



Tradecraft Improvement Program:

Synchronize the Service Acquisition Process

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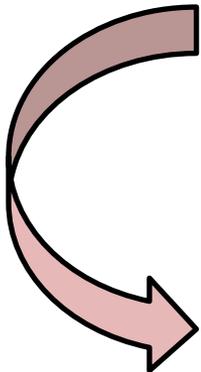
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OSD Policy Guidance

Dr. Carter: “Better Buying Power: 1.0 and 2.0 Guidance for Obtaining Greater Efficiency and Productivity in Defense Spending Initiatives”

5 Key Initiatives

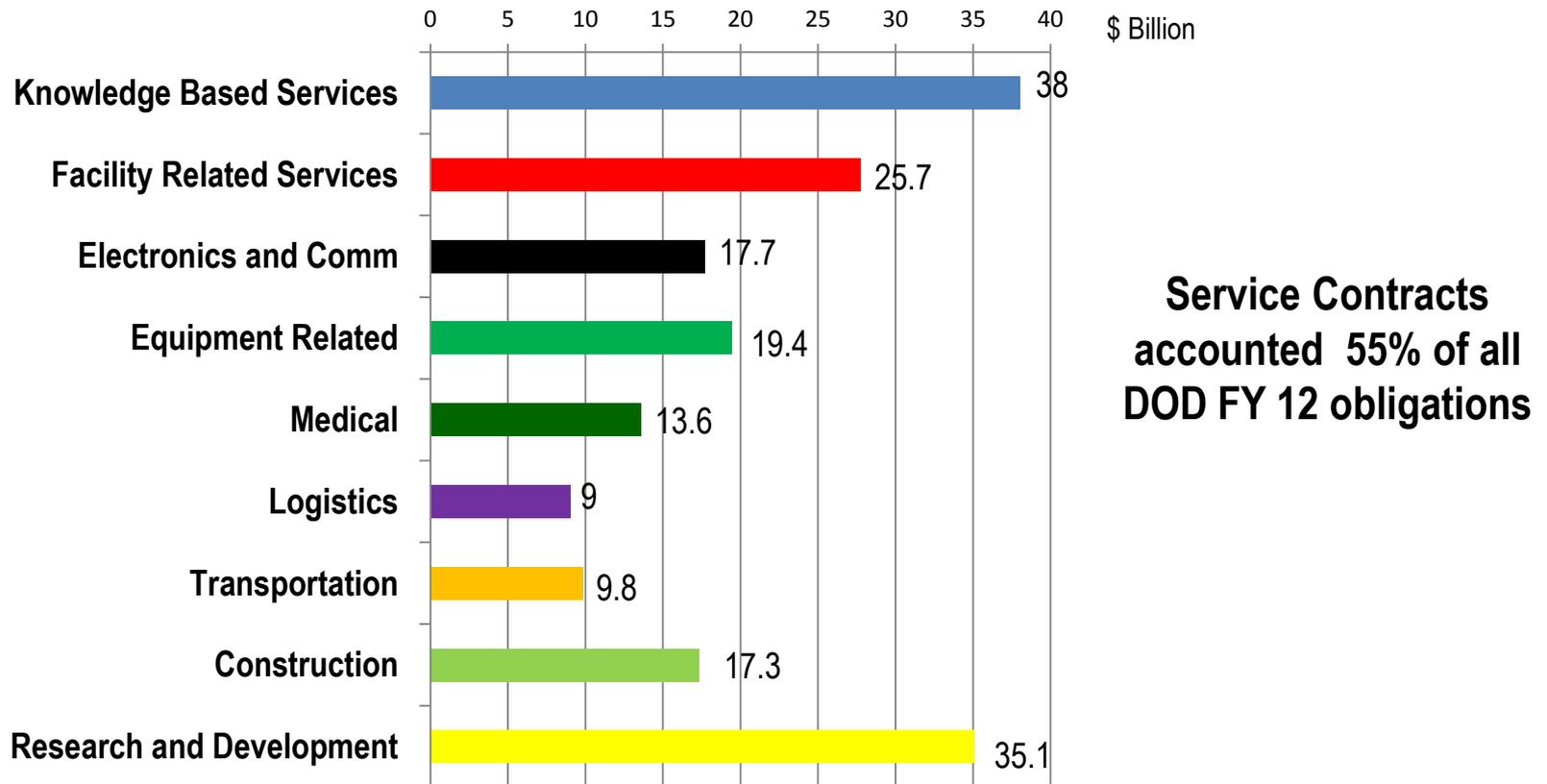
- Target Affordability and Control Cost Growth
 - Incentivize Productivity & Innovation in Industry
 - Promote Real Competition
 - Improve Tradecraft in Services Acquisition**
 - Reduce Non-Productive Processes and Bureaucracy
-
- ✓ Create a senior manager for acquisition of services
 - ✓ Adopt uniform taxonomy for different types of services
 - ✓ Address causes of poor tradecraft in services acquisition
 - ✓ Enhance competition
 - ✓ Limit use of Time & Material and award fee contracts
 - ✓ Contracts exceeding \$1B must contain cost efficiency objectives
 - ✓ Increase small business participation





