



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

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OSWER Directive 9242.6-13
OFFICE OF
SOLID WASTE AND EMERGENCY RESPONSE

MEMORANDUM

SUBJECT: Performance Tracking Under ARCS Contracts

FROM: Henry L. Longest II, Director
Office of Emergency and Remedial Response

TO: Director, Waste Management Division
Regions I, IV, V and VII
Director, Emergency and Remedial Response Division
Region II
Director, Hazardous Waste Management Division
Regions III, VI, VIII and IX
Director, Hazardous Waste Division
Region X

PURPOSE

The purpose of this memorandum is to request your assistance in developing a non-resource intensive method for reporting performance based work allocation results under the ARCS contracts.

BACKGROUND

One objective of the ARCS strategy is to encourage outstanding contractor performance and customer service. Those contractors with high performance achievements would be recognized through the award fee process and, as a result, would be the first to be considered for additional work. For the first couple of years under the ARCS contracts, this process was preempted by the need to satisfy initial work distribution requirements under the contracts. Once these initial requirements were met, it was anticipated that new work would be distributed in accordance with a Regional decision process that emphasized performance.

Over the past several years, we have been asked on numerous occasions how well this objective has been met. While a system is in final development to track award fee, no simple method is available to record the results of the award fee process on the issuance of new work and the impact of contractor performance accomplishments on the distribution of additional work assignments. The only present method to obtain this information

is to initiate a resource intensive series of phone calls to the Project Officers in each Region.

We anticipate a continuing need to report on the outcome of the ARCS performance system, and the resulting assignment of new work. Therefore, a method needs to be implemented to regularly obtain this data from the Regions in a minimally intrusive way.

IMPLEMENTATION

The attached draft form has been developed to serve as the vehicle to transmit performance results data to the Hazardous Site Control Division at the conclusion of each Performance Evaluation Board (PEB). It is recognized that many influences impact the final decision as to which contractor gets what work assignment and some of those have been incorporated into the information requested on the form.

In the implementation of this form, it became evident that the data should represent the period beginning with the calculation of a Performance Index Rating Score (PIRS) and ending with the next revision of that score. The reason for this is that we want to examine the results of a PIRS on the assignment of work. A PIRS will be used for this purpose until it is recalculated at the next PEB. Therefore, the period for the attached form will start with a PIRS calculation and end with the next PIRS calculation, and will not track with performance evaluation periods.

For purposes of analyzing the effectiveness of the reporting format, I request that each Region complete the form based upon the results of the last complete period starting with the establishment of the PIRS and ending with the calculation of the next PIRS. For example, assume that a PIRS was calculated on January 15 for the performance evaluation period ending on December 1 and that the next PIRS is calculated on July 15 for the performance evaluation period ending on June 1. For the purposes of this test, the PIRS established on January 15 was used in the work assignment distribution decisions until the next PIRS was calculated on July 15 and that is the period that we are interested in (January 15 to July 15).

I recognize that the PIRS calculation is being revised by the Acquisition Manager to incorporate both technical as well as Program Management ratings, however, for the purpose of testing the form, use whatever PIRS was developed by your Region for the period reported.

I request that your completed form reflecting the most current reporting period, as well as comments to improve this process, be submitted to Scott Fredericks, mail code OS-220-W, within two weeks from the date of this memo. Questions should also be directed to Scott at 703-603-8771.

Regional Award Fee Summary

Region: _____

Date PIRS Rating Assigned: ____/____/____

Combined PIRS Ratings in Descending Order						
Contractor Name						
• No. of New Work Assignments Issued to Contractors During Rating Period						
• Percentage (%) of New Work Assignments Issued to Contractors During Rating Period						
• Dollars Obligated for New Work Assignments During Rating Period, by Contractor						
• Percentage (%) of Dollars Obligated for New Work Assignments During Rating Period, by Contractor						
• Number of New Work Assignments Representing Follow on Work, by Contractor						
• No. of Work Assignments Affected by Serious COIs During Rating Period, by Contractor						
• No. of Work Assignments Affected by Lack of Capacity During Rating Period, by Contractor						