



U.S. General Services Administration

Millennia Past Performance Survey Summary Report

- ✓ **Responsiveness**
- ✓ **Quality**
- ✓ **Technical**
- ✓ **Overall Satisfaction**
- ✓ **Cost**
- ✓ **Effort**
- ✓ **Recommendation**
- ✓ **Timeliness**
- ✓ **Cooperation**

**MILLENNIA
PAST PERFORMANCE SURVEY
SUMMARY REPORT
FOR
CONTRACT BASE PERIOD**

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MILLENNIA PAST PERFORMANCE ANALYSIS
CONTRACT BASE PERIOD

MILLENNIA CONTRACT

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EXECUTIVE SUMMARY

The performance of the Millennium Industry Partners is a matter of utmost interest to both GSA and its clients. A high level of performance is expected, essential, and very critical to the continued contract integrity and viability of the Millennium Program.

Pursuant to FAR 42.15 - Contractor Performance Information and in keeping with the dedication to continuous improvement, this survey was conducted to evaluate the past and present performance of the Millennium GWAC Contractors.

The Past Performance Survey questionnaire was solicited via e-mail with an Internet response. The survey architecture was two-tier in form to the extent that it solicited input from both Internal and External Clients. Internal Clients, for the purpose of the survey are the GSA value-add IT professionals, and External Clients are those End-User Project Managers in Agencies, where Millennium tasks are in place. The survey was designed to take very little time to complete and requested information on the following nine categories: Timeliness, Response, Quality, Cost, Technical, Cooperativeness, Recommendation, Effort, and Overall Satisfaction.

A total of 79 Millennium projects were surveyed with 158 surveys being solicited. There were 28 External Client responses for the 79 External Client surveys solicited, which is a 35.4% response rate for the External Client tier. For Internal Clients, there were 12 Internal Client responses for the 79 Internal Client surveys solicited, which is a 15.2% response rate for the Internal Client tier. The combined response rate for both Internal and External Clients was 25.3% for the 158 Millennium Task Orders Surveys solicited.

The following are the categories used to survey the past performance of the Millennium Companies. The overall scores across all nine firms appears below:

Timeliness	3.88
Response	4.02
Quality	3.97
Cost	3.68
Technical	4.05
Cooperation	4.18
Recommendation	4.00
Effort	4.05
Overall Satisfaction	3.95
Overall Average Score	3.97

Overall, 90% of the individual line item responses were favorable (i.e., ranging from Satisfied to Very Satisfied).

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INTRODUCTION

Program History

The Millennium Contract is a Government-Wide Acquisition Contract (GWAC) Program, which fulfills the Federal Government's demand for large system integration and development projects by providing Information Technology (IT) services in a timely and cost-effective manner. The Millennium Contracts are Multiple Award, Indefinite Delivery Indefinite Quantity (IDIQ) Contracts accessible on a worldwide basis.

The General Services Administration, Federal Technology Service, awarded the Millennium GWAC to twelve (12) firms on April 28, 1999. Due to corporate acquisitions, mergers, and one contract cancellation; the following changes have occurred since the original award of the Millennium GWAC: DynCorp Systems and Solutions, LLC became a wholly-owned subsidiary of Computer Sciences Corporation (CSC); OAO Corporation became a wholly-owned subsidiary of Lockheed Martin Services, Inc.; Northrop Grumman acquired PRC, Inc. and Logicon, Inc.; and Boeing Information Services, Inc. cancelled.

On October 1, 2003, the Millennium Contract Administration and Program Management were transferred to the Enterprise GWAC Center, Pacific Rim Region in San Diego, California.

Industry Partners

The contractors listed below comprise the cadre of current Millennium Program Industry Partners. Presently, there are nine (9) firms contracting under the Millennium GWAC.

<u>Contractor</u>	<u>Contract Number</u>
Booz, Allen & Hamilton, Inc.	GS00T99ALD0202
Computer Sciences Corporation (CSC)	GS00T99ALD0203
DynCorp Systems and Solutions, LLC	GS00T99ALD0204
Lockheed Martin Services, Inc.	GS00T99ALD0205
Northrop Grumman Information Technology, Inc.	GS00T99ALD0206/207*
Raytheon Technical Services, Inc.	GS00T99ALD0209
Science Applications International Corporation (SAIC)	GS00T99ALD0210
Systems Research and Applications Corporation (SRA)	GS00T99ALD0211
Unisys Corporation	GS00T99ALD0212

*Due to the acquisitions of Litton PRC, Inc. and Logicon, Inc., by Northrop Grumman Information Technology (IT), Inc., a single company with a single accounting system and single Tax Identification Number now holds both contracts GS00T99ALD0206 and GS00T99ALD0207. Accordingly, all responses received under these two contract numbers are reported as Northrop Grumman IT in this report.

