

General Services Administration
Office of Governmentwide Policy
Office of Travel, Transportation and Asset Management
Center for Policy Evaluation

2009 Policy Evaluation Report
December 18, 2009

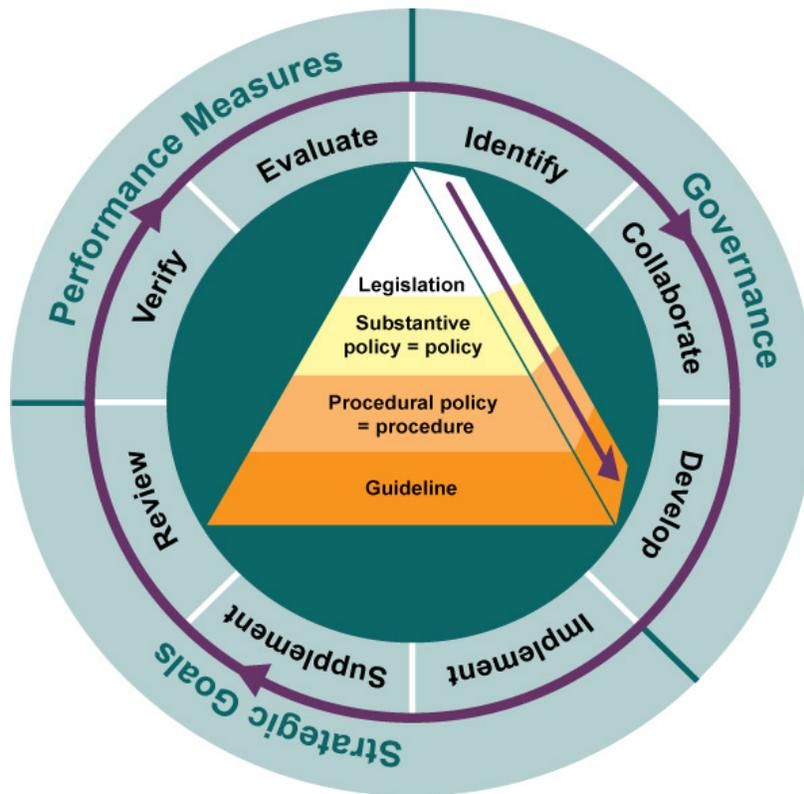


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I. Acknowledgement

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- Mr. David Melton of the Department of State (DOS)
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- Mr. David Morris of the Office of Management and Budget (OMB)

II. Executive Summary

A. Purpose

The 2009 government-wide policy evaluation conducted by the Office of Governmentwide Policy (OGP), assessed the impact of the General Services Administration (GSA) on management systems in Federal agencies. GSA impacts agencies by formulating policies, programs, and tools that promote effective and efficient management. OGP evaluated the following programs in 2009: aircraft, mail, motor vehicles, personal property, relocation, and travel.

Evaluating agency adherence to policies is an important function that is built into GSA's authority to disseminate public policy. The evaluation process increases agencies' awareness and understanding of policies, changes work habits, and influences improvements in program performance. The policy evaluation report summarizes the 2009 results for the above-mentioned programs, and addresses resolution of the recommendations GSA received in 2008.

B. Benefit to Federal Agencies

The policy evaluation process is a valuable mechanism that agencies can use to strengthen their operations. Completing the evaluation encourages agencies to take a closer look at their existing management systems, which increases their awareness of internal policies.

Participating in the policy evaluation process also allows agencies to share both positive and negative feedback about policies issued by GSA. Receiving this feedback from the agencies helps GSA to pinpoint areas that may need attention or improvement. Changes to the policies will trickle down to those agencies implementing the changes, leading to enhanced daily agency operations.

C. Key Findings

Agencies showed noticeable improvement and reported success adhering to government-wide policies between 2008 and 2009. The key findings represent some of the issues affecting various policy areas that were identified during the evaluation process.

The following are examples of policy adherence issues and possible focus points for GSA during 2010.

- Verifying that policies and procedures are implemented by on-site reviews or by collecting program data.
- Providing improved descriptions of information requirements and explanations of how collected data will be used.
- Conducting annual or biennial risk assessments of agency programs.
- Tailoring policies to address Federal management systems in different environments (i.e. offices vs. laboratories/production facilities; domestic versus foreign location with limited capabilities).
- Placing greater emphasis on making affected employees aware of policies and procedures through training courses and supplemental guidance.
- Providing agencies with data call notices in advance of due dates.

D. Evaluation Criteria and Categories

Agencies are evaluated based on whether each agency has policies in place that reflect the mandates included in the Federal Management Regulation (FMR) or Federal Travel Regulation (FTR). Agencies use an interactive web-based system, referred to as the Policy Review Tool (PRT), to submit their responses to a set of questions. Agencies also use the PRT to submit supporting documentation.

The questions covered mandates and best practices and evaluated whether the agencies implemented and adhered to existing policies, adopted best practices, and used innovative technologies. The General Services Administration (GSA) also proposed performance measures that agencies could adopt to manage their programs.

GSA evaluated each agency's initial response, provided the agency with feedback, and allowed each agency to submit additional information before issuing a final agency report. Policies were placed into three broad strategic goal categories: (1) Efficiency/Effectiveness; (2) Accountability; and (3) Safety/Environment.

III. Introduction

The General Services Administration (GSA), Office of Governmentwide Policy (OGP), establishes policies to improve the Federal Government's management in the areas of aircraft, mail, motor vehicles, personal property, relocation, transportation, and travel. OGP created the Center for Policy Evaluation (CPE) in the Office of Travel, Transportation, and Asset Management (MT) in an effort to determine and evaluate the effectiveness of regulations published by OGP.

The CPE focuses its activities on evaluating the implementation of government-wide policy and the policy's effectiveness at each Federal agency level. The Center for Policy Evaluation's (CPE) mission is to evaluate each Federal agency's adherence to mandatory requirements. The CPE's mission also includes evaluating the adoption of best practices and innovative tools that enable Federal managers to prudently manage their assets.

The CPE's objective was to complete an evaluation of Federal agencies' adherence to existing policies and to identify policy strengths, weaknesses, opportunities and threats. The CPE also aimed to promote adoption of best practices and to collaborate with GSA to determine how effective the enhancements were to help agencies to manage their respective assets.

The CPE's vision is aligned with GSA's mission to help Federal agencies better serve the public by working together to achieve common goals and effectively manage public resources. OGP collaborates with Federal agencies to develop and implement government-wide policies. These collaborative efforts help the CPE to determine whether agencies are able to achieve the outcomes intended by these policies. This helps to ensure that government-wide policies are useful and that they enhance agency operations.

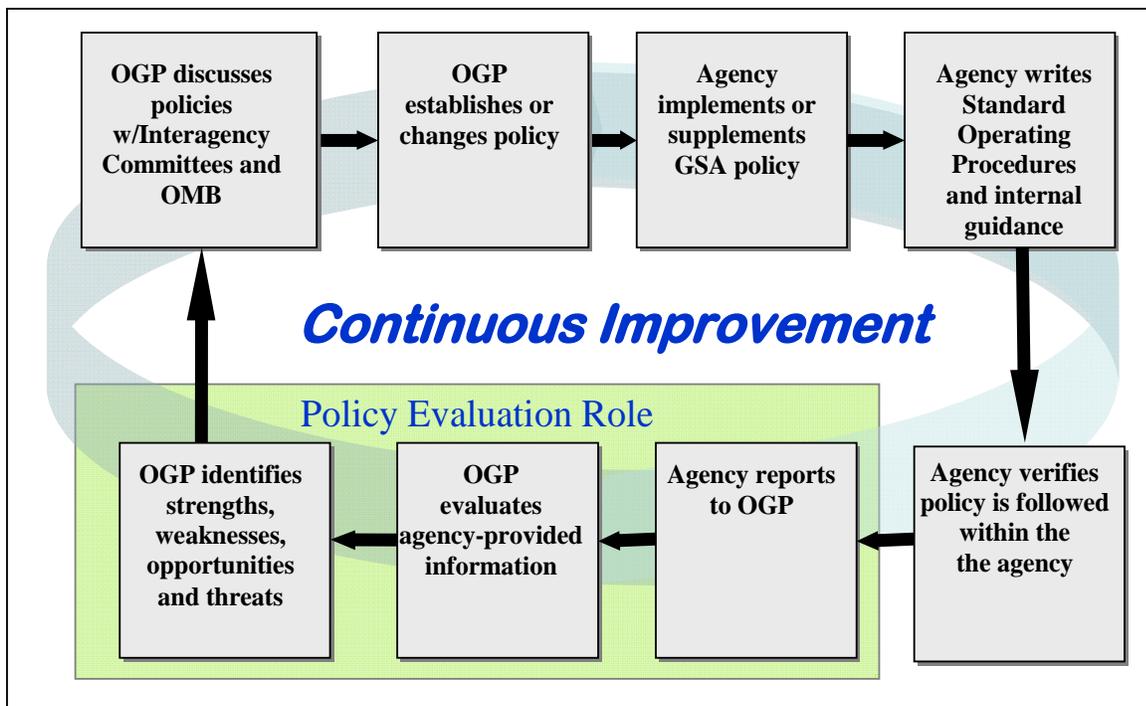
The following Interagency Policy Councils and Committees provided valuable input throughout the evaluation process:

- Executive Relocation Steering Committee
- Interagency Committee for Aviation Policy
- Mail Management Committee
- Motor Vehicle Executive Council
- Federal Fleet Policy Council
- Property Management Executive Council
- Interagency Committee on Property Management
- Transportation Committee (sponsored by the Federal Acquisition Service)
- Travel Executive Steering Committee
- Interagency Travel Management Committee

Participating in the policy evaluation process gave agencies the opportunity to identify and share best practices and innovative tools, which led to agencies implementing useful performance measures. The evaluation also helps OGP to assess the effectiveness of its policies and identify barriers to adherence.

Agencies are committed to ensuring they are able to optimally manage their programs by adhering to government-wide policies and implementing best practices. Consequently, the policy should create the framework in which programs operate and demonstrate excellent stewardship of taxpayer resources while effectively and efficiently achieving an agency's mission.

The ideal policy cycle is best depicted by the following diagram:



This diagram shows the policy development, evaluation, and improvement cycle.

IV. Methodology

In FY 2009, the General Services Administration (GSA) conducted the second annual government-wide evaluation of policy and best practice adherence in policy areas managed by the Office of Travel, Transportation, and Asset Management (MT). The policy areas are: aircraft, mail, motor vehicles, personal property, relocation, and travel. The transportation policy area was not evaluated in FY 2009 since programs are underway to build the community of practice in Transportation. Some policy area functions only apply to select agencies, for example, aircraft policy applies only to those agencies that use aircraft in their operations. Twenty-four executive agencies were invited to voluntarily participate in the program.

The Office of Governmentwide Policy (OGP) used an interactive, web-based system called the Policy Review Tool (PRT) to conduct the evaluation and collect agency responses. Participating agencies were required to complete all sections of the PRT. The PRT calculated scores based on the agency's adherence to policy mandates. Best practices were scored across the Government. The PRT also allowed agencies to submit recommendations to OGP related to its policies, systems, and collaborative efforts.

The PRT consists of the following three sections:

1. **Mandates:** This section included selected policies in each program area, with links to the exact policy source. Agencies were asked if they adhered to the policy and to provide supporting evidence via written narrative and supporting documents. Agencies were also given an opportunity to self-disclose reasons for not adhering to policies.
2. **Best Practices:** This section consisted of best practices that have contributed to economical and efficient program management with links to the source of the best practice. Best practices are not required by statute or government-wide regulation.
3. **GSA Feedback:** This section gave agencies an opportunity to recommend ways GSA can improve its policy development, government-wide reporting systems, and interagency collaboration.

The policy mandate and best practice questions, evaluation criteria, and process were communicated on the GSA website at www.gsa.gov/cpe. The questions for each policy area are identified in the Policy Evaluations section starting on page 20.

Associates from the Office of Governmentwide Policy (OGP) separately assessed each of the six policy areas based on three criteria: (1) having written mandates or best practices; (2) communicating those mandates or best practices, and (3) verifying adherence with mandates/best practices (see Evaluation Criteria for scoring details). OGP associates also scored the mandates and best practices sections.

The results of the assessment are based on a subset of mandates and best practices. For example, there are 347 mandates in the Federal Travel Regulation (FTR), but the PRT addressed only seven mandates. Agencies had two opportunities to respond before OGP associates processed the final assessment. Agencies submitted responses to an initial set of questions, the second set of responses was used to generate interim scores, and agencies had a chance to provide additional supporting documentation before the final evaluation by OGP associates.

During the FY 2009 evaluation period, OGP presented several briefings to interagency groups, steering committees, and at Federal/private sector conferences. OGP associates were also available by phone, e-mail, and in person to address agencies' concerns or questions. After completing the evaluation, agencies were able to assess how they performed in each policy area and strategic goal based on the agencies' mandate score. The evaluation also allowed agencies to compare their individual results to the overall government-wide results.

V. Evaluation Criteria

Agencies were given Effective, Moderately Effective or Ineffective scores based on their answers to each question using the following criteria:

A. Effective Adherence

- Agencies must meet all 3 criteria:
 1. Incorporating government-wide policy into published agency policy
 2. Regularly making affected employees aware of policy requirements
 3. Verifying policy adherence

B. Moderately Effective Adherence

- Agencies must meet written policy criteria and 1 of the other 2 criteria:
 1. Incorporating government-wide policy into published agency policy
 2. Occasionally reminding affected employees of policy requirements
 3. Verifying policy adherence

C. Ineffective Adherence

- Agencies meet none of the criteria, only one of the criteria (even if it is the written policy and procedure criteria), or 2 of the criteria but not the written policy and procedures:
 1. Government-wide policy is not incorporated into published agency policy
 2. No regular training or reminders of policy requirements given to affected employees
 3. Failure to verify policy adherence

To earn a rating of Effective or Moderately Effective for a particular mandate or best practice, agencies were required to present documented evidence for each element of the evaluation criteria.