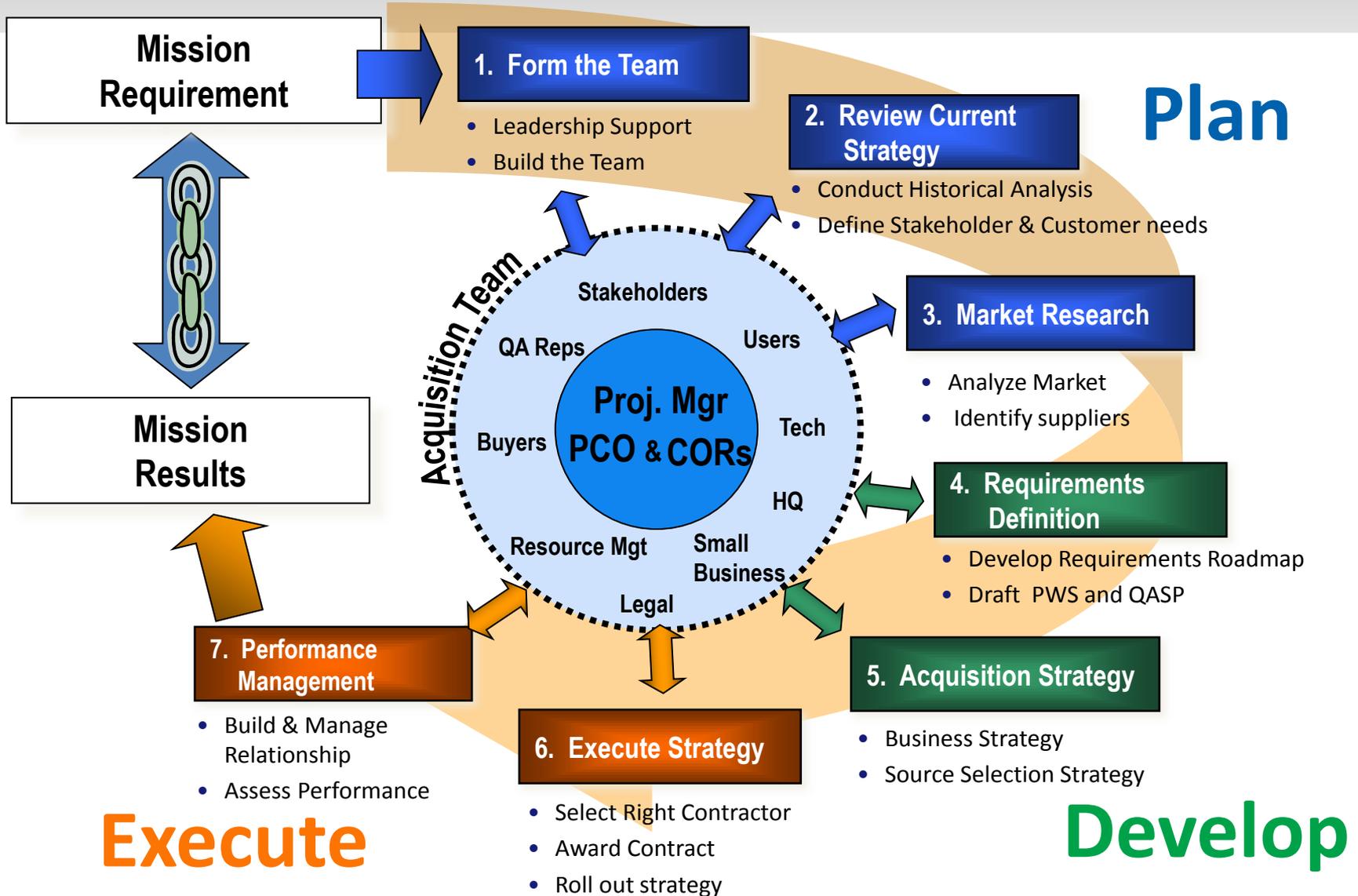
DOD FY 12 Dollars Obligated

Contract Dollars Obligated (approx.) \$338 Billion
Service Contract Dollars Obligated: \$185.6 Billion