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Program Metrics

The following metrics were applicable to the Millennia GWAC as of December 30, 2003:

- Total Number of Millennia Program Client Agencies: **16**
- Total Number of Millennia Task Orders: **79**
- Total Amount of Millennia Task Order Obligations: **\$2.42 Billion**
- Total Amount of Millennia Task Orders Awarded: **\$6.72 Billion**

Millennia Client Agencies

Top 5 Millennia Client Agencies:

<u>CLIENT</u>	<u>TOTAL OBLIGATIONS</u>
Department of the Navy	\$639 Million
Department of Justice	\$338 Million
Department of Defense	\$337 Million
Department of the Army	\$294 Million
Department of the Air Force	\$173 Million

Purpose of Survey

The Millennia Past Performance Survey serves a variety of functions. These functions include:

- 1) Satisfying the contract administration requirement of Federal Acquisition Regulation (FAR) 42.15 - Contractor Performance Information - for the recording and maintaining of contractor performance information;
- 2) Fulfilling the General Services Acquisition Manual (GSAM) Subpart 542.15 - Contractor Performance Information - requirement for the systematic collection and maintenance of contractor performance information;
- 3) Complying with the Office of Federal Procurement Policy (OFPP) "Best Practices for Collecting and Using Current and Past Performance Information (May 2000);
- 4) Providing information critical to justifying the exercise of the contract option period; and
- 5) Facilitating the collection obtaining information inherent to the organizational goal of continuous improvement.

The collection and use of such information provides significant benefits. It enhances the Government's ability to predict both the performance quality and customer satisfaction. It also provides a powerful incentive for current contractors to maximize performance and customer satisfaction.

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It is important to note that the survey was performed prior to the exercise of the option period in order to conclude that the contractors under the Millennia GWAC met or exceeded the Government's expectation for quality performance.

The survey respondents included a wide-range of clients, as shown below:

- Air Force Space and Missile System, Los Angeles, CA
- Alcohol and Tobacco Tax and Trade Bureau, Washington, DC
- Army Engineering Research and Development Center, Vicksburg, MI
- Army Personnel Transformation Task Force, Washington, DC
- Coast Guard Operations System Center, Martinsburg, WV
- Defense Information Systems Agency, Falls Church, VA
- Defense Logistics Information Service, Battle Creek, MI
- Department of Defense, Linthicum, MD
- Department of Homeland Security, Washington, DC
- Department of State, Fairfax, VA
- Environmental Protection Agency, Washington, DC
- Federal Bureau of Investigation, Washington, DC
- General Accounting Office, Washington, DC
- Missile Defense Agency, Washington, DC
- National Aeronautics and Space Administration, Hampton, VA
- Naval Air Warfare Center, China Lake, CA
- Naval Sea Systems Command, Corona, CA
- Naval Research Laboratory, Washington, DC
- Office of the Deputy Chief of Staff, United States Army Europe
- Office of Secretary of Defense, Washington, DC
- Puget Sound Naval Shipyard, Bremerton, WA
- Space and Naval Warfare Systems Command, San Diego, CA
- Under Secretary of Defense, Arlington, VA
- Washington Metropolitan Area Transit Authority, Washington, DC

Following the survey, the Millennia GWAC Team debriefed all nine Industry Partners in person and/or via teleconference. The Industry Partners were provided a summary report of their survey scores and were given an opportunity to submit comments to the Procuring Contracting Officer (PCO) regarding their firm's scores. A modified summary report, excluding specific Industry Partner data will be posted to the GSA website (www.gsa.gov/millennia) and made available to the public.

During the corporate debriefs, discussions centered on a continuous improvement plan for the future, as well as placing even greater emphasis on areas of particular strengths. For those projects where performance was found to be in need of attention and improvement, follow-up meetings were scheduled with appropriate points of contact.

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Key Results

Overall Average Score for all Industry Partners: **3.97**¹

Overall² Survey Response Rate: **25.3%**

The charts and analyses on the following pages and in the attached appendices serve to further describe and explain the specifics surrounding this performance survey.

¹ Score based on a 5-point scale.