For example, acceptable evidence of the agency’s efforts to make employees aware of the policy included, but was not limited to:

- Formal classroom or on-line training,
- Memorandums,
- E-mails referencing the policy,
- Standard Operating Procedures,
- Handbooks,
- Websites, or
- Other relevant documents.

Agencies were evaluated as Moderately Effective if they were granted a GSA waiver from adhering to the policy requirement. The chart below depicts the scoring standard:

| SCORING STANDARD | | | |
|-----------------------------|----------------|-----------|--------------|
| | Written Policy | Awareness | Verification |
| Effective | Yes | Yes | Yes |
| | | | |
| Moderately Effective | Yes | Yes | No |
| | Yes | No | Yes |
| | | | |
| Ineffective | No | Yes | Yes |
| | No | No | Yes |
| | No | Yes | No |
| | Yes | No | No |
| | No | No | No |

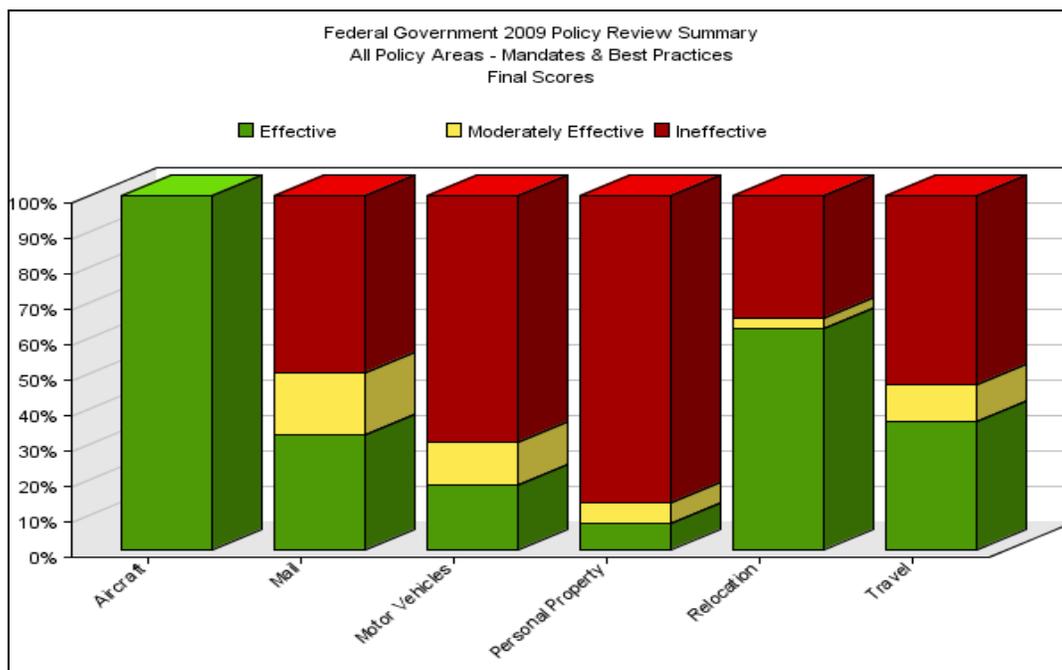
This table shows the how a policy is scored during an evaluation.

D. Scoring Summary

Evaluation results are based on selected questions which may not provide an adequate representation of the agencies' overall adherence to policies. These reports include policy area findings, program questions, references, performance measures, strategic goal categories, and aggregated agency results. The six policy evaluation reports for aircraft, mail, motor vehicles, personal property, relocation, and travel are included in the Policy Evaluations section starting at page 20.

The primary goals in FY2009 were to assess the measurability and reasonableness of the policy evaluation process implemented in FY2008 and to establish a baseline to meet a minimum target of 65 percent participation from the 24 executive agencies. OGP exceeded its target and reached 88 percent participation from the agencies.

The following chart depicts 2009 policy adherence for all policy areas:



This chart shows the percentage of mandates and best practices in all six policy areas that were scored effective, moderately effective, or ineffective.

VI. Strengths, Weaknesses, Opportunities, and Threats

A. Strengths

Strong Collaboration/Policy Development: There are strong working relationships between GSA and executive agencies through various interagency councils/committees convened to develop and implement government-wide policies.

Strong Mechanisms for Collecting Agency Information: GSA's mechanisms for collecting agency's information (forms, systems, tools) helped agencies' respond to mandatory requirements

Adherence Supports Agency Missions: Seventy-two percent of the participating stakeholders concur that participating in the policy evaluation process increased the agency's attention to policy area(s).

B. Weaknesses

Policy Implementation: Agencies continue to struggle to implement some policies. Agencies' self-disclosed reasons for not adhering to mandates included lack of personnel, lack of funding, other priorities, or adherence planned at a future date.

Policy Evaluation Effort: Some Federal agencies struggle to see the benefits of GSA's policy evaluation program.

Dissemination of Information: GSA should develop mechanisms to disseminate information more quickly and widely.

Awareness of Best Practices: Agencies continue to struggle to identify, adopt, and implement best practices.

C. Opportunities

Web-Based Reporting Tools: GSA should develop tools for agencies to provide standardized annual reports using on-line collaboration tools.

Increased Training and Policy Awareness: Agencies identified that GSA should expand and strengthen efforts to the Policy Evaluation Program by providing training and education to executive agencies.

D. Threat(s)

Program-Specific Policy Implementation: The failure to implement government-wide mandates poses a potential threat to the effective and efficient management of government-wide programs leading to agency's inability to meet its strategic objectives.

OGP, in collaboration with our stakeholders and agency users, applies this information to improve policies and stimulate more efficient operations and effective management practices. However, with shrinking budgets and resources, agencies will continue to face challenges when implementing these policies.

VII. Conclusion

The 2009 evaluation disclosed that participating agencies scored ineffective in various policy adherence areas for several reasons, including lack of resources. Agencies recommend stronger communication between the agencies and OGP to clarify the intent of policy mandates. Increasing communication will ensure that agencies are implementing best practices and innovative tools. Communication also helps to ensure that performance measures are used to establish whether mandates adequately reflect the intent of existing policies.

The Office of Governmentwide Policy (OGP) is not directly responsible for agencies' adherence to mandates and best practices. OGP is, however, responsible for ensuring that policies are effective and that they meet the intent of statutes where applicable. OGP is also responsible for ensuring that agencies are aware of best practices and available innovative tools. These best practices and tools can help agencies to make better management and financial decisions.

For the FY 2010 review, OGP should be in a position to track changes and identify trends over time as the evaluation of agencies' adherence to policies is measured against additional years of collected data and trend analysis.

The long-term objective for the evaluation process is to ensure that the Federal government operates at peak effectiveness and efficiency. One of the Federal Government's goals is to maximize limited resources by adhering to measurable, reasonable, attainable, responsible, and timely policy and guidance.

Agency participation in the evaluation is expected to increase as the evaluation process gains momentum. The CPE recognizes that disconnects may occur if and when introducing new policy precedes technological advances and Congressional budgetary support.

OGP will continue to help agencies by developing effective policies and revising guidance, as appropriate. OGP is eager to enhance agency collaboration to maximize efficiency in all public policies under its domain.

OGP recognizes that the clearance processes for agency issuance of internal policy may often be lengthy, and anticipates further improvements in Federal agency policy adherence scores.

VIII. Acronyms

| <u>Acronym</u> | <u>Definition</u> |
|----------------|------------------------------|
| CPE | Center for Policy Evaluation |

| | |
|--------|---|
| GSA | General Services Administration |
| OGP | Office of Governmentwide Policy |
| FTR | Federal Travel Regulation |
| FMR | Federal Management Regulation |
| PRT | Policy Review Tool |
| OMB | Office of Management and Budget |
| MT | Office of Travel, Transportation and Asset Management |
| SOP | Standard Operating Procedures |
| FAIRS | Federal Aviation Interactive Reporting System |
| ICAP | Interagency Committee for Aviation Policy |
| ORM | Operational Risk Management |
| FAST | Federal Automotive Statistical Tool |
| AAMS | Agency Asset Management System |
| MVEC | Motor Vehicle Executive Council |
| IPT | Integrated Project Team |
| OCONUS | Outside the Continental United States |
| ICAP | Interagency Committee for Aviation Policy |
| FAQ | Frequently Asked Questions |
| POC | Point of Contact |
| ICPM | Interagency Committee for Property Management |
| GRAB | Governmentwide Relocation Advisory Board |
| TMC | Travel Management Center |
| MIS | Management Information System |

| | |
|----------|---------------------------------------|
| INL | Idaho National Laboratory |
| DoD | Department of Defense |
| CFR | Code of Federal Regulations |
| PMEC | Property Management Executive Council |
| FedFMS | Federal Fleet Management System |
| DOS | Department of State |
| Treasury | Department of the Treasury |

IX. Recommendations to GSA

Recommendations received from the agencies enhance the General Services Administration's (GSA) ability to create and implement policy. Agency employees are in the best position to evaluate the impact of government-wide policy on their daily operations and management systems. These recommendations help GSA to closely analyze and address the affected policy areas.

The following summaries include recommendations that GSA received from participating agencies in 2008, and GSA's actions in response to the issues presented.

A. Aircraft

- 1) Enhance the Federal Aviation Interactive Reporting System (FAIRS). GSA should make the FAIRS application more robust in its ability to capture additional costs and hours for Federal and commercial aviation activities. It was noted by a few agencies that GSA's policy regarding FAIRS as a data collection and analysis tool (to enhance agency performance and effectiveness) was largely ineffective, although the current version was praised for its improvement over previous versions. The sentiment was that, in some respects, the type(s) of data collected in FAIRS was not in a useful form or inclusive enough to be easily adapted to the agency's use.

The Management Data and Systems Subcommittee of the Interagency Committee for Aviation Policy continues to process an active enhancement list with the system developers, the Idaho National Laboratory, and will re-evaluate the utility of the application and expand data categories as recommended by the agencies. It must be noted, however, that FAIRS was not intended to replace an agency's management data system for data collection, but complement it. GSA will continue to expand the capability for FAIRS in an overall effort to support its use government-wide.

Action: GSA has started to incorporate a number of enhancements that will improve the analytical capability and range of data elements used to evaluate both OGP and

the agencies. Of the fourteen recommended enhancements, seven have been incorporated in the FAIRS application.

In addition, a separate module is being developed that will provide a side-by-side comparison for common government and commercial aircraft for fuel and maintenance costs. Depending on the robustness of this information, GSA will incorporate this module either in FAIRS, the E-300 Capital Planning application, or both.

- 2) Capital Asset Acquisition Planning. The process to acquire aircraft, as documented by OBM Circular A-11, does not appear to be maturing and needs attention. Many agencies have a capital asset process for IT systems, but not for aviation. The capital planning process mandates the execution of the Exhibit 300 for aviation asset management. In 2007, GSA published an Exhibit 300 desk guide to assist agencies in completing capital asset plans for aircraft and motor vehicles. GSA recently formed an Interagency Integrated Project Team to develop a process for agencies to complete an Exhibit 300 for aircraft and motor vehicles.

Action: There is, currently, a Capital Asset Planning (CAP) Integrated Project Team (IPT) that has undertaken to review and approve a comprehensive plan for the Interagency Committee for Aviation Policy (ICAP). The Idaho National Laboratory (INL) developed a CAP tool for use by participating agencies. The CAP tool was demonstrated at the 2009 FedFleet. While all basic facets of the tool are in place, the IPT continues its work on enhancements to the CAP tool.

- 3) Incorporate language in OMB Circular A-126 and 41 CFR 102-33 to assist agencies that do not have aircraft programs but use public aircraft infrequently to conduct the agency mission. It is recognized that there are agencies that rarely use aircraft for official purposes, and those programs do not reach the level of management and oversight required by most of the agencies with aircraft operations. In these agencies, leasing, renting and chartering of aircraft are infrequent activities. As such, it appears inappropriate to hold them to the same standards as agencies that own their aircraft and use them on a regular, sustainable basis. GSA recognizes this difference and is in the process of working with OMB to revise OMB Circular A-126 and 41 CFR 102-33 to incorporate appropriate language to assist agencies that have infrequent aircraft usage.

Action: OMB Circular A-126 and 41 CFR 102-33 are being revised to provide more specific policy guidance for the aviation organizations in the Federal Government. In A-126, GSA has proposed the separation of the management of aircraft functions from the travel management discussions and proposed more specific guidance for programs deemed to be 'large' versus 'small'. The small agency operations are predominantly lease or charter operations that are distinctly less complicated, and, therefore, require a less intensive organizational structure and oversight. These smaller operations have been provided guidance requiring a degree of 'mentorship' from the larger aviation activities.

B. Mail

- 1) GSA needs to develop a web-based reporting tool, and centralize the collection and reporting for mandatory reports.

Action: GSA focused on the report format and changed its current format for 2009 reports and is also in the process of implementing an on-line reporting tool during 2010 for the agencies to submit their annual Mail Management Reports.

C. Motor Vehicle

- 1) GSA needs to develop a mechanism for disseminating information quickly and widely. Tools that have been developed to date, such as self-subscribing listserv mailing lists, tend to languish after a time. System-specific communication tools, such as those incorporated into the FAST system, seem to be effective in communicating with system users, but they are limited in their application.

Action: GSA focused on developing a broad selection of coordinated communication tools, including: quarterly FedFleet meetings and monthly Motor Vehicle Executive Council (MVEC) meetings, with prompt dissemination of meeting notes after each; an internet listserv broadcast message facility; prompt updating of the GSA “vehicle policy” webpage; establishing a presence at other venues such as Interfuels and Federal Acquisition Service (FAS)/GSA Fleet events; publishing *Wheels & Wings* more regularly; and responding to inquiries in the vehicle.policy@gsa.gov mailbox within three days of receipt. All of these techniques were used to communicate with agencies and coordinate responses to the provisions of the American Recovery & Reinvestment Act of 2009 (ARRA) providing funds to improve Federal fleet fuel efficiency.