DOD Guidebook: Service Acquisition Process

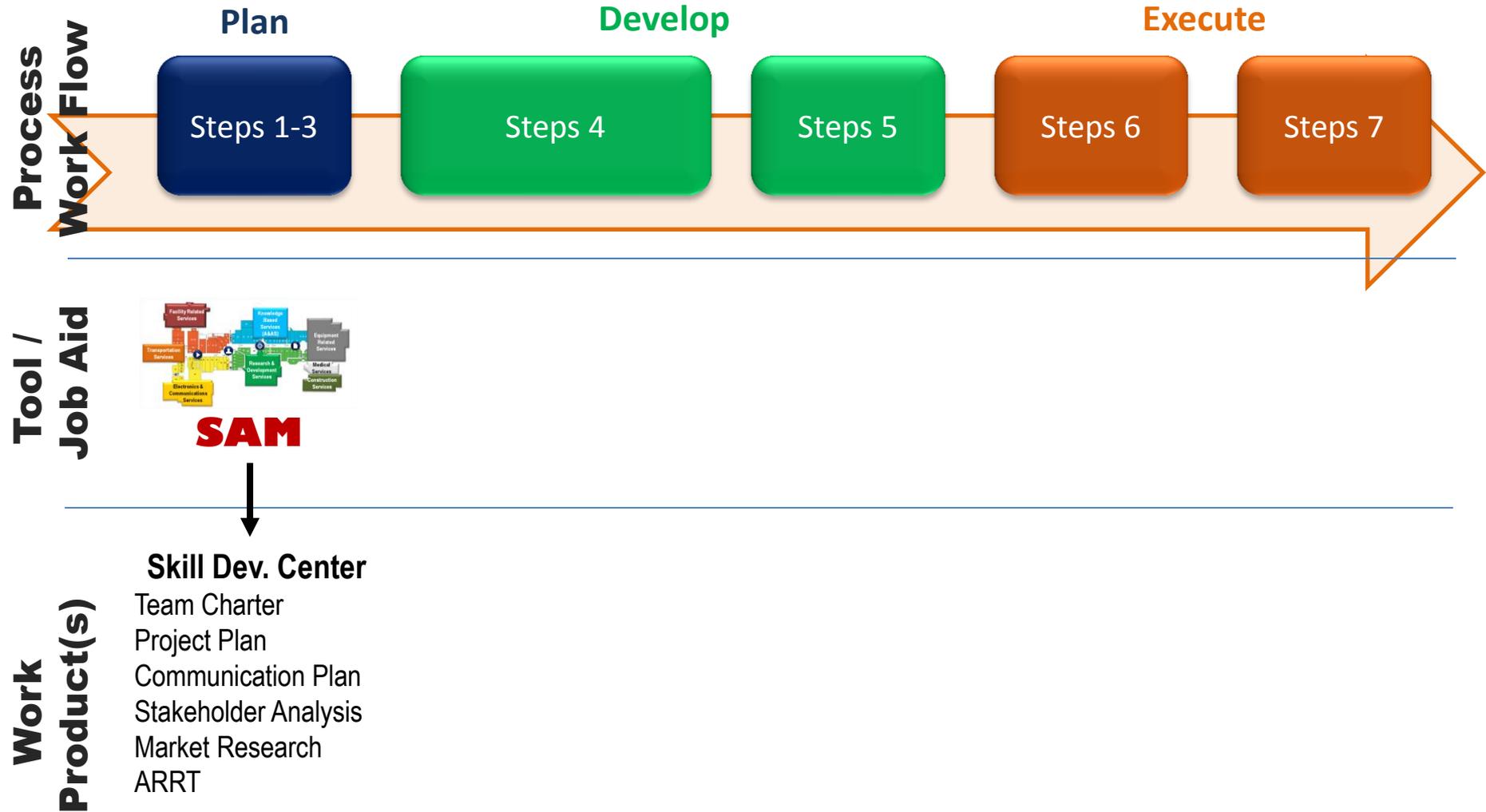
http://www.acq.osd.mil/dpap/ccap/cc/corhb/Files/Miscellaneous_Training/Guidebook_for_Acquisition_of_Services_24March2012.pdf