² Overall Survey Response Rate includes both External and Internal Responses to the total surveys solicited.

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DESIGN AND METHODOLOGY

A requirement of the Federal Acquisition Regulation (FAR) is that the PCO measure the performance of the Millennium GWAC Contractors. The FAR, Part 42.15 requires the PCO to request agencies to evaluate contractor performance, record and maintain performance information, and ensure that the contractors conform to contract requirements.

The Past Performance Survey for base period of Millennium GWAC was designed to be all encompassing. The architecture of the survey was two-tier in form to the extent that it solicited input from both Internal and External Clients. Internal Clients, for the purpose of the survey are the GSA value-add IT professionals, and External Clients are those End-User Project Managers in Agencies, where Millennium tasks are in place.

Pursuant to FAR 42.15 and in keeping with the dedication to continuous improvement, this survey was conducted to evaluate the past and present performance of the Millennium GWAC Contractors. A web-enabled survey questionnaire was utilized for this study. The study was conducted using Web Surveyor, a commercial off-the-shelf ("COTS") web-based survey software product.

The survey questionnaire was solicited via e-mail to all Millennium Internal and External Clients with an Internet response. The survey was designed to take very little time to complete and requested information on the following nine categories: Timeliness, Response, Quality, Cost, Technical, Cooperativeness, Recommendation, Effort, and Overall Satisfaction. A definition of each category and rating criteria was included in the correspondence.

On January 13, 2004, a memorandum (with a survey questionnaire link included) was sent via email to the GSA Internal Clients, located in the various Customer Support Centers nationwide, which provide the acquisition, technical oversight and management for orders issued under Millennium. These individuals were the GSA Project Managers having first-hand knowledge of contractor performance. The memorandum informed them that a similar contractor performance survey was being sent to clients of Millennium (End Users of the services ordered under Millennium). Additionally, on January 13, 2004, an identical Millennium Survey Questionnaire was sent to the External Clients, (End User Project Managers in client agencies), to assess their satisfaction level with the Millennium Contractors. The clients were encouraged to participate in the study and notified of the importance of the survey for the continued viability and quality of contract support.

A total of 158 surveys were distributed by email to survey a total of 79 task orders. The survey period had duration of 17 days, starting on January 13, 2004 and ending on January 30, 2004. Data Validation was performed by the Government to verify the accuracy of the data collected.

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RESULTS AND ANALYSES

The following results and analyses are a synopsis of the Past Performance Survey for the contract base period of Millennia. Of particular note are the following:

- A total of 79 Millennia projects were surveyed. The survey was sent to both Internal Clients (GSA Ordering Officials) and External Clients (End-User Project Managers) for a total of 158 surveys being solicited. There were 28 External Client responses for the 79 External Client surveys solicited, which is a 35.4% response rate for the External Client tier. For Internal Clients, there were 12 Internal Client responses for the 79 Internal Client surveys solicited, which is a 15.2% response rate at the Internal Client tier. The combined response rate for both Internal and External Clients was 25.3% for the 158 Millennia Task Order Surveys solicited.
- The overall total average score, across all nine categories, for the nine Millennia Companies is 3.97 out of a possible 5.0.
- The following are the categories used to survey the past performance of the Millennia Companies. The overall scores across all nine firms appears below:

Timeliness	3.88
Response	4.02
Quality	3.97
Cost	3.68
Technical	4.05
Cooperation	4.18
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Specialized Analysis I – A Comparative Validation between Internal and External Surveys

The following breakdown measures the performance of the Millennium Contractors for the period of April 28, 1999 through December 30, 2003. The survey counts represent individual line item responses as evaluated for each of the survey categories.