- 2) Agencies tend not to have the basic tools necessary to efficiently and effectively manage their fleets. Comprehensive, dedicated, automated fleet management information systems, for example, are essential to the management of any large fleet. Almost every technique for improving fleet operations depends on the availability of current and accurate data, and all too many fleets lack this. Fleet operations tend to be locked into systems designed for other uses, such as property, inventory, and financial systems that do not recognize the unique requirements of fleet operations.

Action: GSA has started to convert the vehicle management information system used to manage GSA's leased vehicles. The new system, Federal Fleet Management System (FedFMS), is being converted for agency-owned vehicle use by a user group consisting of fleet managers from eight Federal agencies. The user group members suggest and vote on changes and test newly developed portions of the system. To date, the vehicle input and vehicle inventory portions have been completed. Work has started on the cost input and reports sections. It is expected that a working Beta of FedFMS will be available to all Federal agencies that elect to use it by the end of

FY10. Using an existing system as the base for FedFMS will reduce the cost of development, reduce the cost of system maintenance, and provide a product that operates similarly to one most agency fleet managers already use for GSA leased vehicles.

D. Personal Property

- 1) GSA should develop automated systems to capture data from agency automated systems.

Action: GSA already provides this capability for agencies in several important ways: 1) reporting excess personal property via flat file or via automated system (Agency Asset Management System (AAMS)); (2) the planned roll-out of automated tools to collect annual report data; and 3) on-line reporting of data for Computers for Learning. GSA developed a web method for agencies to submit the annual exchange/sale report data and nonfederal recipient report for agencies' voluntary use for the FY 2009 reports. It is GSA's intent to make this web reporting tool mandatory for the submission of 2010 reports, but GSA will work with our agency partners to discuss intra-agency systems and reporting issues.

- 2) GSA should share with other agencies the data it collects via the annual reports on exchange/sale and excess property furnished to non-federal recipients.

Action: Agreed. GSA now includes data from these reports on the personal property policy website and fact sheets. No further action is planned.

- 3) GSA should arrange for best practices identified by one agency to be shared with other agencies.

Action: Agreed. Award-winning best practices are posted on the personal property policy website for consideration by all agencies. In addition, the Interagency Committee for Property Management (ICPM) was instrumental in helping the community develop a Management Review Guide. This Guide is available through our website via the ICPM tabs. Finally, GSA has designed a prominent icon on its website for agencies to view best practices and personal property award results (See tab for "past award winners"). GSA's Office of Travel, Transportation and Asset Management (MT), will review the feasibility of providing a short and specific URL that will allow fast access to best practices and report back to the Property Management Executive Council (PMEC) on this status at the January meeting. In future PMEC meetings, OGP will clarify what further information may be helpful for agencies with respect to these best practices.

- 4) GSA should give agencies data call notices in advance of due dates (not just late notices after due dates).

Action: GSA sends data call notices to the agencies in advance of the due dates via: 1) interagency committee meetings; 2) e-mail messages to agency points of contact; and 3) announcements on its personal property policy website. The due dates are also included in the personal property government-wide regulations and bulletins. No further action is planned.

- 5) GSA should provide a better description of its information requirements and an explanation of how the data it collects will be used.

Action: GSA provides the data requirements (and the background for this data request) for the annual reports in its FMR Bulletin B-5. If another type of data call is in mind here, we ask our community for further information. No further action is planned

- 6) GSA should conduct annual or biennial risk assessments of agency personal property programs.

Action: GSA associates are generally available for such assessments. Agencies should be aware that these assessments would have to be funded by the requesting agency, and the timing of the assessments would have to be coordinated with OGP staff activities. No further action is planned.

- 7) GSA should provide more specific information (e.g., technical assistance) to the agencies, not just general information.

Action: GSA provides assistance to agencies as needed and upon request (by phone or e-mail primarily). In addition, multiple FMR Bulletins have been published to provide policy guidance on specific issues of general interest. We ask our personal property community to provide input about information gaps that GSA can help to bridge. No further action is planned.

E. Relocation

- 1) GSA should provide tools and systems to track elements (at no substantial cost to the agencies) before requiring agencies to supply data elements often requiring hours of manual research and investigation.

Action: GSA has decided not to require agencies to use specific tools and systems. Rather, with a target within the first quarter of Fiscal Year 2010, GSA will require agencies to buy, build, or rebuild their own automated systems to feed specific data into a relocation data warehouse that GSA is building. The data dictionary associated with this data warehouse will define the required parameters within which agency systems will operate.

- 2) GSA should have greater timeliness in implementing regulations. The Governmentwide Relocation Advisory Board (GRAB) report is good work, but no

regulatory or legislative changes have happened since the report was issued in Fall 2005.

Action: GSA agrees with this recommendation and is working to define a better process within the first quarter of Fiscal Year 2010.

- 3) GSA needs to provide better and clear Outside the Continental United States (OCONUS) information.

Action: While agreeing with this recommendation, GSA sees it as a long-term project to be completed over the next few years. GSA has started discussions regarding how to improve the Federal Travel Regulation (FTR) to better describe OCONUS information.

- 4) GSA needs to create FTR language to allow for permanent change of station coordinators to take advantage of online ordering systems versus the regular contracting process.

Action: Since most relocation service companies already offer online ordering systems as a standard practice, GSA feels that this recommendation does not need to be implemented at this time.

- 5) GSA reports are loosely written, making it difficult to address procedural issues at the agency level.

Action: While agreeing with this recommendation, GSA feels that it is best geared to future relocation reports. This is closely connected to Recommendation 1. GSA will make new reports very precise with the objective that the data warehouse will be a useful reporting tool. As with Recommendation 1, the implementation target is within the first quarter of Fiscal year 2010.

- 6) GSA must develop a stronger and clearer Frequently Asked Questions (FAQs) information sheet on the web.

Action: GSA will post a stronger set of FAQs on the relocation policy web site during the first quarter of FY2010.

- 7) GSA should consider the use of appraisal consultants to review disputed buyout offers. It has worked very well for one agency and reduces conflict in the guaranteed buyout.

Action: GSA views this recommendation as strictly a contracting issue and not one for the policy area to address.

- 8) GSA should make it mandatory for the agencies to use a single source for relocation such as the Bureau of Public Debt Administrative Resources Center. This would result in government standardization and policy consistency.

Action: Instead of making it mandatory for agencies to use one particular resource, GSA has implemented a self-nomination process, with a template and website for Federal agencies who wish to serve as relocation resource centers.

F. Travel

- 1) GSA should work more closely with E-Gov Travel and City Pair programs.

Action: Monthly meetings are held between the leadership of FAS & OGP on current and planned policies and programs, and there is direct communication with project leads and leadership on specific current activities, as necessary, on a timely basis.

- 2) GSA should improve customer service.

Action: GSA is conducting an analysis of the needs and capabilities of Federal employees, Departmental Points of Contact (POCs), and members of the public sector. This analysis will give us a baseline of the number of contacts from Federal vs. private sector employees. GSA is also conducting an analysis of the types of questions that require policy interpretation. GSA is also adjusting the external web-site to be more efficient for customers to self-serve policy interpretation and is adjusting other controllable factors for quicker and more consistent responses of policy interpretation based upon previous analysis steps. GSA is conducting web surveys (customer initiates) or GSA surveys of customers that received service (we initiate). GSA is also obtaining a customer satisfaction baseline, then GSA determines the improvement goal for subsequent years, GSA is considering obtaining web stats showing where customers are going for information.

- 3) GSA should provide information updates on important travel policy and operational happenings and increase efforts to inform agencies of upcoming meetings for their attendance.

Action: The travel policy group has quarterly meetings to update the POC's of Departments/Agencies of recent changes and updates. GSA considers posting meeting notes, decisions made, and important updates on-line. GSA meets with the travel policy group monthly to discuss the latest updates and changes in policy. GSA reviews the web-site for ease of use as well as the location of information for informing travelers and Agency travel POC's of changes in policy and informational bulletins.

- 4) GSA should develop a system that centrally captures data directly from available systems such as the e-Gov Travel Service (eTS) and City Pair and should provide tools and systems to track/record data elements (at no substantial cost to the agencies) before requiring agencies to supply data elements that often require hours of manual research and investigation.

Action. GSA wrote a bulletin to re-emphasize the required use of eTS and the Travel Management Center (TMC) for hotel and car reservations as well as airfare. GSA provides support, where applicable, from the policy side of the Management Information System (MIS) being developed by the Federal Acquisition Service (FAS).

- 5) GSA should encourage agencies' input on travel policy changes.

Action. GSA utilizes the forums as discussion groups for informal feedback, and utilizes the Federal Register as a vehicle for formal feedback, supplemented by direct contact of Agency POC's to encourage feedback and the CPE tool for GSA travel feedback.

X. Policy Evaluations

A. Aircraft Executive Summary

1. Policy Area Executive Summary

a) Program Statistics

- The Federal aircraft fleet consists of 251 models from 55 manufacturers. Original acquisition cost is \$3,893,573,842 and market value is \$1,573,842,400

b) Strategic Goals Evaluated

- 6 Mandates and 2 Best Practices questions were evaluated and measured against three strategic goals:
 - Effectiveness/Efficiency
 - Accountability
 - Safety/Environment
- Results are displayed in the below table.

| Strategic Goal Evaluated | # Questions | Results |
|---------------------------------|--------------------|------------------|
| Effectiveness/Efficiency | 3 | Effective – 100% |
| Accountability | 1 | Effective – 100% |
| Safety/Environmental | 4 | Effective – 100% |

- A complete list of aircraft mandates and best practice questions, measures, and interim and final scores are included in this report starting on page 23.

c) Performance Summary

- The agencies who responded achieved an overall score of 100% ('Effective') for both 'Mandates' and 'Best Practices'.
- Refer to charts on page 27.

d) Comparison to Other Policy Areas

- Aviation performance is the highest of the six policy areas evaluated.
- Refer to page 8 under the scoring summary.

2. Background

a) Regulation

- The Office of Governmentwide Policy's (OGP) Office of Travel, Transportation and Asset Management (MT) is responsible for writing the Federal aviation regulation, 41 CFR 102-33, Management of Government Aircraft.
- The regulation stems from the Office of Management and Budget Circular A-126, Improving the Management and Use of Government Aircraft.

b) Evaluation Criteria

- Participating agencies responded to statements used to determine whether they adhered to GSA policies for the following mandates:
 - o Safety and Risk Management
 - o Flight Operations
 - o Maintenance Standards and Training
 - o Record Management
 - o Passenger Travel Requirements
 - o Aircraft Parts Management
- In addition evaluations were conducted government-wide on the following best practices:
 - o ICAP Safety Standards and Guidelines
 - o Standards for Testing and Inspection of Contractual Avionics Parts
- Agencies were asked to respond to seven 'Feedback' questions covering such issues as mechanisms used by GSA to collect agency information (such as forms, systems and tools).
- Agencies were asked whether the information was useful to them and whether GSA regulations provided useful and up-to-date guidance for managing their aircraft program issues.
- Best practices evaluations were conducted government-wide.

3. Effective and Ineffective Responses

a) Effective agency responses

- Agencies were effective at adhering to policy in the following area(s):
 - Having up-to-date policy directives and detailed safety program management guidance.

b) Ineffective agency responses

- There were no ineffective agency responses this year.

4. Discussion of Policy Area Performance

- a) Factors affecting adherence to policies
 - There were no reported factors affecting adherence to policy.
- b) Trends identified in policy area evaluation
 - Agencies were consistently effective in having up-to-date policy directives and detailed safety program management guidance
- c) Effect of Agency Participation on Results
 - 7 agencies participated in this year's evaluation.
 - The agencies that did not participate either do not own aircraft or their aircraft programs are not as large or involved as the major agencies that own their own aircraft.

5. Recommendations

- a) 2009 Recommendations for GSA
 - GSA, along with the Interagency Committee for Aviation Policy (ICAP) should develop an Operational Risk Management (ORM) doctrine that identifies and explains the 'techniques' of risk management. DoD is the best source of ORM doctrine but it is not binding on the other Executive agencies.
 - 1) GSA and the ICAP should develop agency incident reporting systems for common reporting of content and construction.
 - 2) Certain guidance provided by OMB (A-76, A-11, A-94) still lacks clarity with regard to aviation programs.
 - 3) GSA noted several references that still refer to the old data reporting tool, 'FAMIS'. Recommended these be changed to reflect current version of FAIRS v2.0.
- b) Recommended Changes for the PRT
 - This summary does not include recommended changes for the PRT.