Synchronize Service Acquisitions

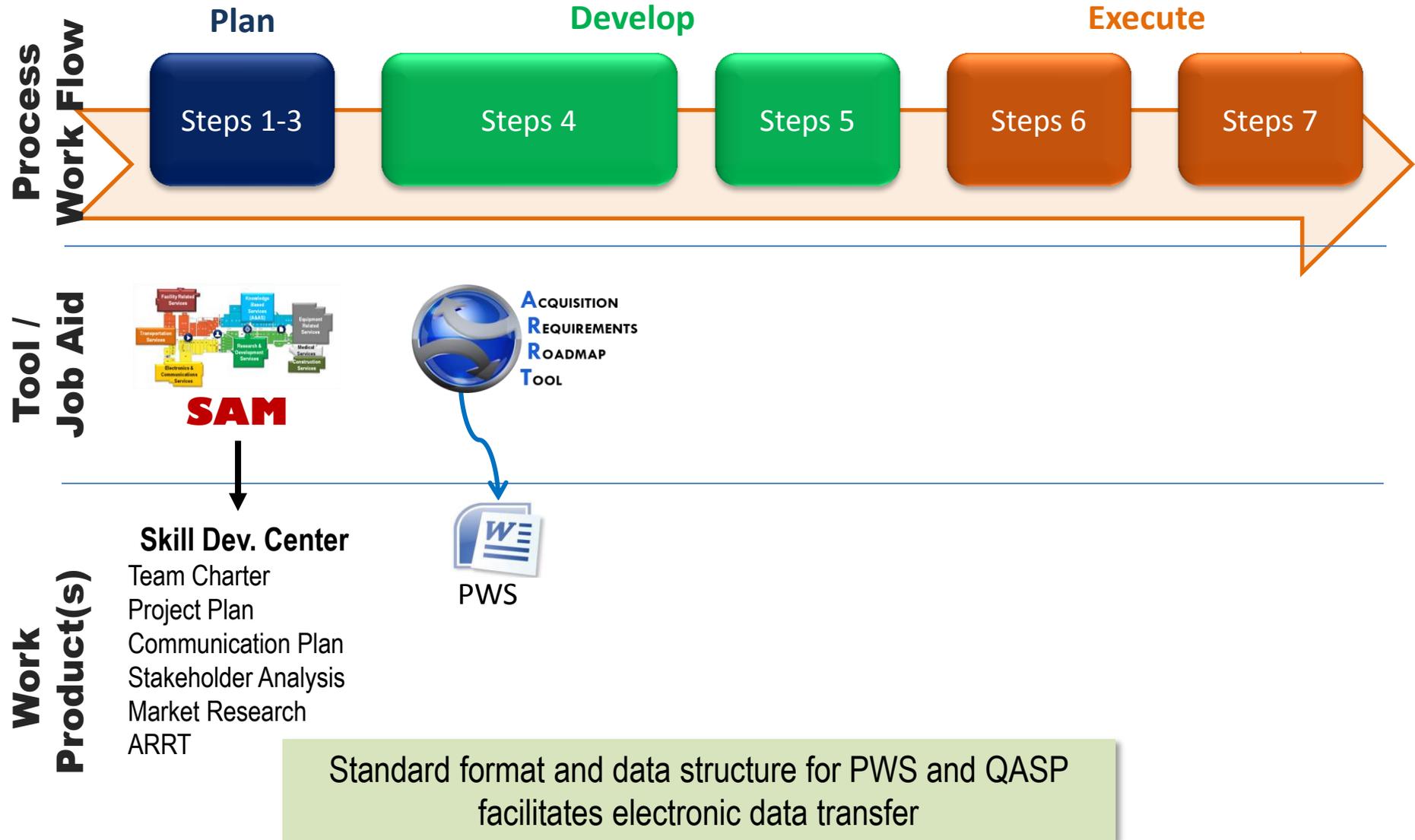
Standard process, formats, tools and training





Synchronize Service Acquisitions

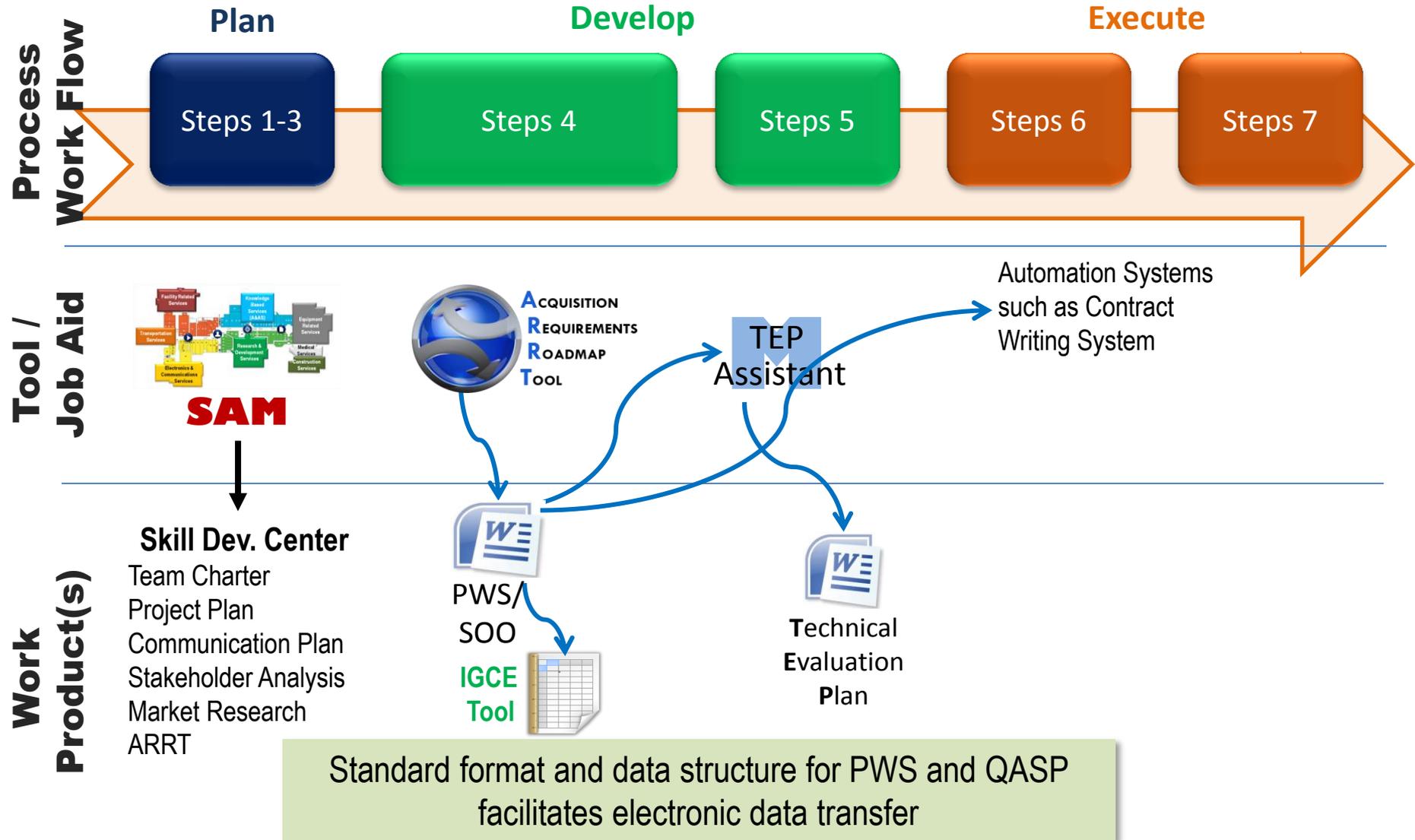
Standard process, formats, tools and training





