

## **Strategic Approach to Selection of Competitive Sourcing Study Areas**

The competitive sourcing process is designed to produce efficiency and performance improvement in government commercial operations through competition with the private sector. In the critical decision of which activities to study, the Bureau of Land Management (BLM) needs to limit the negative impact on its mission and workforce while increasing the positive impact on its efficiency and performance. To this end, the BLM has designed a strategic approach for selecting and scheduling Federal Activities Inventory Reform Act code B commercial activities for competitive sourcing studies. This approach will help the BLM protect its mission, align competitive sourcing with workforce planning needs, and ameliorate the high cost of studies by focusing on activities with a likelihood of cost savings. Commercial activities within the BLM will be analyzed using the following questions:

### **I. Workforce Planning**

Will this work be necessary in the future?

Are there problems recruiting or retaining the skills needed to accomplish this work?

To meet future demands, will it be necessary to include employees and contractor support?

Is this activity legacy dependent, i.e., could the BLM suffer an irretrievable skill loss?

Can we still grow future leadership in this area?

Can we maintain a base level of expertise into the future?

Is a significant percent of the workforce eligible for retirement?

What is the percent of staff from underrepresented groups?

### **II. Business Needs**

Are there good business reasons to assess the efficiency of this function?

Is this activity revenue-generating?

Does the workload fluctuate?

Is technology changing the way this activity is performed?

Are there problems achieving expected results within budget?

Is there historical evidence of cost escalation for this work?

What are the costs/benefits of studying this work?

Can we predict savings as a result of a competitive study?

Is there an actual return on investment, i.e., do the benefits outweigh the cost of achieving them?

What are the risks to our mission?

Is this activity mission critical?

Is this activity inextricably linked to mission critical work?

Risks related to potential contracting of this activity:

Are there a sufficient number of contractors in the market place to maintain a healthy and cost-effective competition over time?

Is there historical evidence of successful contracting for this work?

Is there historical evidence of cost escalation in contracts for this work?

Are there integrity costs involved in potentially contracting out this work?

### **III. Study Considerations**

Are there major systems or process changes currently scheduled by the Department of the Interior (DOI) or by the BLM?

Will the characteristics of the work itself make a competitive sourcing study easier or more difficult? For example:

Is the workload cyclical, i.e., is it based on economics or is it customer driven?

Is the work performed in a centralized location or is it geographically dispersed?

Is the work performed as a discreet business activity--can we bundle it rationally?

Do contractors currently perform some of this work?

Does the function have workload data, quantifiable outputs, and agency or industry performance standards?

Is the work heavily integrated with Inherently Governmental or other functions?

Can we coordinate or benefit from other agency studies in this area? For example:

Is the Forest Service or a DOI Bureau studying this function? When?

Have there been recent studies done by civilian agencies?