no later than September 2012, the cross-component committee will identify existing DHS facilities which are not being fully utilized and disseminate this information among committee-member Components to increase utilization;
 - By no later than September 2012, the cross-component committee will initiate discussions with military installations and other federal agencies to establish agreements for DHS use of their facilities;
 - The cross-component committee will identify geographic locations in which there is a significant, unmet, and immediate demand for firearms facilities and develop a proposal for near-term solutions, such as the use of "modular ranges" which are mobile firearms ranges. The proposal must be submitted to the DHS Efficiency Review and DHS leadership for review and decision no later than December 2012.
- The cross-Component committee will assess use-of-force training facilities across the Department to develop a strategic vision and plan for addressing access to facilities for operations (operational briefing, rehearsal and staging areas), agency mandated qualifications

and demonstration of proficiency requirements, and in-service use-of-force training requirements through medium and long term solutions.

- The cross-Component committee will also be responsible for developing a proposal for establishing DHS Component Collaboration Centers (CCCs). It is envisioned that these centers will be utilized by multiple Components and will serve as operational briefing, rehearsal and staging areas and training sites for qualifications and in-service use-of-force training requirements.
- These proposals will include options for design and implementation, timing/schedule, required resources, and recommendations for organizational ownership. The assessment of DHS capabilities and the proposal for establishing DHS CCCs must be submitted to the DHS Efficiency Review and DHS leadership for review and decision no later than March 2013.
- The cross-Component committee must report a narrative statement of progress on a quarterly basis to the DHS Efficiency Review, beginning with the Q2 FY 2012 quarterly report.

Tracking, Reporting and Controls:

Components will ensure compliance with all elements stated in the Action Directive. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Web Systems Optimization

Initiative: Develop and execute a customer-focused strategy for web-content management and web-hosting services for all DHS public-facing¹ websites

Secretary's Intent: To streamline customer access to DHS services, improve DHS web content management and reduce costs by establishing a strategy for web-content management and web-hosting services through consolidation and centralized hosting of DHS public-facing websites.

Technical Lead: DHS Office of Public Affairs (OPA) and DHS Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

- Effective immediately, the DHS Office of Public Affairs (OPA) and the Management Directorate, Office of the Chief Information Officer (OCIO), will establish a DHS Web governance framework, comprised of a Web Council and a Web Executive Steering Committee. Together these bodies will be responsible for the development and execution of a customer-focused strategy for web-content management and web-hosting services for all DHS public-facing websites.
 - The Web Council will be chaired by DHS OPA's Director of Web Communication and will be comprised of web-management experts from across the Department. The Council will be charged with developing the web content-management and hosting-services strategy. Upon Web Executive Steering Committee approval, the Council will commence execution of the web strategy. The Web Council will promote best practices² for effective, customer-focused web-content management throughout the Department.
 - The Web Executive Steering Committee will be co-chaired by senior leadership from DHS OPA and OCIO and will be comprised of Operational Components' public-affairs and information-technology senior leadership. The Web Executive Steering Committee will set direction and goals for the Web Council and the DHS public-facing web program, establish long-term web-management policy, and address any cross-functional issues raised by the Web Council.
- Within five working days of the issuance of this Action Directive, all Operational Components will nominate one senior-level web management expert from the Component's public affairs unit and one senior-level representative from the Component's IT unit to serve on the DHS Web Council. Support (headquarters) Components may nominate representatives but are not required to do so.
- Within five working days of the issuance of this Action Directive, each Operational Component will nominate its public affairs lead and its information technology lead to serve on the Web Executive Steering Committee.

¹ Public-facing sites subject to this action directive include any civilian DHS-owned and operated site that is accessible without login, including sites with some segments that do require login. This does not include social media sites owned and operated by a third party, e.g., Facebook, Twitter, etc.

² Best practices will be consistent with those identified by influential communities of practice, such as the Federal Web Managers Council.

- Within 10 working days of the issuance of this Action Directive, DHS OPA and OCIO leads will issue a charter establishing the Web Executive Steering Committee and the DHS Web Council.
- Within 15 working days of first DHS Web Council meeting, DHS OPA and OCIO will issue a data call regarding the scope of all component public-facing websites and the technology and resources supporting them. All Operational and Support (headquarters) Components will supply requested information to the DHS Web Council within 30 days of the issuance of the data call.
- Once the Web Executive Steering Committee has approved the web content-management and hosting-services strategy for DHS public-facing websites, the Web Council will develop, and the Web Executive Steering Committee will issue, implementation requirements and a timeline with milestones for all DHS Components.
- All DHS Components will comply with the implementation requirements and timeline issued by the Web Executive Steering Committee, including the decommissioning of selected sites as content is strengthened and streamlined and DHS prioritizes its investments in its overall web operations. To remain operational, owners of URLs not scheduled to move to the new web-content and hosting-services platform may seek a continuation waiver from DHS OPA, in consultation with OCIO as necessary; sites not in alignment with the overall strategy or issued a waiver will be decommissioned.
- Effective immediately and until the Web Executive Steering Committee issues the implementation requirements and timeline for the communication and content-management strategy and the enterprise Web-hosting solution for DHS public-facing websites, there is a moratorium on new spending to acquire web content management technology or hosting solutions. Additionally, before initiating any significant spending to enhance legacy systems, Operational and Support Components must coordinate with the DHS Web Council. Routine operations and maintenance expenses are excluded from the moratorium.
- The DHS Web Council will establish metrics to assess improvements to customer service and/or DHS web content management and to quantify cost avoidances, and the metrics developed will be reviewed and approved by the Web Executive Steering Committee. Once the metrics are approved, Components will be responsible for reporting on these metrics on a quarterly basis to DHS Efficiency Review.

