

Contract Workforce Survey

So that we can provide better information to state leaders about the State's contract workforce, and in accordance with the General Appropriations Act (Section 11.18, Article IX, 76th Legislature), we ask that each state agency and institution complete the following survey by **December 1, 1999**.

We will summarize your responses in a report to the Legislative Audit Committee. We will also analyze your responses and the information you report in the Uniform Statewide Accounting System (USAS) to identify which agencies and institutions need further review and/or technical assistance.

A contract workforce includes:

- **Temporary workers supplied by staffing companies:** Individuals who are employed by a private "temp" company and are assigned, usually for a specified period of time, to particular and various clients.
- **Independent contractors:** Individuals who have a contract directly with a state agency or institution.
- **Contract company workers:** Individuals who work for a contract company and who, like temps, are assigned to particular and various clients.
- **Consultants:** Individuals who provide a certain type of informational expertise to a client.

Agency Number: 720

Agency Name: The University of Texas System: System Admin.

Completion Date: 19-Apr-00

Person completing questionnaire: Arthur B. Martinez

Title: Asst. Director Business and Administrative Service

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1. Description of Contract Workforce

- a. What types of work does your contract workforce perform and what is the estimated duration for each type of work?

For the current fiscal year, examples of workforce contracts included: 1.

Temporary employees hired for short-term office assignments or for vacant positions. 2. Technology consultants to assist us with development of a distance learning program. 3. Outsourcing of our inter-agency mail service. 4. Aerial surveys for our West Texas Lands. 5. Consultant to assist us with redesigning our travel program. 6. Software maintenance agreements. 7. Management recruiting service. 8. Computer programming. The duration of these contracts is normally short-term, one year or less, with the exception of number 3 above. The contract for mail room services is currently a one year contract with an option to renew for an additional two years, in one year increments.

- b. Approximately how many full-time equivalent contract workers are assigned to each type of work listed in your answer to 1a?

When a contract is awarded it normally identifies the task to be performed, but does not dictate the number of people to perform the services. Efforts are

underway to contact contract administrators for estimates of the number of people involved. These numbers will be provided with the personnel counts that are routinely reported. We are currently revising our procedures in an effort to build an infrastructure that will capture that information on the front end.

- c. What is the approximate length of tenure for the contract workers who perform each type of work listed in your answer to 1a? Average tenure should be a rough calculation based on the number of consecutive months and years working at your agency in the current or similar position.

As responded to in question 1b above, that information is being collected and will be provided with the personnel counts that are routinely reported.

2. Strategic Planning

- a. Please answer YES or NO for questions 2.a.i through 2.a.vi. If you answer NO for any question, please explain.

Have you analyzed your contract workforce in terms of how it fits into your agency's/institution's staffing strategies, including:

- | | |
|---|---|
| i. Consideration of mission, goals, and objectives? | <input checked="" type="radio"/> YES <input type="radio"/> NO |
| ii. The need for existing and future employee skills? | <input checked="" type="radio"/> YES <input type="radio"/> NO |
| iii. Compensation costs? | <input checked="" type="radio"/> YES <input type="radio"/> NO |
| iv. Productivity? | <input checked="" type="radio"/> YES <input type="radio"/> NO |
| v. Nature of services to be provided? | <input checked="" type="radio"/> YES <input type="radio"/> NO |
| vi. Workload? | <input checked="" type="radio"/> YES <input type="radio"/> NO |

Please explain all NO answers from above:

- b. Please explain why and how the use of contract workers fits into your agency's/institution's staffing strategies.

Contractor services are used when it is not economically feasible to employ, house and equip regular staff or inter-agency services. This is especially the case for temporary tasks or specialized services.

3. Policies and Procedures

- a. Has management developed policies and procedures for managing and using contract workers? YES NO

If YES, please answer 3b and 3c. If NO, please explain and then continue with question 4.

- b. Are the policies and procedures comprehensive? YES NO

If NO, please explain.

- c. If management has developed policies and procedures, have they been implemented? YES NO
If YES, please answer 3d. If NO, please explain and then continue with question 4.

- d. What process did management use to implement the policies and procedures?
Policies and procedures were established via inclusion in the Board of Regents Rules and Regulations and UT System Administration policies and procedures.

4. Cost-Benefit Analysis

- a. Has management conducted a cost-benefit analysis of its current contract workforce? YES NO
If YES, please answer 4b through 4d. If NO, please explain and then continue with question 5.

- b. Does management compare the costs and benefits of contract workers to state employees prior to contracting for additional contract workers? If NO, please explain. YES NO

- c. Is written documentation available to support cost-benefit analyses? YES NO
If NO, please explain.

Not in all instances. When we acquire services because of a specialized knowledge base that the contractor possesses, we do not prepare written documentation comparing the cost of the contract with the cost of having our staff acquire the same knowledge base as the contractor. However, we do want to comply with the legislative intent concerning contract administration and therefore, are in discussion with the State Auditor's Office as to the level of documentation necessary in those instances.

- d. Please provide a brief description of the cost-benefit analysis performed when considering whether to use contract workers or state employees.
Each contract is looked at on an individual basis. When there are potential options between employing full-time staff and contracting for outside services, cost estimates and quality are evaluated to determine the best option.

5. Legal and Personnel Issues

- a. Has management examined the legal and personnel issues related to the use of a contract workforce? (For information on legal and personnel issues, please see [Best Practices and Guidelines for Effectively Using a Contract Workforce](#), SAO Report No. 99-326. This report is available through our website or by calling 479-4740.) YES NO
If YES, please answer questions 5b and 5c. If NO, please explain and then continue with question 6.

- b. Please describe what actions have been taken to address these issues.
All business contracts are either written on standard form contracts or

reviewed by legal staff in advance of execution. Hold harmless provisions are included when appropriate. Insurance and bonds are required in accordance with state requirements.

- c. Please describe any policies and procedures that have been developed to address these issues

Policies are in place, which address contract negotiation, guidelines and approval requirements. Polices have also been incorporated to ensure the proper classification of workforce contracts.

6. Contract Completion

	(Numeric Values)
Excluding contracts with staffing companies that supply temporary workers and contracts for less than \$10,000, how many contracts were scheduled to be completed between September 1, 1998, and August 31, 1999?	4
a. Of those contracts, how many were completed on time?	4
b. Of those contracts, how many were completed within budget?	4
c. Of those contracts, how many were completed within contract specifications?	4

7. Monitoring

How does management ensure that work performed by a contract workforce is completed on time, within budget, and within contract specifications?

Department heads are responsible for overseeing and monitoring of all contract services. Deliverables are established in each contract and used as means of determining when payments are to be made to the contractor.