Synchronize Service Acquisitions

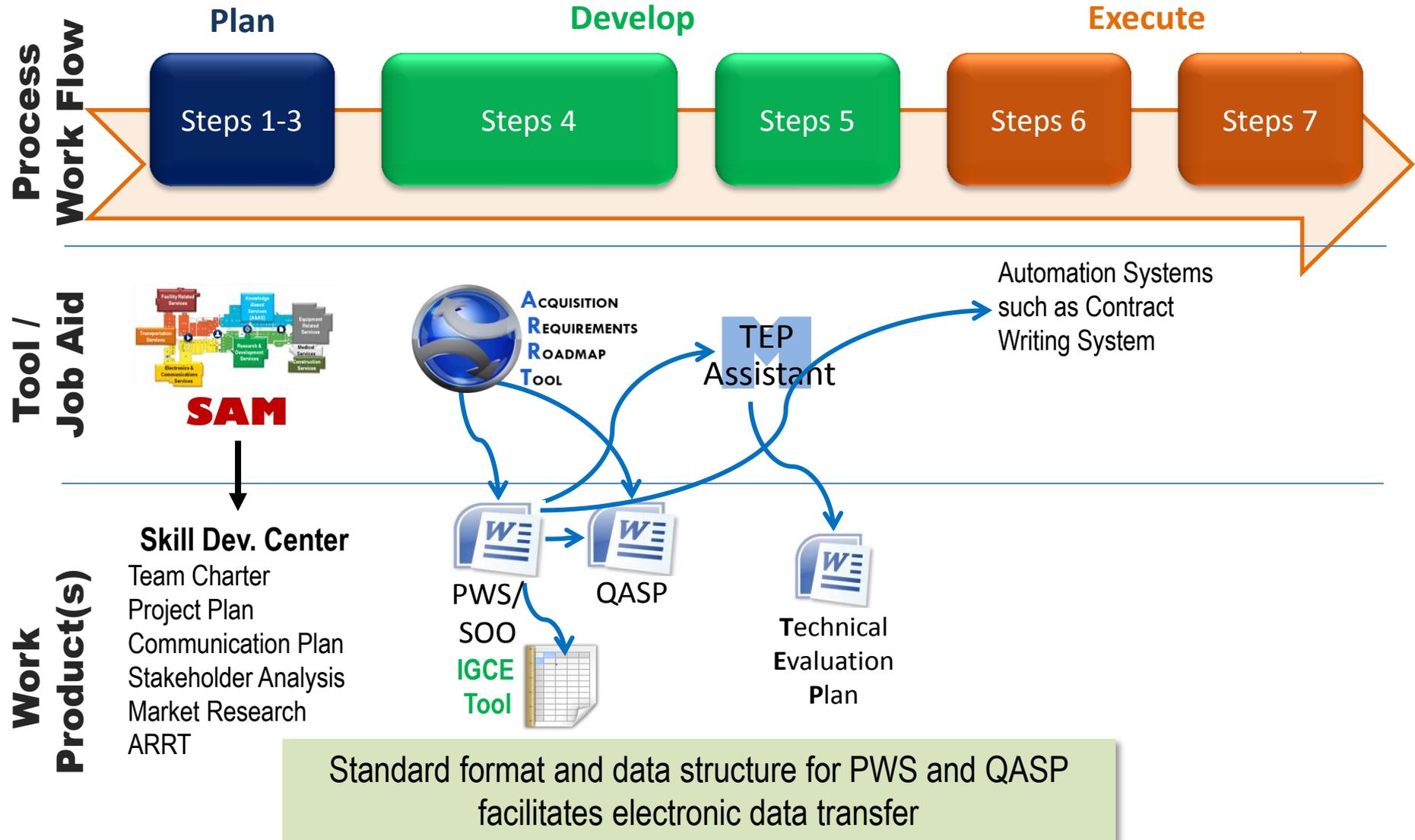
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Synchronize Service Acquisitions