6. Aircraft Questions, References, Performance Measures, Strategic Goal Category and Agency Results

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------|---|----------------------------------|---|-----------------------|----|---|-------|---------|-----|-----|-------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates | | | | IE | ME | E | Total | IE | ME | E | |
| 1 | Agencies are required to have internal policies mandating the use of risk management techniques during the development of Flight Program Standards for their aircraft operations when civil or military rules do not apply. | 102.33.140 | Number of flights operations cancelled/postponed based on risk assessments as compared to the number of risk assessments completed. | Safety/ Environmental | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |
| 2 | To ensure safe, effective, and efficient aircraft operations, agencies are required to have internal policies that establish flight program standards for management, administration, operation, maintenance, flight personnel training, flight program safety, and aircraft accident/incident reporting. | 102.33.145 | Mission completion rate; maintenance man-hours per flight; maintenance cost per flight hour; accident/incident rate per 100,000 flight hours. | Safety/ Environmental | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |

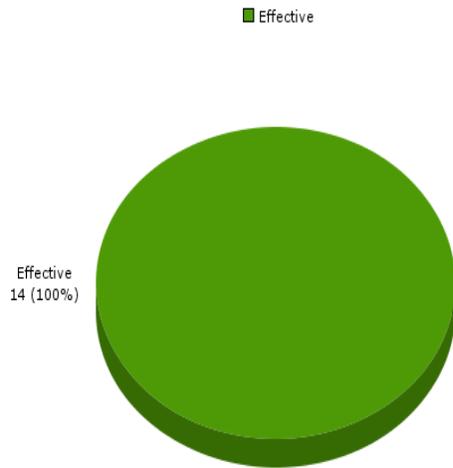
| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|---|----------------------------------|---|------------------------------|----|---|-------|---------|-----|-----|-------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | | | | | | | | |
| 3 | Agencies are required to have internal policies establishing operational requirements for their flight programs, whether government or contractor provided. | 102.33.165 | Mission Capable Rate: The proportion of assigned hours an aircraft is mission capable (including aircrew, maintenance and other mission-related personnel), measured in hours, to meet its mission requirements over a defined period of time (assigned hours) divided by total assigned hours X 100. | Effectiveness/ Efficiency | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |
| 4 | Agencies are required to have internal policies mandating the retention of records for all Government aircraft flights. | 102-33.210 | Number of flights documented annually vs. number of flights taken without appropriate documentation. | Effectiveness/ Efficiency | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|---|----------------------------------|--|------------------------------|----|---|-------|---------|-----|-----|-------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 5 | Agencies are required to have internal policies for the provision and calculation of cost estimates used to decide whether or not to use a Government aircraft to carry passengers. | 102-33.220 | Number of cost estimates provided to agency's travel approving authority to operate a government aircraft as compared to number of missions completed to transport passengers. | Effectiveness/ Efficiency | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |
| 6 | Agencies are required to have internal policies to determine if aircraft or parts are excess to the agency's mission or if replacements are needed. | 102-33.240 | Number of excess declarations processed as a percent of total disposal transactions of aircraft/aircraft parts during the Fiscal Year. | Accountability | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |

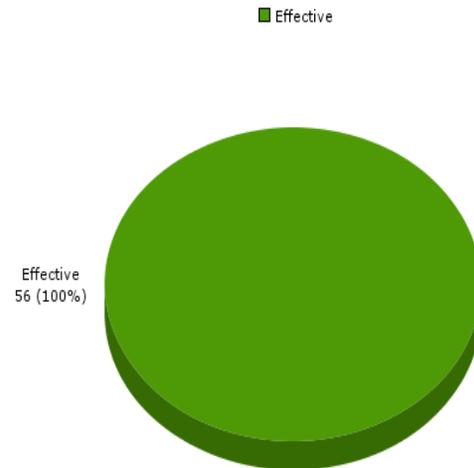
| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------|---|--|---|-----------------------|----|---|-------|---------|-----|-----|-------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Best Practices | | | | IE | ME | E | Total | IE | ME | E | |
| 1 | The ICAP has recommended agencies to adopt the ICAP Safety Standards Guidelines and publish agency standards, based on the Safety Standards Guidelines. | ICAP Safety Standards Agreement, 3(a)(b) | Date the latest revision to the agency Safety Standards Guidelines. | Safety/ Environmental | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |
| 2 | Agencies institute standards for testing/inspection of contractual avionics equipment/service ? | Commercial Aviation Services Quality and Safety Guidelines | Agency contracts include language regarding testing/inspection of commercial aviation services, OR use of GSA Multiple Awards Schedule for CAS. | Safety/ Environmental | 0 | 0 | 7 | 7 | 0 % | 0 % | 100 % |

7. Aircraft - Charts

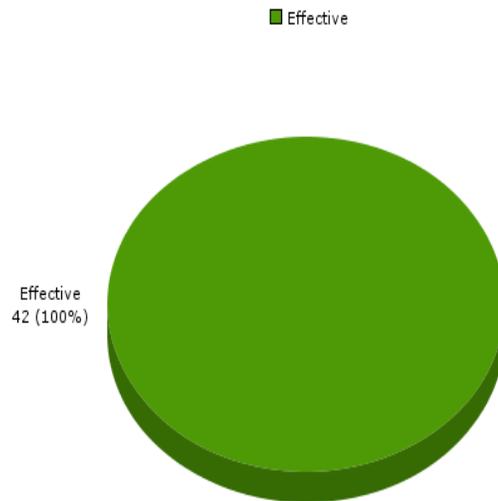
Federal Government 2009 Policy Review Summary
Policy Area(s): Aircraft - Best Practices
Final Scores



Federal Government 2009 Policy Review Summary
Policy Area(s): Aircraft - Mandates & Best Practices
Final Scores



Federal Government 2009 Policy Review Summary
Policy Area(s): Aircraft - Mandates
Final Scores



B. Mail Executive Summary

1. Policy Area Executive Summary

a) Program Statistics

- Twenty-eight Federal agencies have annual mail expenditures of \$1 million or more.

b) Strategic Goals Evaluated

- 5 Mandates and 2 Best Practices questions were evaluated and measured against three strategic goals:
 - Effectiveness/Efficiency
 - Accountability
 - Safety/Environment
- Results are displayed in the below table.

| Strategic Goal Evaluated | # Questions | Results |
|---------------------------------|--------------------|--|
| Effectiveness/Efficiency | 3 | Effective – 24% Moderately Effective – 10% Ineffective – 66% |
| Accountability | 2 | Effective – 50% Moderately Effective – 7% Ineffective – 43% |
| Safety/Environmental | 2 | Effective – 29% Moderately Effective – 39% Ineffective – 32% |

- A complete list of mail mandates and best practice questions, measures, and interim and final scores are included in this report starting on page 31.

c) Performance Summary

- The mail program was 50% Effective/Moderately Effective and 50% Ineffective.
- Across the government, mandates evaluation scores were higher than the best practices evaluation scores.
- Refer to charts on page 35.

- d) Comparison to Other Policy Areas
- Mail policy performance is consistent with the average performance of one of the other policy areas evaluated and inconsistent with the other four policy areas evaluated.
 - Refer to page 8 under the scoring summary.

2. Background

- a) Regulations
- The Office of Governmentwide Policy's (OGP) Office of Travel, Transportation and Asset Management (MT), is responsible for writing the government-wide policy for the mail management program.
 - Mail regulation is included in 41 Code of Federal Regulations (CFR), Chapter 102-192, which prescribes policy and requirements for the efficient, effective, economical, and secure management of incoming, internal and outgoing mail in Federal agencies.
- b) Evaluation Criteria
- Agencies were evaluated on their answers to 5 policy mandates and 2 best practice questions.
 - Agencies' responses were scored based on the existence of written policy that was communicated and verified within each agency.
 - There were 7 Feedback questions to provide GSA/OGP with information on how to improve policy functions and interagency collaboration, and to identify new best practices for government-wide consideration.
 - Best practices evaluations were conducted government-wide.

3. Effective and Ineffective Agency Responses

- a) Effective agency responses
- Agencies were effective at adhering to policy in the following area(s):
 - Submitting an annual mail management report to GSA if the agency spends more than \$1 million each fiscal year in payments to mail service providers.
 - Ensuring that the agency has an accountability system for making postage payments and ensuring that program level managers are accountable for obligating and tracking those expenses.
 - Requiring every facility to work towards creating a written security plan.
- b) Ineffective agency responses
- Agencies were ineffective at adhering to policy in the following area(s):
 - Encouraging mail managers to work closely with other personnel to minimize postage expenses.
 - Employing a mail center manager at agencies with more than two full-time employees dedicated to mail processing.

- Working towards ensuring that mail managers at a managerial level have a professional certification.

4. Discussion of Policy Area Performance

- a) Factors affecting adherence to policy
 - Agencies listed the following factors:
 - lack of personnel and
 - lack of financial resources.
- b) Trends identified in policy area evaluation
 - While trends in response to data were unremarkable, responses to similar or related questions produced the following general observations:
 1. Agencies that do not implement industry best practices could potentially hinder the mail operations for the Federal Government.
 2. Employees are not kept informed of the industry solutions that may quickly resolve potentially life-threatening issues or ensure that agencies are good stewards of taxpayer funds.
- c) Effect of agency participation on results
 - 9 agencies completed the evaluation and submitted initial, follow-up and final responses to questions.
 - 5 agencies submitted initial and follow-up responses to questions.
 - Agencies that submitted both initial and final evaluation responses showed a significant improvement in the overall evaluation for both mandates and best practices.

5. Recommendations

- a) 2009 Recommendations for GSA
 - 1) GSA should coordinate requests so that information meeting the mandatory requirements is not duplicated.
 - 2) GSA should improve customer support by working with the agencies to efficiently communicate changes in the policy and other relevant information.
 - 3) GSA should make it easier for agencies to respond to any policy changes.
- c) Recommended changes for PRT
 - This summary does not include recommended changes for the PRT.

6. Mail Questions, References, Performance Measures, Strategic Goal Category and Agency Results

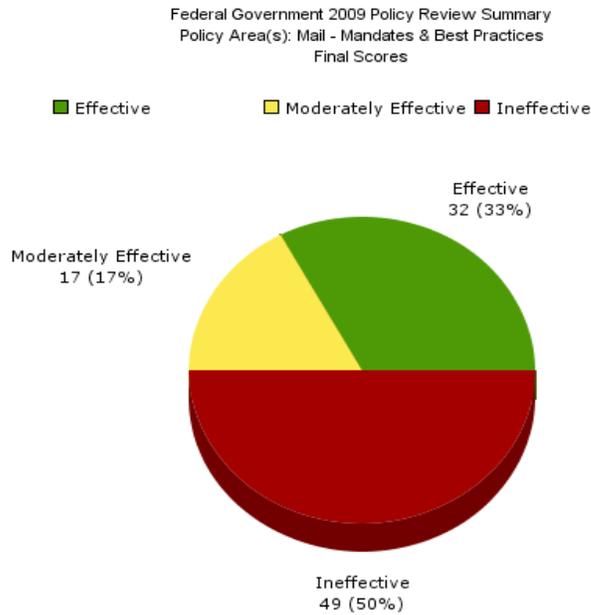
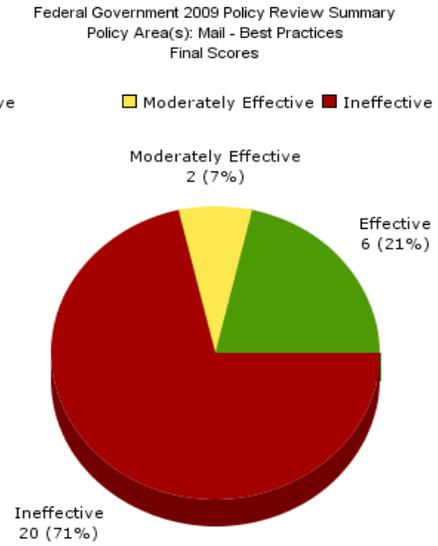
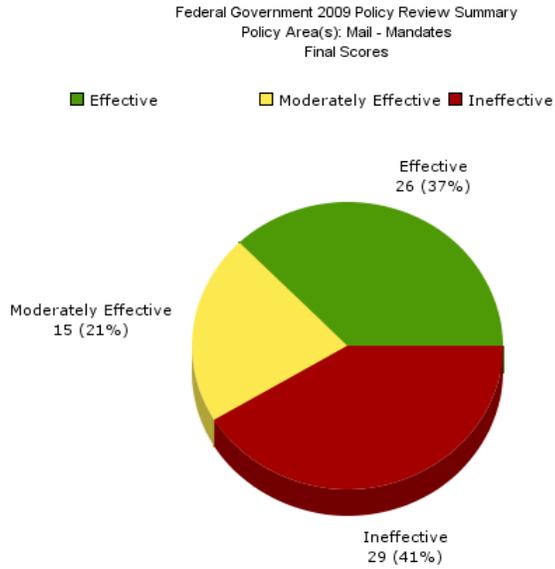
| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------|--|----------------------------------|--|--------------------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates | | | | | | | | | | | |
| 1 | Agencies must have an accountable system for making postage payments, and ensure that program level managers are accountable for obligating and tracking those expenses. | 102-192.65 | Number of postage payment transactions processed in the agency's accountable system vs. the number of postage payment transactions processed by program level managers. | Accountability | 6 | 2 | 6 | 14 | 43 % | 14 % | 43 % |
| 2 | Agencies must have a written mail security plan for each facility that processes mail, regardless of the facility's mail volume. | 102-192-70 | 1) Number of mail facilities that have a current written security plan vs. the number of agency mail facilities. 2) Number of contract modifications planned or processed to incorporate the security plan requirements vs. the number of agency mail contracts as of August 25, 2009. | Safety/ Environmental | 4 | 7 | 3 | 14 | 29 % | 50 % | 21 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|---|----------------------------------|---|--------------------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 3 | Federal mail programs must identify, prioritize, and coordinate the protection of all mail processing facilities in order to prevent, deter, and mitigate the effects of deliberate efforts to destroy, incapacitate, or exploit the mail center or the national mail infrastructure. | 102-192.75 | Percentage of agency mail security policies and plans that are in alignment with HSPD-7, Postal and Shipping Sector Plan vs. the percentage of all agency mail security policies and plans. | Safety/ Environmental | 5 | 4 | 5 | 14 | 36 % | 29 % | 36 % |
| 4 | Agencies that spend in excess of \$1 million each fiscal year in total payments to mail service providers must provide a Mail Management Report to GSA by January 15th of each year. | 102-192.85 | Date of the last emergency response test that rehearsed the agency's response to scenarios involving the mail manager. | Accountability | 6 | 0 | 8 | 14 | 43 % | 0 % | 57 % |

| Question | | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | |
|-----------------------------|--|-----------------------------|---|------------------------------|---------|----|---|-------|---------|------|------|
| Mandates (continued) | | | | | IE | ME | E | Total | IE | ME | E |
| 5 | Every facility that has more than two full time people dedicated to processing mail must have a mail center manager. | 102-192.135 | Number of mail managers assigned to facilities with more than 2 full time staff dedicated to processing mail vs. number of facilities processing mail with more than 2 full time staff. | Effectiveness/ Efficiency | 8 | 2 | 4 | 14 | 57 % | 14 % | 29 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------|---|----------------------------------|--|------------------------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Best Practices | | | | IE | ME | E | Total | IE | ME | E | |
| 1 | Agency mail managers should be at a managerial level and have a professional mail certification. | 102-192.125 | Number of agency mail managers with professional mail certifications vs. number of agency mail managers. | Effectiveness/ Efficiency | 11 | 0 | 3 | 14 | 79 % | 0 % | 21 % |
| 2 | Agency mail managers should work closely with all facility personnel, especially printing specialists and the program level users to minimize postage and associated printing expenses through improved mail piece design electronic transmission of data in lieu of mail, reducing the number of handwritten addresses on outgoing mail, and other appropriate measures. | 102-192.140 | Savings achieved from reducing postage and associated printing expenses as a result of collaboration with facility personnel compared to the prior year postage and printing expenses. | Effectiveness/ Efficiency | 9 | 2 | 3 | 14 | 64 % | 14 % | 21 % |

7. Mail - Charts



C. Motor Vehicle Executive Summary

1. Policy Area Executive Summary

a) Program Statistics

- An estimated \$4 million annually is spent by Federal executive agencies on motor vehicle fleets with 645,000 vehicles.

b) Strategic Goals Evaluated

- 5 Mandates and 2 Best Practices questions were evaluated and measured against three strategic goals:
 - Effectiveness/Efficiency
 - Accountability
 - Safety/Environment
- Results are displayed in the table below.

| Strategic Goal Evaluated | # Questions | Results |
|--------------------------|-------------|--|
| Effectiveness/Efficiency | 2 | Effective – 15% Moderately Effective – 8% Ineffective – 77% |
| Accountability | 3 | Effective – 22% Moderately Effective – 13% Ineffective – 65% |
| Safety/Environmental | 2 | Effective – 9% Moderately Effective – 25% Ineffective – 66% |

- A complete list of questions, measures, and scores is included in this report on page 39.

c) Performance Summary

- The motor vehicle program was 32% Effective/Moderately Effective and 68% Ineffective.
- Agencies scored higher on the mandates than on the best practices.
- Refer to charts on page 40.