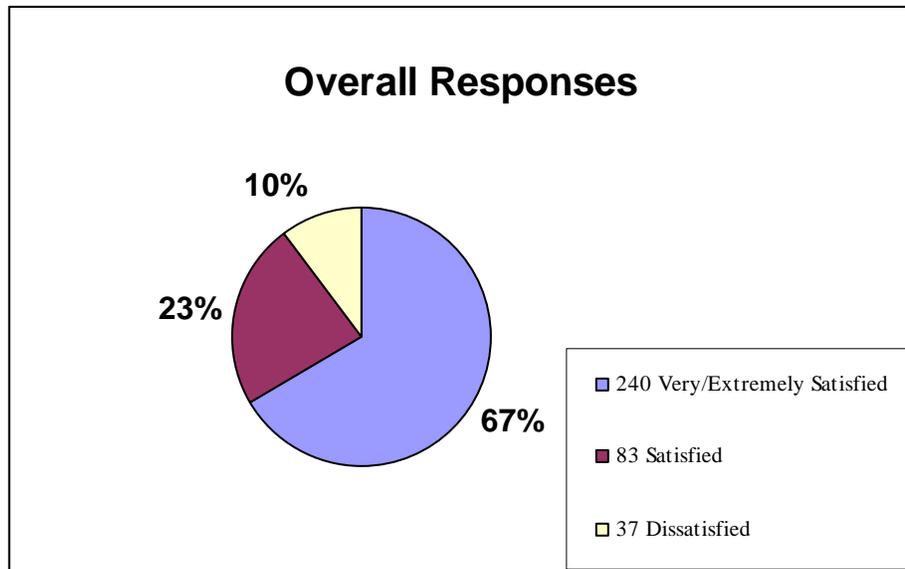
Survey Responses and Project Counts

	Internal	External
# Projects Surveyed	79	79
# Responses Received	12	28
# Line-items	108	252

Overall Response Data

Ratings	Internal and External Line Item Responses	Percentage of Total
Very/Extremely Satisfied	240	67%
Satisfied	83	23%
Dissatisfied	37	10%

Overall, the data indicates a 90% favorable rating from Internal and External Clients.



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Specialized Analysis II – A Comparative Analysis Among the 10 Millennium Industry Partners and Across the Nine Categories of the Survey

The performance of the Millennium Industry Partners is a matter of utmost interest to both GSA and its clients. A high level of performance is expected and essential and is very critical to the continued viability and quality of the Millennium Program. The following information shows how GSA Project Managers, as well as End User Clients, rated the Millennium Contractors.

Project Managers for each of the Millennium projects in all regions, including FEDSIM, were sent the survey. Whereby, 12 Internal Client responses were received. End User Clients for each of the Millennium projects were also sent the survey; a total of 28 responded. These responses relate to a total of the 79 projects under Millennium during the contract base period of the contract. The data below reflects the average score for each company for each of the nine survey elements.

Observations for Internal Survey Results

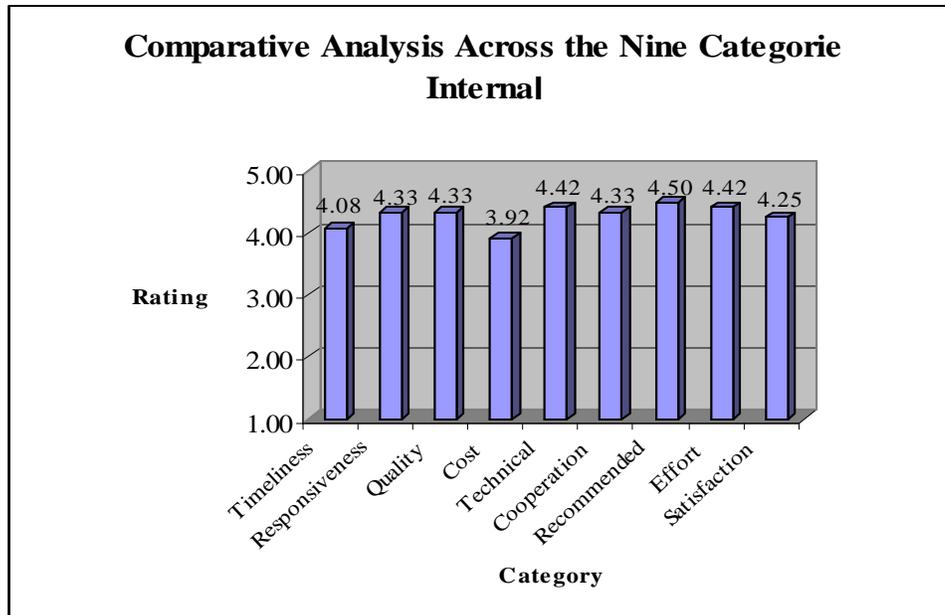
- The overall range across the survey categories is from 3.92 to 4.50.
- Highest-rated category was Recommend with Technical and Effort rated second highest among the nine categories.
- Cost was rated lowest at 3.92 among the survey categories.
- The overall range across all of the Industry Partners was 3.59 to 5.00.