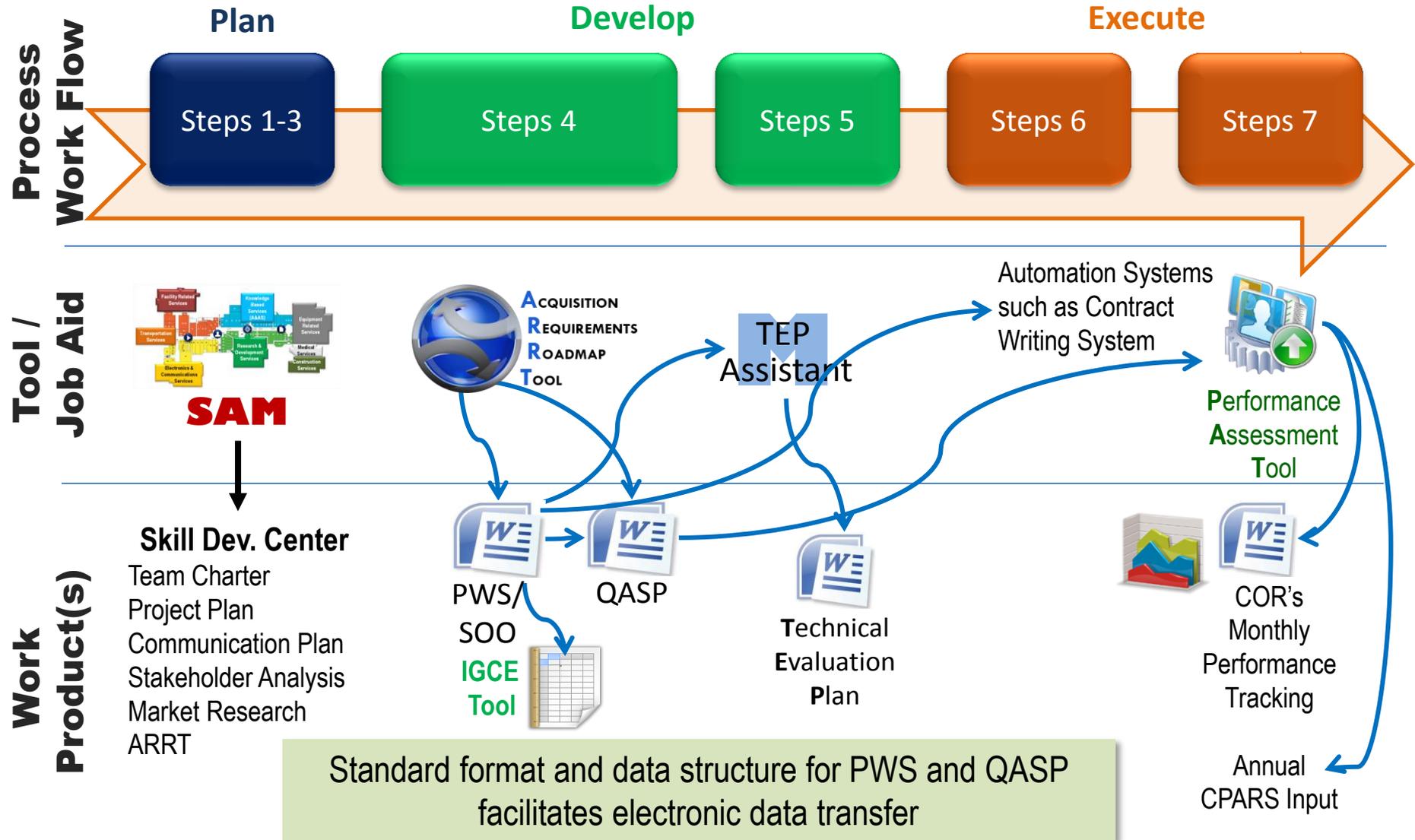
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Synchronize Service Acquisitions