- d) Comparison to Other Policy Areas
 - Motor Vehicle performance is below the average performance of the four other policy areas evaluated.
 - Refer to page 8 under the scoring summary.

2. Background

- a) Regulations
 - The Office of Governmentwide Policy's (OGP) Office of Travel, Transportation and Asset Management (MT), is responsible for writing the Federal Management Regulation (FMR), Part 102-34, Motor Vehicle Management.
- b) Evaluation Criteria
 - Agencies were evaluated on their answers to 5 policy mandates and 2 best practice questions.
 - Agencies' responses were scored based on the existence of written policy that was communicated to employees and verified within the agency.
 - In addition, there were 7 GSA Feedback questions to provide GSA/OGP with information on how to improve policy functions and interagency collaboration, and to identify new best practices for government-wide consideration.
 - Best practices evaluations were conducted government-wide.

3. Effective and Ineffective Responses

- a) Effective agency responses
 - Agencies were effective at adhering to policy in the following area(s):
 - Ensuring that there are proper procedures for authorizing home-to-work transportation.
- b) Ineffective agency responses
 - Agencies were ineffective at adhering to policy in the following area(s):
 - Using performance measures and ratios to analyze the program.

4. Discussion of Policy Area Performance

- a) Factors affecting adherence to policies
 - Fleet managers across government are devoting limited resources to what they are required to do, rather than to what they should do, which may be a reasonable way to deal with limited resources.
 - The scores for this policy area highlight the low priority given in most agencies to the general use of performance measures.
- b) Trends identified in policy area evaluation
 - Overall, it is difficult to identify definite trends in the data.

- Responses tended to vary widely in each question from Ineffective to Moderately Effective to Effective.
 - However, there was some clustering of results among similar or related areas, and it is possible to make the following general observations:
 - Agencies tend to be Ineffective or Effective across the board.
 - For example, one agency was Effective or Moderately Effective on all questions and Ineffective on none, while six agencies were Ineffective on all questions and Effective/Moderately Effective on none.
 - The results indicate that if attention is being paid to detail in one area, it tends to be paid to other significant areas as well; if issues are being overlooked or left to other offices to oversee in one area, they are more likely to be ignored in others.
 - Most significantly, agencies with acceptable or better management information systems tend to be among the best-performing in all areas.
 - Non-adherence may also be related to the lack or inadequacy of automated systems devoted to fleet management, and the consequent lack of data with which to perform these comparisons.
- c) Effect of agency participation on results
- 7 agencies completed the evaluation and submitted initial, follow-up and final responses to the questions.
 - 7 agencies submitted initial and follow-up responses to the questions.
 - This report is based solely on participants' results on a subset of the regulatory mandates and best practices.

5. Recommendations

- a) 2009 Recommendations for GSA
- 1) GSA's regulations interrupt the agency's ongoing mission because GSA's regulations are not clear and should be rewritten for clarity. GSA feels that this suggestion is not actionable because the GSA motor vehicle management regulations have recently been extensively revised with ample opportunity for agency review. It is also important to note that only one agency made this point while all others answered positively.
- b) Recommended Changes for the PRT
- The following change was recommended for the PRT:
 - 1) Agencies need additional assistance from GSA in following both the Mandates and Best Practices. Agencies may have achieved higher scores for best practices in performance measures if they had access to a fleet management information system to capture data on their own fleets, and data from other fleets with which to compare.

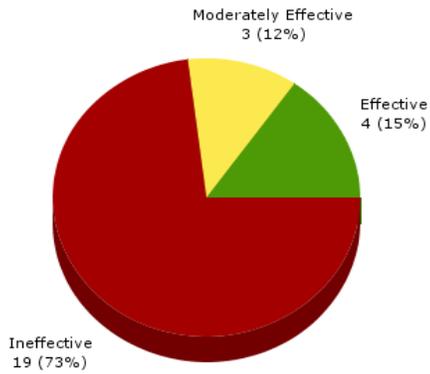
6. Motor Vehicle Questions, References, Performance Measures, Strategic Goal Category and Agency Results

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | |
|--|---|--|--------------------------|---------|----|---|-------|---------|-----|-----|
| | | | | IE | ME | E | Total | IE | ME | E |
| Mandates | | | | | | | | | | |
| 1 Executive agencies located in any State, Commonwealth, territory or possession of the United States, and the District of Columbia which operate motor vehicles owned or leased by the Government in the conduct of official business must comply with motor vehicle fuel efficiency requirements. | 102-34.50 | Number of vehicles acquired by your agency that do not meet the average fuel economy standards. | Safety/Environmental | 9 | 2 | 2 | 13 | 69% | 15% | 15% |
| 2 Executive agencies must use Government license plates unless specifically exempted. | 102-34.145 | Percentage of U. S. Government vehicles that do not display assigned U. S. Government license tags. | Accountability | 8 | 2 | 3 | 13 | 62% | 15% | 23% |
| 3 Heads of Executive agencies must authorize the use of a Government motor vehicle for transportation between an employee's residence and place of employment, and the agency must monitor the use of these motor vehicles. | 102-34.225 | 1) Number of written determinations your agency head has authorized for home-to-work transportation. 2) Frequency of usage reviews conducted by your agency on authorized home-to-work transportation. | Accountability | 8 | 1 | 5 | 14 | 57% | 7% | 36% |
| 4 Executive agencies must permit the use of Government motor vehicles by Government contractors for official purposes only and solely in the performance of the contract, and contracts must contain language to establish and enforce suitable penalties for unofficial use of Government vehicles. | 102-34.230 | 1) Number of contractors authorized to use Government vehicles in the performance of a contract. 2) Percentage of contracts to authorize the use of government vehicles that include language on the use of Government vehicles during the performance of a Government contract vs. percentage of contracts that do not include this language. | Effectiveness/Efficiency | 9 | 1 | 3 | 13 | 69% | 8% | 23% |
| 5 Employees of Executive agencies must obey all motor vehicle traffic laws of the State and local jurisdiction and are personally responsible for the payment of penalties for offenses committed while performing official duties that were not required as part of their official duties. | 102-34.250 | Number/dollar amount of fines paid by your agency as a result of traffic violations issued during the conduct of official business. | Accountability | 10 | 2 | 1 | 13 | 77% | 15% | 8% |
| Best Practices | | | | | | | | | | |
| 1 Agencies should use performance measures and key ratios to analyze general budgetary efficiency, vehicle costs, vehicle utilization, clean air and alternative fuel performance, replacement, resale/salvage costs, accident costs/rates and driver training participation. | Guide to Federal Fleet Management | Documented resource savings (FTE, budget dollars, fuel, etc.) as a result of the performance measures implemented to increase the efficiency and effectiveness of your motor vehicle fleet program. | Effectiveness/Efficiency | 11 | 1 | 1 | 13 | 85% | 8% | 8% |
| 2 Agencies should have, and implement, specific plans to increase the fuel efficiency of motor vehicle fleets, save money on fuel costs, reduce petroleum use, protect the environment, and conserve natural resources. | FMR Bulletin B.19 | Date of an agency-wide plan to ensure all employees are aware of strategies to reduce fuel consumption and increase fuel efficiencies, including driver inspections. | Safety/Environmental | 8 | 2 | 3 | 13 | 62% | 15% | 23% |

7. Motor Vehicle - Charts

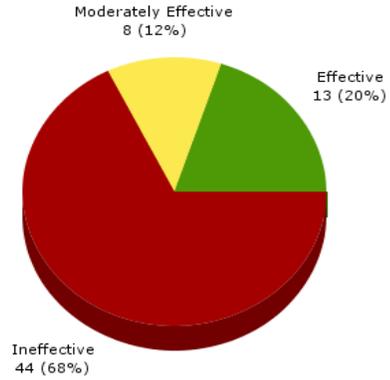
Federal Government 2009 Policy Review Summary
Policy Area(s): Motor Vehicles - Best Practices
Final Scores

Effective Moderately Effective Ineffective



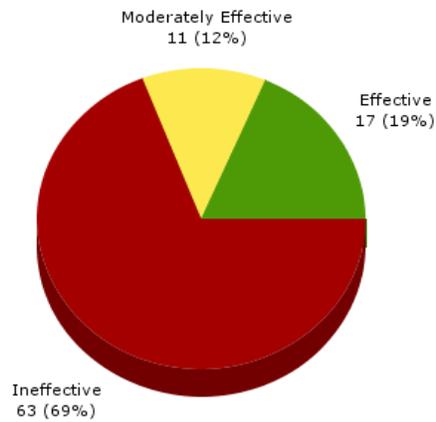
Federal Government 2009 Policy Review Summary
Policy Area(s): Motor Vehicles - Mandates
Final Scores

Effective Moderately Effective Ineffective



Federal Government 2009 Policy Review Summary
Policy Area(s): Motor Vehicles - Mandates & Best Practices
Final Scores

Effective Moderately Effective Ineffective



D. Personal Property Executive Summary

1. Policy Area Executive Summary

a) Program Statistics

- Financial reports indicate that the Federal Government's capitalized personal property exceeds \$1.3 Trillion dollars

b) Strategic Goals Evaluated

- 7 Mandates and 5 Best Practices questions were evaluated and measured against two strategic goals:
 - Effectiveness/Efficiency
 - Accountability
- Results are displayed in the below table.

| Strategic Goal Evaluated | # Questions | Results |
|--------------------------|-------------|--|
| Effectiveness/Efficiency | 2 | Effective – 5% Moderately Effective – 6% Ineffective – 86% |
| Accountability | 5 | Effective – % Moderately Effective – % Ineffective – % |
| Safety/Environmental | - | - |

- A complete list of personal property mandates and best practices questions, measures, and interim and final scores, is included in this report starting on page 45.

c) Performance Summary

- The personal property program was 14% Effective/Moderately Effective and 86% Ineffective.
- Mandates evaluation scores were higher than the best practices evaluation scores.
- Refer to charts on page 50.

d) Comparison to Other Policy Areas

- Personal property performance was below the average of the six policy areas evaluated.
- Refer to page 8 under the scoring summary.

2. Background

a) Regulations

- The Office of Governmentwide Policy's (OGP) Office of Travel, Transportation and Asset Management (MT), is responsible for writing government-wide policy affecting personal property management.
- The policy included in Title 41 of the Code of Federal Regulation, Chapter 102-35 to 42, prescribes the policies and requirements for the efficient, effective and economical management of personal property within the Federal Government.

b) Evaluation Criteria

- Agencies were evaluated and scored on their responses to questions about a representative sample of government-wide personal property mandates and best practices.
- To earn an Effective rating, agencies needed to provide documentation showing that agency policies and procedures have been formally issued, communicated to affected employees, and implemented.
- To earn a Moderately Effective rating, agencies needed to meet the written policy criterion and one of the other two criteria.
- Best practices evaluations were conducted government-wide.

3. Effective and Ineffective Responses

a) Effective agency responses

- Agencies were effective at adhering to policy in the following area(s):
 - Providing excess computers to schools, handling foreign gifts, and safeguarding property.
 - Using exchange/sale, providing training and career development activities, and investigating lost, damaged, or destroyed property.

b) Ineffective agency responses

- Agencies were ineffective at adhering to policy in the following area(s):
 - Establishing personal property performance measures.
 - Reporting excess property to GSA.
 - Ensuring that the required actions are taken in the abandonment and destruction of personal property.
 - Integrating property and financial systems.
 - Sanitizing electronic media items before disposal.

4. Discussion of Policy Area Performance

- a) Factors affecting adherence to policies
 - Lack of personnel was the most frequently cited reason for not adhering to policy.
- b) Trends identified in policy area evaluation
 - Many agencies do not appear to have policies in place that have been formally issued, communicated, and implemented.
 - Agencies that started the evaluation, but that did not provide follow-up responses likely lowered the overall personal property scores.
 - Overall, agencies scored best on questions asking about policies and procedures issued by the agency.
 - Employee awareness questions received the next best scores.
 - Verification of policy implementation received the lowest scores.
- c) Effect of agency participation on results
 - 4 agencies completed the evaluation and submitted initial, follow-up and final responses to the questions.
 - 7 agencies submitted initial responses only.
 - Scores increased between initial and follow-up responses.