Tracking, Reporting and Controls:

Components will ensure compliance with all aspects of the Action Directive as described in this initiative. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Web-Based Notifications for Seized Property

Initiative: Establish a system and supporting processes for posting all notifications of seized property pending forfeiture online rather than in print media.

Secretary's Intent: To reduce costs and increase public access to notifications of seized property pending forfeiture by posting such notices online.

Technical Lead: U.S. Customs and Border Protection (CBP)

Action Directive Guidance:

- Effective immediately, CBP will establish and chair a working group, comprised of representatives from Components that issue notifications of seized property, to develop, deploy, and disseminate a web-based system, and associated policies and procedures, for posting online in lieu of advertising through print media, DHS notices of property seized with the intent to forfeit and sell or otherwise dispose of such property.
- Effective immediately, CBP, on behalf of DHS, will lead coordination efforts with the Department of Justice to leverage technology systems in place or under development, as well as legal resources, for the web-based posting of notifications of seized property pending forfeiture.
- Within five working days of the issuance of this Action Directive, all Components that issue notifications of seized property will nominate one senior-level subject matter expert to serve on the working group.
- Within five working days of the issuance of this Action Directive, the Office of the General Counsel will nominate one senior-level regulatory subject matter expert to assist CBP and other DHS Components, as appropriate, in modifying existing regulations to enable web-based posting of notifications of seized property pending forfeiture.
- Within five working days of the issuance of this Action Directive, the Office of the Chief Information Officer, Management Directorate, will nominate one senior-level information technology subject matter expert to assist the working group to enable web-based posting of notifications of seized property pending forfeiture.
- Within 20 working days of the issuance of this Action Directive, the working group will issue an implementation plan for transitioning to web-based notifications of seized property pending forfeiture. The implementation plan will include milestones, key deliverables, and projected cost avoidances.
- All DHS Components that issue notifications of seized property pending forfeiture will comply with the implementation requirements and timeline issued by the working group.
- The working group will establish metrics to assess process improvements and customer access and to quantify cost avoidances. Once the metrics are approved, Components will

be responsible for reporting on these metrics on a quarterly basis to DHS Efficiency Review.

Tracking, Reporting and Controls:

Components will ensure compliance with all aspects of the Action Directive as described in this initiative. Component Heads will be accountable for complying with this Directive.

Efficiency Review Initiative: Wireless Communication Devices and Services

Initiative: Establish a DHS-wide sourcing vehicle for the acquisition of wireless communication devices and services

Secretary's Intent: To leverage DHS' buying power to receive high-volume discounts and the lowest price possible when acquiring wireless communication devices and services

Background: For purposes of this Action Directive, "Wireless Communication Devices" are defined as wireless Internet access cards, smart phones (e.g., Blackberries), and cell phones. "Services" includes airtime.

Technical Lead: Office of the Chief Procurement Officer (OCPO) and Office of the Chief Information Officer (OCIO)

Action Directive Guidance:

- Effective immediately, OCPO will begin working with the Components to develop a DHS-wide strategically sourced contracting vehicle for wireless communication devices and services, including establishment of a cross-component Integrated Project Team (IPT) no later than July 2010.
- Components will provide their requirements for wireless communication devices and services to the OCIO in compliance with OCPO due dates.
- Components will provide a subject-matter expert and an acquisition representative to the IPT by sending their contact information to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive.
- OCIO will coordinate with the IPT to ensure that the Components' wireless requirements are consistent with DHS policies, standards, and best practices.
- OCPO and the IPT will ensure that all applicable requirements from Components' union agreements will be incorporated into the DHS-wide strategically sourced contracting vehicle, in coordination with the DHS Office of the Chief Human Capital Officer.
- OCPO will coordinate with the Federal Strategic Sourcing Initiative to determine if the Federal BPA will be available to meet the DHS requirement.
- Upon establishment of a DHS-wide strategically sourced vehicle for wireless communication devices and services, all Components are to utilize the DHS-wide contract vehicle when most cost efficient and when meeting mission requirements/needs. OCPO will provide further guidance on the use of the vehicle to Components upon implementation.
- Upon establishment of a DHS-wide strategically sourced vehicle for wireless communication devices and services, Components must consider the cancellation fee before terminating any existing purchase card orders or contracts for wireless

communication devices and services to ensure that the most cost effective decision is made.