Standard process, formats, tools and training



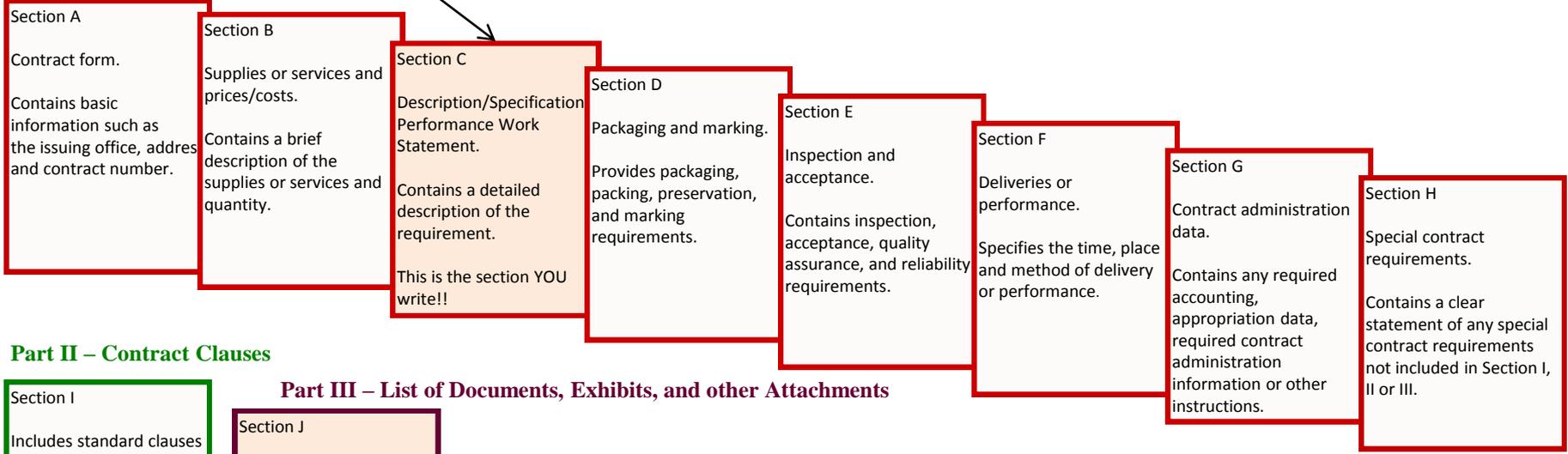


Standardization drives Synchronization

Uniform Contract Format

The PWS resides here....

Part I -- The Schedule



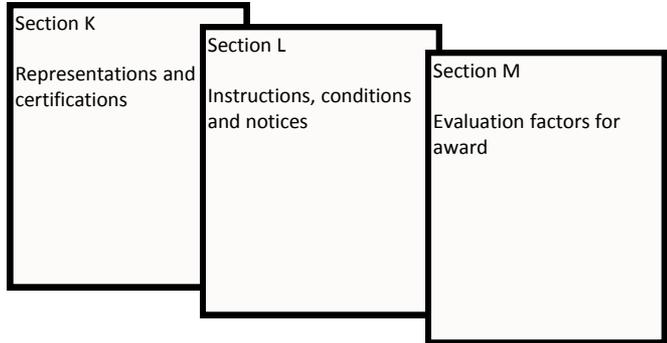
Part II -- Contract Clauses

Section I
Includes standard clauses of considerable power defining rights and responsibilities of contracting parties.

Part III -- List of Documents, Exhibits, and other Attachments

Section J
List of Documents, Exhibits and Other Attachments
List of attachments, documents and exhibits in this section.
i.e. illustrations, certifications.

Part IV -- Representations and Instructions



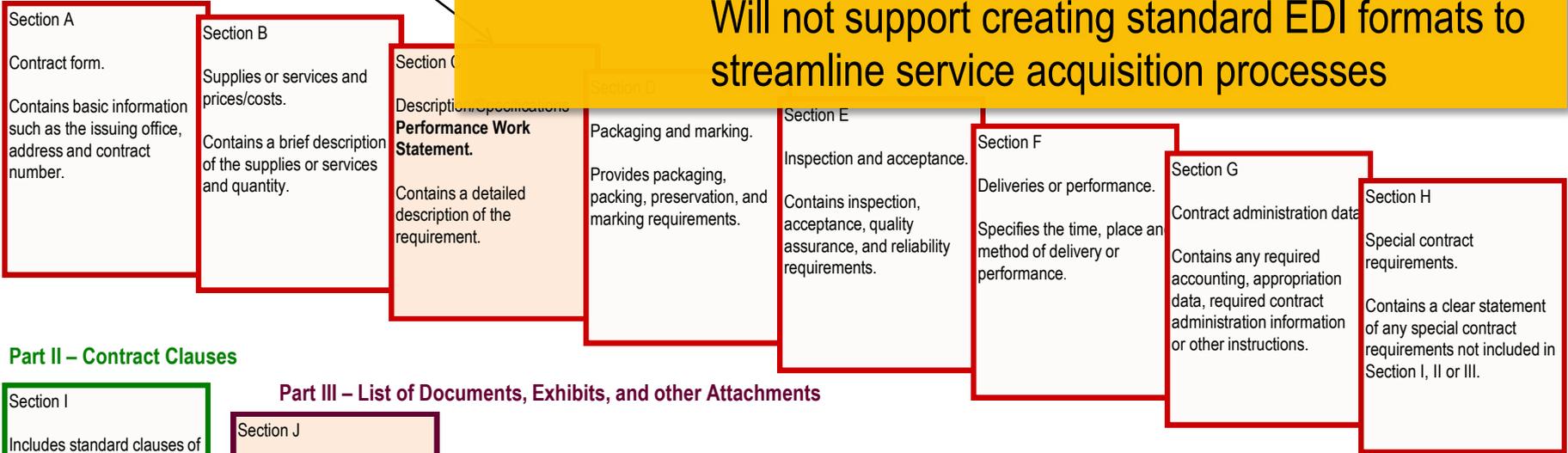


Standardization drives Synchronization

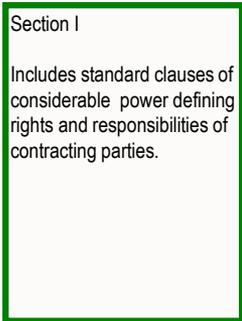
Uniform Contract Format
The PWS resides here....