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Relative Ranking of Categories for Internal Survey

Category
1ST
Recommend
2ND
Technical Effort
3RD
Response Quality Cooperation
4TH
Overall Satisfaction
5TH
Timeliness
6TH
Cost

Graphical Ranking of Categories for Internal Survey



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Observations for External Survey Results

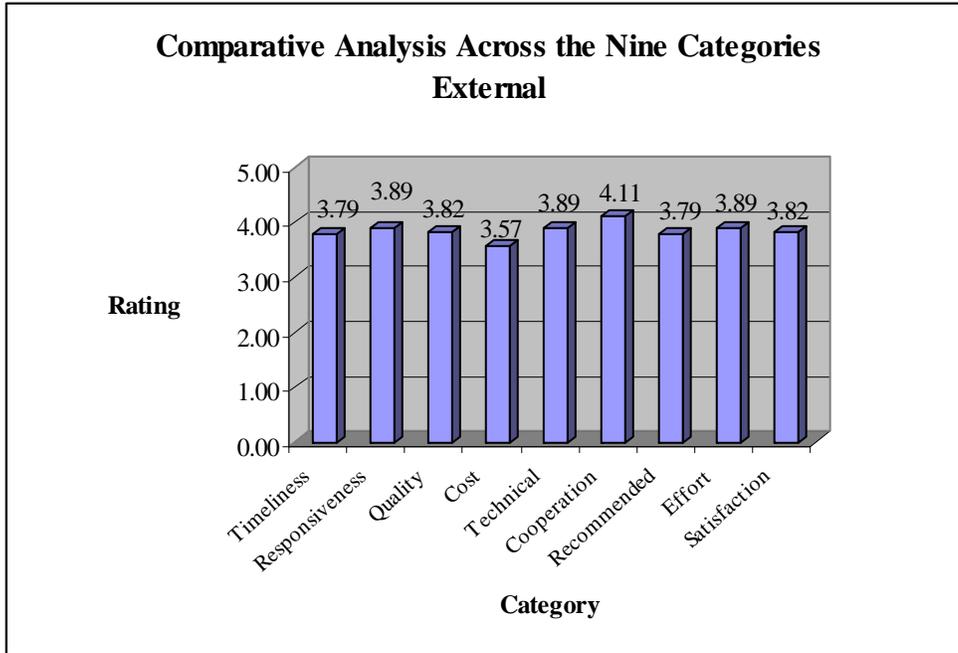
- The overall range for the nine survey categories is from 3.57 to 4.11.
- Cooperation was rated the highest with Response, Technical, and Effort rated second highest of the nine categories.
- Cost has the lowest rating at 3.57.
- The overall range for the Millennia Contractors was from 2.56 to 4.72.

Relative Ranking of Categories for External Survey

Category
1ST
Cooperation
2ND
Response
Technical
Effort
3RD
Quality
Overall Satisfaction
4TH
Timeliness
Recommend
5TH
Cost

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Graphical Ranking of Categories for External Survey



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CONCLUSION and RECOMMENDATION

The performance of the Millennia Industry Partners is a matter of utmost interest to both GSA and its clients. A high level of performance is expected, essential and is very critical to the continued viability and quality of the Millennia Program.

The Past Performance data shows that there is a relatively wide range of contractor performance under the Millennia GWAC. The overall weighed average scores of the Millennia Industry Partners are from 3.36 to 4.72. While all of the Industry Partners achieved overall satisfactory averages, outstanding performance is one of the most important elements that our Center strives for in the Millennia Program. Five of the Millennia Industry Partners had an overall weighted average score of 4.00 or higher.

The Millennia Program is continuing to grow. At the end of Contract Survey Period, there were 79 task orders in place with over \$4.3 Billion obligated and approximately \$6.5 Billion in total estimated contract value. This healthy position can only be maintained, however, by continuously improving contractor performance.

The success of any organization is contingent on being able to make commitments relative to its products and services. Accordingly, the Millennia Industry Partners with weighted-average scores below 4.00 were encouraged to improve their overall scores in future Millennia Past Performance Surveys.

Through company self-assessment, these companies will not immediately become a success in those projects where improvements are needed. However, this self-assessment will enable them to identify their strengths and weaknesses in their performance and help them implement principles and processes to follow. In addition, this assessment should help these companies better understand their current capabilities, identify areas for improvement, establish a capability baseline, and provide the know-how to improve their project performance. Appropriately, the Past Performance Survey results along with their company self-assessments can serve as the vehicle to promote continuous improvement throughout their companies.