- Components will develop implementation plans that describe the execution of all elements above and that include actions and milestones associated with executing a component-wide communications campaign to appropriate audiences to ensure awareness and usage of the DHS-wide strategically sourced contracting vehicle. Components must identify communication campaign timelines, vehicles for dissemination, and audiences.
- Component implementation plans are due to DHS Efficiency Review no later than 10 working days from the date of issuance of this Action Directive, and execution should begin immediately thereafter.

Tracking, Reporting and Controls:

Components will ensure compliance with the usage of the DHS-wide strategically sourced contracting vehicle as described in this initiative. OCPO will report DHS-wide utilization rate and associated cost avoidances on a quarterly basis. Component Heads will be accountable for complying with this Directive.

Initiative: *Conduct an assessment of the number of full-time and part-time employees and contractors to better manage the DHS workforce.*

Secretary's Intent: The Secretary's intent is to ensure DHS operates in the most economical and efficient manner possible. Specifically, DHS will conduct a series of comprehensive assessments of organizational resources to determine the most effective balance of contractors and federal employees while maintaining appropriate oversight.

Technical Lead: Office of the Chief Procurement Officer (CPO)

Action Directive Guidance:

- Effective immediately, CPO will coordinate with all Heads of the Contracting Activities to ensure that any proposed contract award or option exercised for professional services does not include inherently or nearly inherently governmental requirements, personal services, or impact core functions that must be performed by federal employees.
- Effective immediately, all professional services contracts with an annual value of \$1-50 million will be reviewed by the cognizant Head of the Contracting Activity. The program office will also provide a ratio of federal employees to contractors to demonstrate there are sufficient federal employees within the organization to provide adequate direction and oversight to the service contractor.
- Effective immediately, all professional services contracts with an annual value over \$50 million will be reviewed by the Component Acquisitions Executive with concurrence by the Chief Procurement Officer to ensure that any proposed contract award or option exercised for professional services does not include inherently or nearly inherently governmental requirements, personal services, or impact core functions that must be performed by federal employees.
- All DHS Components, Directorates, and Offices will review their current service contract workload to determine whether (a) any work can and should be justified for conversion as inherently or nearly inherently governmental, (b) any work should be justified for conversion to in-house performance by federal employees in order to maintain a minimum residual core capability, or (c) any contract work costs appear excessive. If any one or all of these criteria exist, the Component shall submit, by July 3, 2009, a list of such activities by contract number, function, location, full-time equivalent (FTE) and associated justification for review and approval to the Office of the Chief Procurement Officer.
- Following the completion of the workforce assessment, the Office of the Chief Procurement Officer and the Office of the Chief Human Capital Officer (CHCO) will issue policies regarding the actions needed to achieve the most effective and balanced workforce of contractor and federal employees while maintaining appropriate management and oversight.
- All DHS Components, Directorates, and Offices will conduct reviews of the total workforce, in accordance with CPO/CHCO requirements, to determine the proper and cost-

effective balance of contractor and federal resources in the performance of mission and mission support requirements.

Tracking, Reporting and Controls:

- CPO/CHCO/Components will ensure that appropriate controls are in place to identify the number of federal employees and contractors by function.
- All DHS Components, Directorates, and Offices will submit a quarterly report reflecting their progress toward implementing the most effective balance of contractors and federal employees.
- All DHS Components, Directorates, and Offices Heads will be accountable for ensuring that no proposed contract award or option exercised for professional services includes inherently or nearly inherently governmental requirements, personal services, or impacts core functions that must be performed by federal employees.

Efficiency Review 120-Day Initiative: Workforce Retention

Initiative: *Establish a plan to ensure the DHS workforce has employees sufficient in number and skill to deliver our core mission.*

Secretary's Intent: To ensure DHS can fulfill its critical mission by maximizing and enhancing retention efforts.

Technical Lead: Office of the Chief Human Capital Officer (OCHCO)

Action Directive Guidance:

- Effective immediately, all Components must identify and evaluate existing strategies/programs to retain employees, including career progression and development programs (e.g., Individual Development Plans, tuition reimbursement, mentoring, intern programs, and certifications).
- Effective immediately, all Components will identify positions with the highest turnover and major competency/skill gaps impacting the delivery of DHS' mission.
- Effective immediately, all Components will appoint a representative to participate on a subcommittee of the Human Capital Leadership Council that will review Component best practices, and model programs (such as those designed to reduce high attrition in front-line positions) and develop DHS-wide policies and programs to improve employee retention and address major competency/skill gaps impacting the delivery of DHS' mission.
- Upon issuance of policies and programs from CHCO, all Components will fully implement employee retention and career progression and development initiatives.

Tracking, Reporting and Controls:

Components will ensure appropriate controls are in place to implement new or revised strategies and processes regarding employee retention, career progression and development. Components will monitor and report on the baseline metrics. Component Heads will be accountable for complying with this Directive.