5. Recommendations

- a) 2009 Recommendations for GSA
 - 1) GSA should provide agencies with data call notices in advance of due dates, not just late notices after due dates (repeated from the 2008 evaluation).
 - 2) GSA should provide a better description of its information requirements and an explanation of how the data it collects will be used (repeated from the 2008 evaluation).
 - 3) GSA should provide comparable statistics and benchmarks (similar to those defined with ASTM standards) which might help agencies identify strengths and weaknesses and better measure their performance with similar activities elsewhere in the Government.
 - 4) GSA should automate the annual Non-Federal Recipients Report and Exchange/Sale Report.
 - 5) GSA should make government-wide data from the Non-Federal Recipients Report available to agencies each year without need for a user id and password to view it.
 - 6) GSA should gather and report data already existing in its various personal property automated systems (e.g., utilization, donation and sales) regarding the amount of property reported as excess, transferred, sold, exchanged/sold, and sales proceeds by agency

and/or activity address code in order to benefit agencies in the management of their personal property programs.

- 7) GSA's personal property regulations should be tailored to address the management of property in differing environments (e.g. offices vs. laboratories vs. production facilities)
- 8) GSA's personal property regulations should be better organized with easy key word searches.
- 9) GSA should consider expanding the authority to apply the proceeds of personal property that is excess and ultimately scrapped to offset the cost of a contract under scrap exchange/sale.

b) Recommended changes to the PRT

- This summary does not include recommended changes to the PRT.

6. Personal Property Questions, References, Performance Measures, Strategic Goal Category and Agency Results

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------|--|---|---|----------------|----|---|-------|---------|-------|-----|-----|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates | | | | | | | | | | | |
| 1 | Agencies are required to establish performance measures that gauge how well their personal property functions are being performed through each stage of the personal property life cycle, especially measures to preclude fraud, waste or abuse. | Government Performance Results Act (GPRA) Federal Managers Financial Integrity Act (FMFIA) | Number of performance measures established. | Accountability | 11 | 0 | 0 | 11 | 100 % | 0 % | 0 % |
| 2 | Agencies are required to use excess property as the first source of supply. | FAR 8.102-41CFR 102-36.45(a) | Number of items acquired from excess property divided by total number of items acquired and/or value of items acquired from excess property divided by total value of items acquired. | Accountability | 10 | 1 | 0 | 11 | 91 % | 9 % | 0 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|--|--|--|------------------------------|----|---|-------|---------|-------|------|-----|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 3 | Agencies are required to prevent and detect improper use, unauthorized disposal, or destruction of excess property in their custody. | 41CFR 102-36.45(d)(5) | Number of items lost or destroyed divided by total number of items in the inventory and/or value of items lost or destroyed divided by total value of items in the inventory. | Accountability | 7 | 3 | 1 | 11 | 64 % | 27 % | 9 % |
| 4 | Agencies are required to report all excess property, unless excepted, to the General Services Administration. | 41CFR 102.36.220 | Number of items reported to GSA divided by total number of items disposed of by the agency and/or value of items reported to GSA divided by total value of items in the inventory. | Effectiveness/ Efficiency | 11 | 0 | 0 | 11 | 100 % | 0 % | 0 % |
| 5 | Agencies are required to ensure that certain actions are taken in the abandonment/destruction of their personal property. | 41CFR 102-36.325 41CFR 102-35.30 FMR Bulletin B-17 | Number of public notices of intent to abandon or destroy personal property. | Accountability | 11 | 0 | 0 | 11 | 100 % | 0 % | 0 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|--|--|---|------------------------------|----|---|-------|---------|------|-----|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 6 | Agencies are required to transfer excess computer equipment for use by schools or non-profit organizations in compliance with Executive Order 12999. | 41CFR 102-36.475(a)(b) | Number of computer equipment transferred to schools/non-profit organizations divided by total number of computer equipment reported for disposal and/or value of computer equipment transferred to schools/non-profit organizations divided by total value of computer equipment reported for disposal. | Effectiveness/ Efficiency | 8 | 0 | 3 | 11 | 73 % | 0 % | 27 % |
| 7 | Agencies are required to prescribe actions to be taken by employees receiving foreign gifts and decorations. | 41CFR 102-42.15 41CFR 102-42.20 | 1) Number of foreign gifts exceeding minimal value retained for official use; 2) Number of foreign gifts exceeding minimal value sold to employees. | Accountability | 8 | 1 | 2 | 11 | 73 % | 9 % | 18 % |

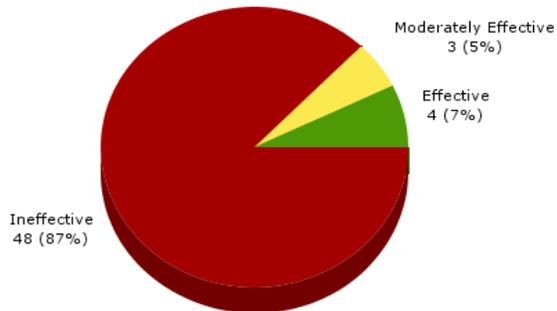
| Question | | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | |
|-----------------------|---|--|--|----------|---------|----|---|-------|---------|-----|-----|
| Best Practices | | | | | IE | ME | E | Total | IE | ME | E |
| 1 | Agencies should require that career development and formal training criteria are in place for their personal property staff. | Personal Property Management Review Guide (PPMRG) Checklist Item A.2 | Number of personal property employees that received career development or formal training within the year. | | 9 | 1 | 1 | 11 | 82 % | 9 % | 9 % |
| 2 | Agencies should require that in-use personal property which is lost, damaged or destroyed is investigated and loss trend analysis is periodically conducted. | PPMRG Checklist Item B4.86-90 | Number of investigations/Analyses. | | 9 | 1 | 1 | 11 | 82 % | 9 % | 9 % |
| 3 | Agencies should integrate their property management system with their financial and acquisition systems, and ensure that the FSIO (formerly JFMIP) Core Financial Systems requirements are met. | FSIO (formerly JFMIP) Property Management Systems Requirements, October 2000 | Number of integrated property/financial management/acquisition systems. | | 10 | 1 | 0 | 11 | 91 % | 9 % | 0 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | |
|-----------------------------------|--|----------------------------------|--|---------|----|---|-------|---------|-----|------|
| | | | | IE | ME | E | Total | IE | ME | E |
| Best Practices (continued) | | | | IE | ME | E | Total | IE | ME | E |
| 4 | Agencies should use the exchange/sale authority when replacing personal property. | 41CFR 102-39 | Number and value of items exchanged/sold. | 9 | 0 | 2 | 11 | 82 % | 0 % | 18 % |
| 5 | Agencies should require that electronic media items are sanitized prior to disposal. | NIST Pub 800 88 | Number of items sanitized divided by number of items reported as excess. | 11 | 0 | 0 | 11 | 100 % | 0 % | 0 % |

7. Personal Property - Charts

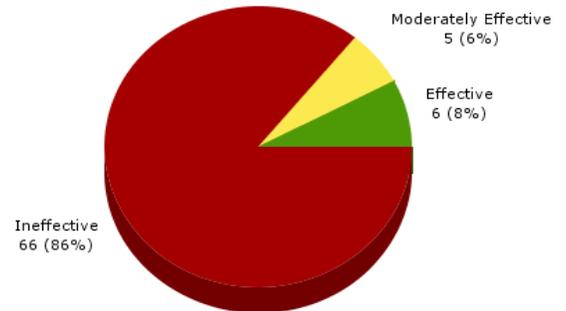
Federal Government 2009 Policy Review Summary
Policy Area(s): Personal Property - Best Practices
Final Scores

■ Effective ■ Moderately Effective ■ Ineffective



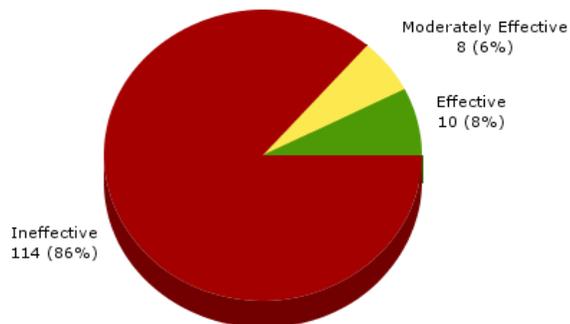
Federal Government 2009 Policy Review Summary
Policy Area(s): Personal Property - Mandates
Final Scores

■ Effective ■ Moderately Effective ■ Ineffective



Federal Government 2009 Policy Review Summary
Policy Area(s): Personal Property - Mandates & Best Practices
Final Scores

■ Effective ■ Moderately Effective ■ Ineffective



E. Relocation Executive Summary

1. Policy Area Executive Summary

a) Program Statistics

- According to 2003 data collected by the Office of Management and Budget in 2005, Federal agencies spend about \$800 million per year to relocate approximately 28,000 Federal employees.

b) Strategic Goals Evaluated

- 11 Mandates and 6 Best Practices questions were evaluated and measured against two strategic goals:
 - Effectiveness/Efficiency
 - Accountability
- Results are displayed in the table below.

| Strategic Goal Evaluated | # Questions | Results |
|--------------------------|-------------|--|
| Effectiveness/Efficiency | 5 | Effective – 53% Moderately Effective – N/A Ineffective – 43% |
| Accountability | 12 | Effective – 67% Moderately Effective – 4% Ineffective – 29% |
| Safety/Environmental | - | - |

- A complete list of questions, suggested measures and scores are included in this report starting on page 55.

c) Performance Summary

- The relocation policy area was 66% Effective/Moderately Effective and 34% Ineffective.
- Agencies scored higher for mandates than for best practices.
- Refer to charts on page 62.

d) Comparison to Other Policy Areas

- Relocation performance is better than four of the other policy areas evaluated.
- Refer to page 8 under the scoring summary.

2. Background

a) Regulations

- The Office of Governmentwide Policy's (OGP) Office of Travel, Transportation and Asset Management (MT), is responsible for writing the Federal Travel Regulation (FTR).
- The FTR, (Title 41 Code of Federal Regulations (CFR), Chapters 300 through 304) implements statutory requirements and Executive branch policies for relocating Federal civilian employees and others authorized to move at Government expense in the most efficient, effective, and economical manner.

b) Evaluation Criteria

- Agencies were evaluated on their answers to 11 policy mandates and 6 best practice questions.
- Agencies' responses were scored based on the existence of written policies that were communicated within agencies to raise awareness, and verifiable evidence that the agencies adhered to the mandates and best practices.
- There were 7 GSA Feedback questions to gather information about how to improve relocation policy functions, interagency collaboration, and identify new best practices.
- There were 7 questions designed to collect specific feedback about CPE's performance.
- Best practices evaluations were conducted government-wide.

3. Effective and Ineffective Responses

a) Effective agency responses

- Agencies were effective at adhering to policies in the following area(s):
 - Designating a senior executive as the manager for the agencies' entire employee relocation process.
 - Providing counseling to all transferees and new employees offered relocation.

b) Ineffective agency responses

- Agencies were ineffective at adhering to policies in the following area(s):
 - Having a documented and publicized philosophy statement for relocation.
 - Ensuring that relocation processes are managed by the Chief Human Capital Officers' organizations.
 - Using a comprehensive, automated relocation system to manage all relocations.
 - Having a comprehensive home sale program.

4. Discussion of Overall Policy Area Performance

- a) Factors affecting adherence to policy
 - Adherence to mandates and best practices show improvement between 2008 and 2009.
 - The improvement has more to do with the mix and number of agencies responding to the 2009 evaluation effort than actual improvement in implementing the practices evaluated.
- b) Trends identified in policy area evaluation
 - Agencies that achieved high evaluations last year also achieved higher ones this year.
- c) Effect of Agency Participation on Results
 - 6 agencies completed the evaluation and submitted initial, follow-up and final responses to the questions.

5. Recommendations

- a) 2009 Recommendations for GSA
 - 1) GSA should provide agencies with information regarding how to become involved with the interagency committees and councils.
 - 2) GSA should provide mechanisms (teleconferences, web based technology) allowing agencies located outside of the Washington, DC, area to participate in relocation related meetings and activities.
 - 3) GSA should identify resources for relocation program reviews and training since they are effective methods to determine areas needing improvement and verifying that mandatory requirements are met.
 - 4) Adhering to Federal regulations is a cost containment method. However, some regulations are viewed as a liability when recruiting new employees. GSA should improve the regulations to allow agencies to compete for recruits more effectively.
 - 5) Agencies are reducing their workforces, which makes it difficult to attend full or half day meetings. As a way to address this issue, GSA should consider reducing the length of relocation meetings to facilitate more agency participation.
 - 6) GSA should better disseminate government-wide relocation information (data and best practices, in particular) to agencies. For example, could GSA establish a blog allowing agencies to share information?
 - 7) GSA should review/reconsider the need for agency level relocation policies. Rather than agency level policies, some agencies require their sub-units to follow the Federal Travel Regulation (FTR), thus eliminating the need for agency level policy.

b) Recommended Changes for the PRT

- The following changes were recommended for the PRT in future years:
 - 1) CPE should consider conducting the policy evaluation every other year, particularly for agencies that are considered to be “effective”.
 - 2) CPE should consider giving agencies more time to respond to questions through the Policy Review Tool.
 - 3) CPE should reconsider asking both the agency responder and agency approver to provide input on the same feedback questions to avoid redundancy.
- CPE is considering these recommendations for the 2010 evaluation process.

6. Relocation Questions, References, Performance Measures, Strategic Goal Category and Agency Results

| Question | | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | |
|-----------------|---|----------------------------------|--|----------------|---------|----|---|-------|---------|------|------|
| Mandates | | | | | IE | ME | E | Total | IE | ME | E |
| 1 | Agencies are required to have internal policies that determine who will authorize and approve relocations. | FTR 302-2.100(d) | Date of most recent document authorizing an individual to approve relocation transactions. | Accountability | 1 | 1 | 4 | 6 | 17 % | 17 % | 67 % |
| 2 | Agencies are required to have internal policies that determine who must sign a relocation service agreement. | FTR 302-3.503 | 1) Number who violated service agreements/total number of service agreements 2) Number approved for relocation/number of employees that relocated. | Accountability | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |
| 3 | Agencies are required to have internal policies that determine when and who will authorize a house hunting trip for transferring employees. | FTR 302-5.101 | Count of transfer documents approved by authorizing official/number of transferred employees authorized for house hunting trip | Accountability | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|---|--|---|----------------|----|---|-------|---------|------|-----|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 4 | Agencies are required to have internal policies determining who authorizes temporary quarters subsistence expense (TQSE) allowances and determining for how TQSE is authorized. | FTR 302-6.301 | 1) Total number of days approved employees authorized temporary quarters; 2) Total number of days in TQSE (includes unapproved days) | Accountability | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |
| 5 | Agencies are required to have internal policies determining who authorizes shipment of privately owned vehicles and when it is in the best interest of the government. | FTR 302-9.502 FTR 302-9.504 | Number of documents that correspond to each approved POV shipped/number of POVs shipped | Accountability | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |
| 6 | Agencies are required to have internal policies that provide the full home sale expense allowance or home sale services of a relocation services company to all eligible transferred employees. | FTR 302-11.401 FTR 302-12 | 1) Total cost of home sale expense allowances/number given; 2) Count of both services and allowances provided/number of eligible transferred employees. | Accountability | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |

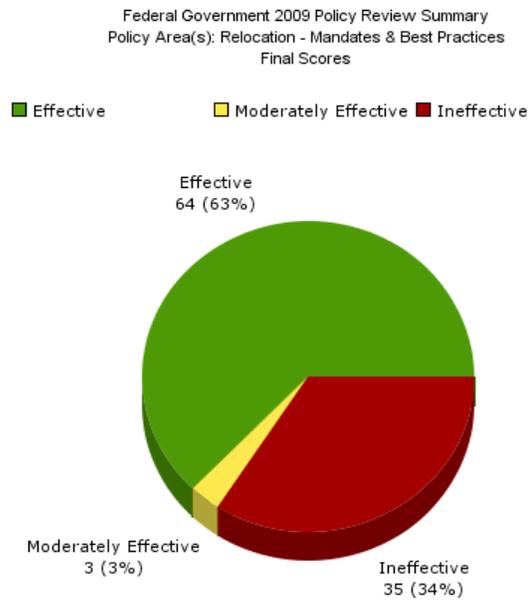
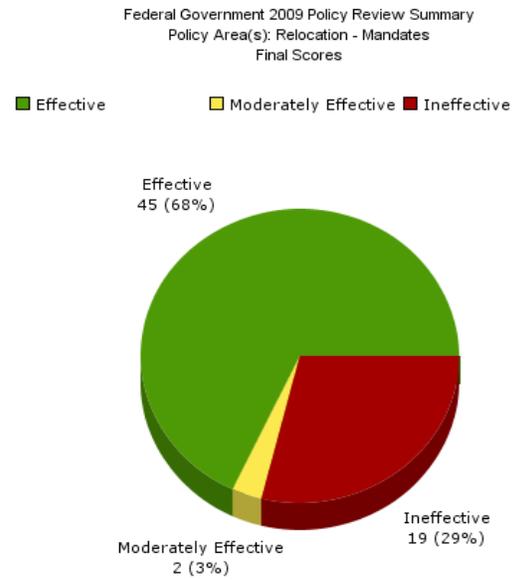
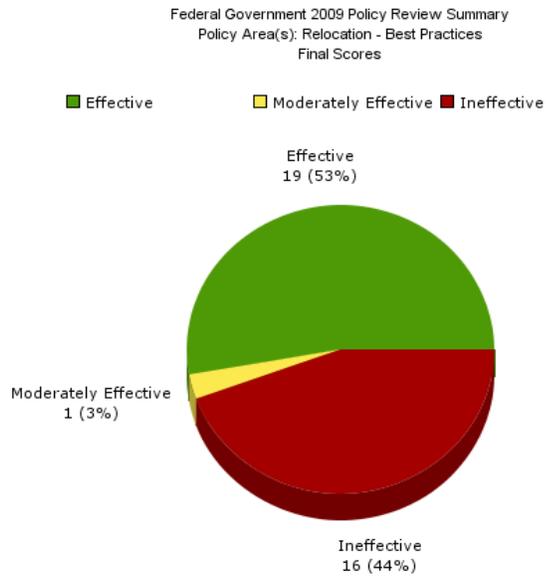
| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|---|----------------------------------|---|------------------------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | | | | | | | | |
| 7 | Agencies are required to have internal policies that provide the full home purchase expense allowance to all eligible transferred employees. | FTR 302-11.401 | Total cost of home purchase expense allowances/number of home purchases by eligible employees | Accountability | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |
| 8 | Agencies are required to have internal policies that provide an allowance for lease termination expenses to all eligible employees. | FTR 302-11.430 | Total cost of lease terminations/number of leases terminated | Effectiveness/ Efficiency | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |
| 9 | If agencies have decided to establish a home marketing incentive payment program, they are required to have internal policies determining who will authorize a home marketing incentive payment, the conditions under which payment will be authorized, and the payment amount. | FTR 302-14.101 | Number of transferred employees eligible for home marketing incentives/number of people eligible for home sale benefits | Accountability | 1 | 1 | 4 | 6 | 17 % | 17 % | 67 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|--|----------------------------------|--|----------------|----|---|-------|---------|------|-----|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 10 | Agencies are required to have internal policies determining who will authorize a miscellaneous expense allowance (MEA) and how it will be authorized . | FTR 302-16.200 | Total cost of miscellaneous expenses/number of transferred employees that receive miscellaneous expenses | Accountability | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |
| 11 | Agencies are required to have internal policies providing withholding tax allowances and relocation income tax allowances to all eligible transferred employees. | FTR 302-17 | Number of WTA and RITA payments/ number of employees who relocated. | Accountability | 1 | 0 | 5 | 6 | 17 % | 0 % | 83 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------|---|--|---|---------------------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Best Practices | | | | | | | | | | | |
| 1 | The Government wide Relocation Advisory Board has recommended that agencies should have a documented and publicized philosophy statement for relocation. | GRAB 09/15/05 www.GSA.GOV/G RAB | Documented and publicized philosophy statement for relocation, as recommended by the Government wide Relocation Advisory Board | Effectiveness/ Efficiency | 4 | 0 | 2 | 6 | 67 % | 0 % | 33 % |
| 2 | The Government wide Relocation Advisory Board has recommended that agencies' relocation process should be managed by their Chief Human Capital Officers' organizations. | GRAB 09/15/05 www.GSA.GOV/G RAB | Documentation showing that all or most of your relocation process is managed by your Chief Human Capital Officer's organization | Effectiveness/ Efficiency | 3 | 0 | 3 | 6 | 50 % | 0 % | 50 % |
| 3 | GSA recommends that agencies designate a senior executive as the manager for the agencies' entire employee relocation process. | GSA legislative proposal Executive Relocation Steering Committee (ERSC) minutes 09/21/06 | Documentation showing that agency has a senior executive designated as the manager of the entire employee relocation process | Accountability | 1 | 1 | 4 | 6 | 17 % | 17 % | 67 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------------|--|--|---|---------------------------|----|---|-------|---------|------|-----|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Best Practices (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 4 | The Government wide Relocation Advisory Board has recommended that agencies provide counseling to all transferees and new employees to whom relocation is offered. | Federal Register, 08/03/07 | Number of transferees who receive counseling/number of transferees and new employees to whom relocation is offered. | Effectiveness/ Efficiency | 2 | 0 | 4 | 6 | 33 % | 0 % | 67 % |
| 5 | GSA recommends that agencies use a comprehensive, automated relocation system to manage all relocations. | GSA legislative proposal Executive Relocation Steering Committee (ERSC) minutes 09/21/06 | Evidence that your agency uses or has considered a comprehensive, automated relocation system to manage all relocations | Effectiveness/ Efficiency | 3 | 0 | 3 | 6 | 50 % | 0 % | 50 % |
| 6 | The Government wide Relocation Advisory Board has recommended that agencies have a comprehensive home sale program. | GRAB 09/15/05 www.GSA.GOV/G RAB | Evidence that your agency has a comprehensive home sale program | Accountability | 3 | 0 | 3 | 6 | 50 % | 0 % | 50 % |

7. Relocation - Charts



F. Travel Executive Summary

1. Policy Area Executive Summary

a) Program Statistics

- An estimated \$13.2 billion dollars and 24.68 million annual room nights are associated with the Federal Government's travel program.

b) Strategic Goals Evaluated

- 7 Mandates and 4 Best Practices questions were evaluated and measured against two strategic goals:
 - Effectiveness/Efficiency
 - Accountability
- Results are displayed in the below table.

| Strategic Goal Evaluated | # Questions | Results |
|--------------------------|-------------|--|
| Effectiveness/Efficiency | 3 | Effective – 21% Moderately Effective – 8% Ineffective – 72% |
| Accountability | 8 | Effective – 42% Moderately Effective – 12% Ineffective – 46% |
| Safety/Environmental | - | - |

- A complete list of questions, suggested measures and scores are included in this report starting on page 67.

c) Performance Summary

- The travel policy area was 46% Effective/Moderately Effective and 53% Ineffective.
- Agencies scored higher for mandates than for best practices.
- Refer to charts on page 72.

d) Comparison to Other Policy Areas

- Travel policy performance is consistent with the average performance of one of the other policy areas evaluated and inconsistent with the other four policy areas evaluated.
- Refer to scoring summary on page 8.

2. Background

a) Authority/Regulations

- The Office of Governmentwide Policy's (OGP) Office of Travel, Transportation and Asset Management (MT), is responsible for writing the Federal Travel Regulations (FTR).
- The FTR is the regulation contained in 41 Code of Federal Regulations (CFR), Chapters 300 through 304, which implements statutory requirements and Executive branch policies for travel by Federal civilian employees and others authorized to travel at Government expense.

b) Evaluation Criteria

- This report is based on GSA's evaluation of participants' responses to a subset of the travel mandates and best practices.
- Agencies' responses were scored based on evidence provided that supports the existence of three criteria: written policies, employee awareness, and verification of adherence to policy.
- A majority of agencies failed to meet requirements to have written policy, to communicate the policy to affected parties, and to check adherence, things which are viewed as critical components of a strong policy system.
- Best practices evaluations were conducted government-wide.

3. Effective and Ineffective Responses

a) Effective agency responses.

- Agencies were effective at adhering to policy in the following area(s):
 - Using a contract city-pair fare unless an exception applies.
 - Ensuring that employees use coach-class accommodations except as provided under applicable code provisions.

b) Ineffective agency responses

- Agencies were ineffective at adhering to policies in the following area(s):
 - Ensuring that agency employees who are frequent travelers, supervisors, approvers and voucher examiners take FTR training.
 - Ensuring that employees use the approved on-line booking tool to make hotel reservations.
 - Considering the total travel cost by evaluating and selecting the mode of transportation that provides the greatest advantage to the Government.
 - Determining: (a) when to authorize emergency travel under Part 301-30; (b) who will determine if the employee's situation warrants payment for emergency travel expenses; (c) when and by whom travel to an alternate location other than official station or point of interruption will be authorized; and (d) who will determine when and if the definition of family may be extended and to whom.

4. Discussion of Policy Area Performance

- a) Factors affecting adherence to policies
 - Many agencies need to gain a better understanding of the benefits of having a centralized umbrella policy that uses OGP policy as a base.
 - The agency can then determine additional agency restrictions and geographic/regional Standard Operating Procedures (SOPs).
- b) Trends identified in policy area evaluation
 - The lack of improvement in responses to similar questions between 2008 and 2009 indicates that agencies need to renew their emphasis on policy and procedures.
 - Agencies may need to work at making the identified changes necessary to improve their internal programs and policies.
- c) Effect of agency participation on results
 - 9 agencies completed the evaluation and submitted initial, follow-up, and final responses to the questions.
 - 4 agencies participated in the evaluation and submitted initial and follow-up responses.
 - The travel results showed an increase in scores between initial and final submissions.

5. Recommendations

- a) 2009 Recommendations for GSA
 - 1) GSA should develop other tools, systems and forms for agencies to use when responding to mandatory reporting requirements. Agencies were pleased with the Premium/First Class/Senior Federal Travel Reporting System and nonfederal source travel and would like similar reporting mechanisms.
 - 2) GSA should communicate and demonstrate how it will utilize data collection to improve travel policy.
- b) Recommended Changes for the PRT
 - The following changes were recommended for the PRT in future years:
 - 1) Recommend adding import/export capabilities to GSA tools to improve usability for agencies and time commitment to benefit from them.
 - 2) Recommend that future survey questions be limited to those that are not resolved through ETS automation. ETS has automated several of the policy requirements, therefore making policy adherence a must.
 - 3) GSA should not require specific information from the PRT that is not required by either statute or regulation within the FTR from agencies (awareness or verification).
 - 4) There needs to be some other mechanism that reliably informs agencies of requirements and best practices as perceived by GSA. One

suggestion was to create a best practice blog to enable on-going awareness of government-wide efforts.

- 5) Have the policy review effort every other year instead of every year, especially for those agencies whose answers are considered effective.
- 6) We would like more time to complete the survey, such as two or three additional weeks.
- 7) Asking both the responder and approver the same CPE feedback questions is redundant.
- 8) At least one agency wanted to be able to edit the responder's text.
- 9) All mandates and best practices do not necessarily require a performance measure or reporting requirement.

6. Travel Questions, References, Performance Measures, Strategic Goal Category and Agency Results

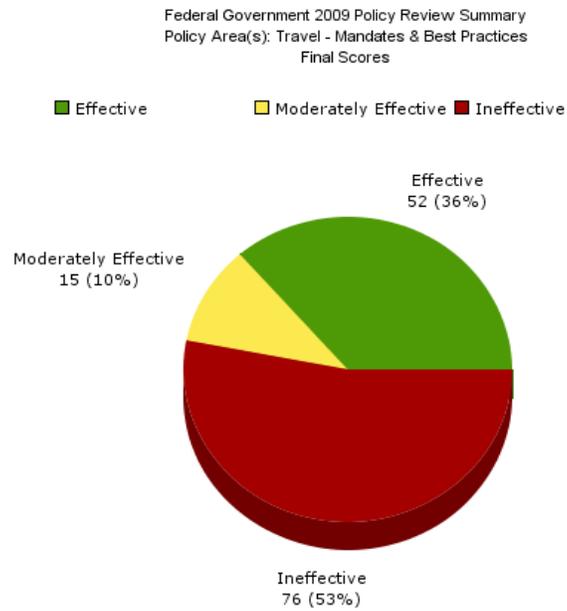
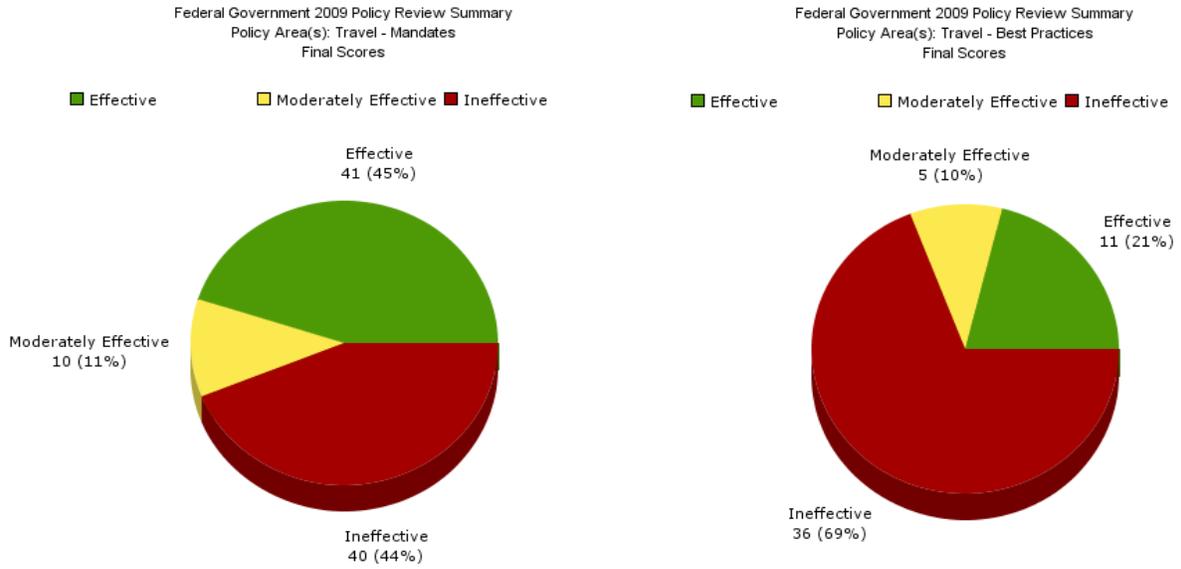
| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------|---|-------------------------------------|--|----------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates | | | | | | | | | | | |
| 1 | Executive agency employees must use a contract city-pair fare unless an exception applies. | 301-10.106 thru 108 | Percentage of CONUS trips using valid exceptions to non-city pair fares/CONUS trips using city pair fares. | Accountability | 4 | 0 | 9 | 13 | 31 % | 0 % | 69 % |
| 2 | Executive agency employees must submit unused GTR(s), unused ticket coupons, unused e-tickets, or refund applications to your agency in accordance with your agency's procedures. | 301-10.114 | Total count of unused tickets and refund applications submitted / Total count of unused tickets and refund applications. | Accountability | 4 | 2 | 7 | 13 | 31 % | 15 % | 54 % |
| 3 | Executive agency employees must use coach-class accommodations, except as provided under 301-10.123 and 301-10.124. | 301-10.122 | # of approved airline accommodations for other than coach class travel / # of other than coach-class airline accommodations. | Accountability | 4 | 0 | 9 | 13 | 31 % | 0 % | 69 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|---|--|---|------------------------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 4 | Executive agency employees are not reimbursed for the cost of a collision damage waiver or theft insurance when renting a vehicle for Government travel unless exempted. | 301-10.451 | Options: Cost incurred by traveler-not reimbursed; Cost reimbursed to traveler-that should not have been; # of policy violations-whether reimbursed or not. | Accountability | 4 | 2 | 7 | 13 | 31 % | 15 % | 54 % |
| 5 | Executive agencies must track and report payments received by the agency from non-Federal sources. Executive agencies may approve authorized non-Federal source payments to employees and/or the employee's spouse for travel to a meeting. | 41CFR 304-6.4 and 6.5 41CFR 304-5.1 | Standard Form (SF) 326, Semiannual Report of Payments showing all required payments. | Effectiveness/ Efficiency | 6 | 3 | 4 | 13 | 46 % | 23 % | 31 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------------|--|----------------------------------|---|----------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Mandates (continued) | | | | IE | ME | E | Total | IE | ME | E | |
| 6 | Executive agencies must determine: (a) when you will authorize emergency travel under Part 301-30; (b) who will determine if the employee's situation warrants payment for emergency travel expenses; (c) when and by whom travel to an alternate location other than official station or point of interruption will be authorized; and (d) who will determine when and if the definition of family may be extended and to whom. | 41CFR 301-70.500 | Number of emergency travel situations considered and approved. | Accountability | 9 | 2 | 2 | 13 | 69 % | 15 % | 15 % |
| 7 | Executive agencies must consider the total travel cost by evaluating and selecting the mode of transportation that provides the greatest advantage to the Government. | 301-70.101 | # of cost estimates submitted for approval as a result of automatic trigger requirements. | Accountability | 9 | 1 | 3 | 13 | 69 % | 8 % | 23 % |

| Question | Reference(s) | Suggested Performance Measure(s) | Category | Final # | | | | Final % | | | |
|-----------------------|---|----------------------------------|---|---------------------------|----|---|-------|---------|------|------|------|
| | | | | IE | ME | E | Total | IE | ME | E | |
| Best Practices | | | | IE | ME | E | Total | IE | ME | E | |
| 1 | Executive agency employees should use the approved on-line booking tool to make hotel reservations (once ETS is available). | 301-50.7 | Percentage of hotel reservations that are made online compared to the total amount of trips approved in ETS or overall hotel reservations made. | Effectiveness/ Efficiency | 10 | 0 | 3 | 13 | 77 % | 0 % | 23 % |
| 2 | Executive agencies should implement appropriate procedures to reduce travel charge card delinquencies and misuse. | 301-70.708 | # of individuals with travel charge card delinquencies / # of travel cardholders. | Accountability | 5 | 2 | 6 | 13 | 38 % | 15 % | 46 % |
| 3 | Executive agency employees should determine if their lodging facility accepts a federal, state or local tax exempt certificate and, if accepted, submit it to the lodging facility. | 301-11.29 | Taxes Exempted / Taxes Paid. | Accountability | 9 | 3 | 1 | 13 | 69 % | 23 % | 8 % |
| 4 | Executive agency employees who are frequent travelers, supervisors, approvers and voucher examiners should take FTR Training. | ITMC Meetings | # of travelers, supervisors, approvers and voucher examiners that have taken FTR training travel per year. | Effectiveness/ Efficiency | 12 | 0 | 1 | 13 | 92 % | 0 % | 8 % |

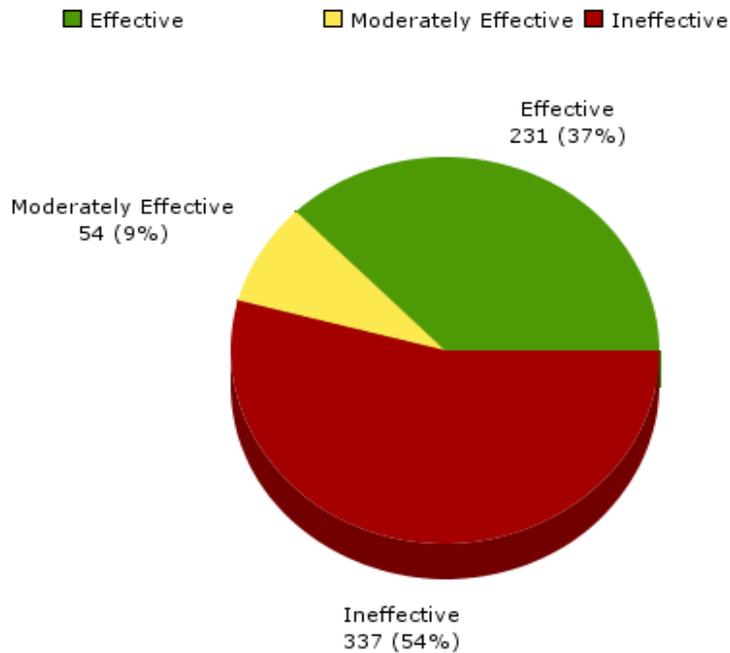
7. Travel - Charts



G. Governmentwide Charts

1. Summary – All Policy Areas – Mandates & Best Practices

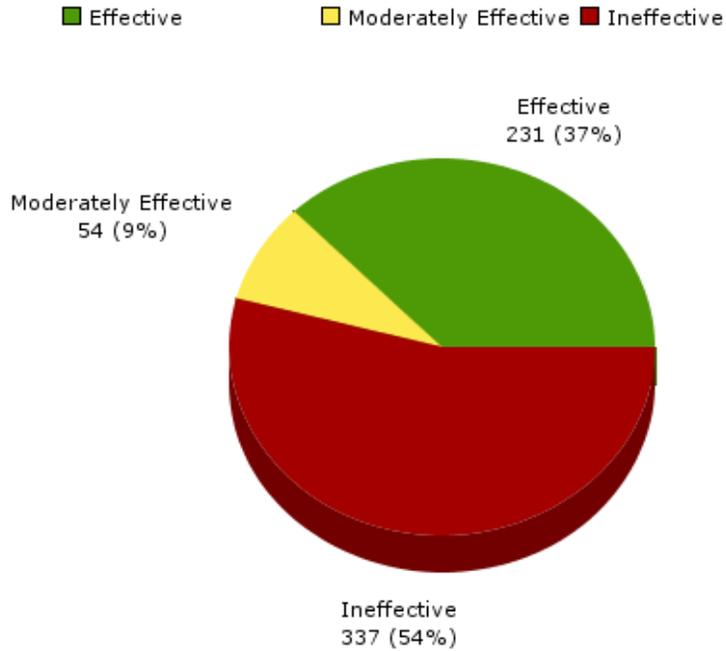
Federal Government 2009 Policy Review Summary
All Policy Areas - Mandates & Best Practices
Final Scores



| Policy Area | Effective | Moderately Effective | Ineffective |
|-------------------|-----------|----------------------|-------------|
| Aircraft | 56 | 0 | 0 |
| Mail | 32 | 17 | 49 |
| Motor Vehicles | 17 | 11 | 63 |
| Personal Property | 10 | 8 | 114 |
| Relocation | 64 | 3 | 35 |
| Travel | 52 | 15 | 76 |

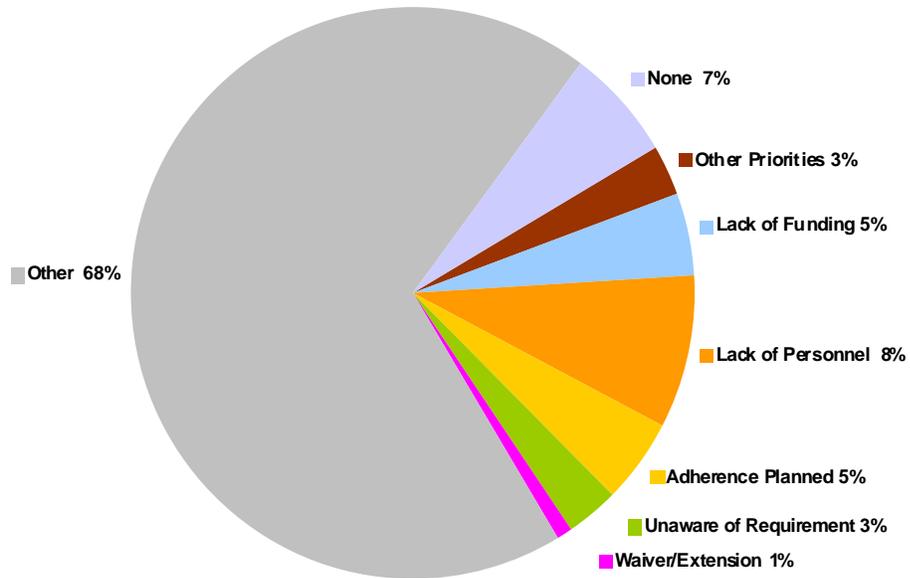
2. Summary – All Strategic Goals – Mandates & Best Practices

Federal Government 2009 Strategic Goal Review Summary
All Strategic Goals - Mandates & Best Practices
All Policy Areas
Final Scores



3. Summary – Reasons for Non-Adherence – All Policy Areas

Federal Government 2009 Reasons for Non-Adherence Review Summary
All Policy Areas
All Questions



| Reason for Non-Adherence | # | % |
|--|-----|-----|
| Other priorities precluded adherence | 16 | 3 |
| Lack of resources - funding | 26 | 5 |
| Lack of resources - personnel | 49 | 8 |
| Adherence planned for later date | 27 | 5 |
| Unaware of requirement | 18 | 3 |
| Received waiver/Implementation extension | 4 | 1 |
| Other (with explanation) | 390 | 68 |
| None | 37 | 7 |
| Total: | 567 | 100 |