Impediment: No Uniform format for PWS Structure
One Service alone has 25 different PWS formats
Some formats are personal preference
Will not support creating standard EDI formats to streamline service acquisition processes

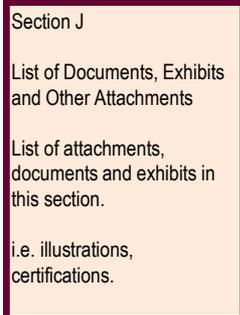
Part I -- The Schedule



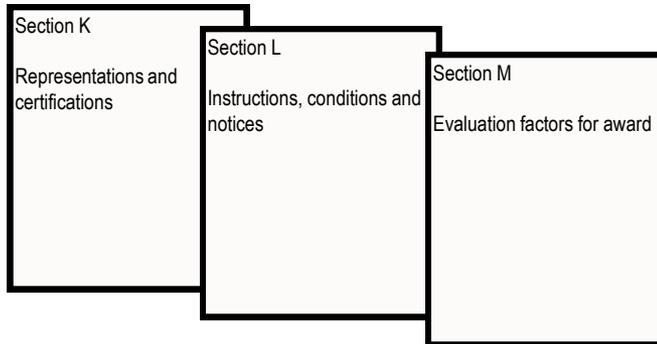
Part II -- Contract Clauses



Part III -- List of Documents, Exhibits, and other Attachments

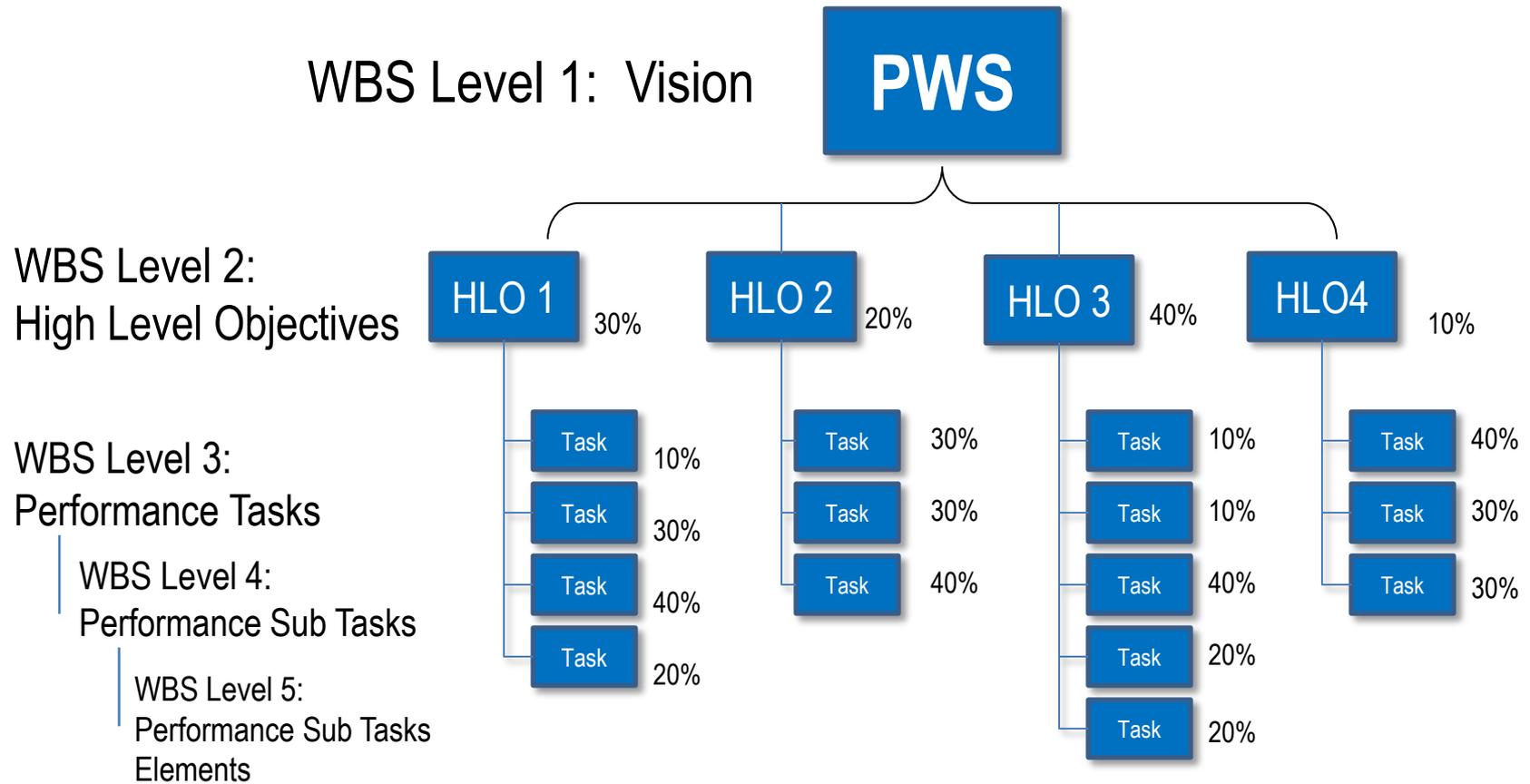


Part IV -- Representations and Instructions



Structured approach for building the Performance Work Statement (PWS)

PWS Work Breakdown Structure



Note: This sample contains weightings for each task and HLO for performance assessment purposes



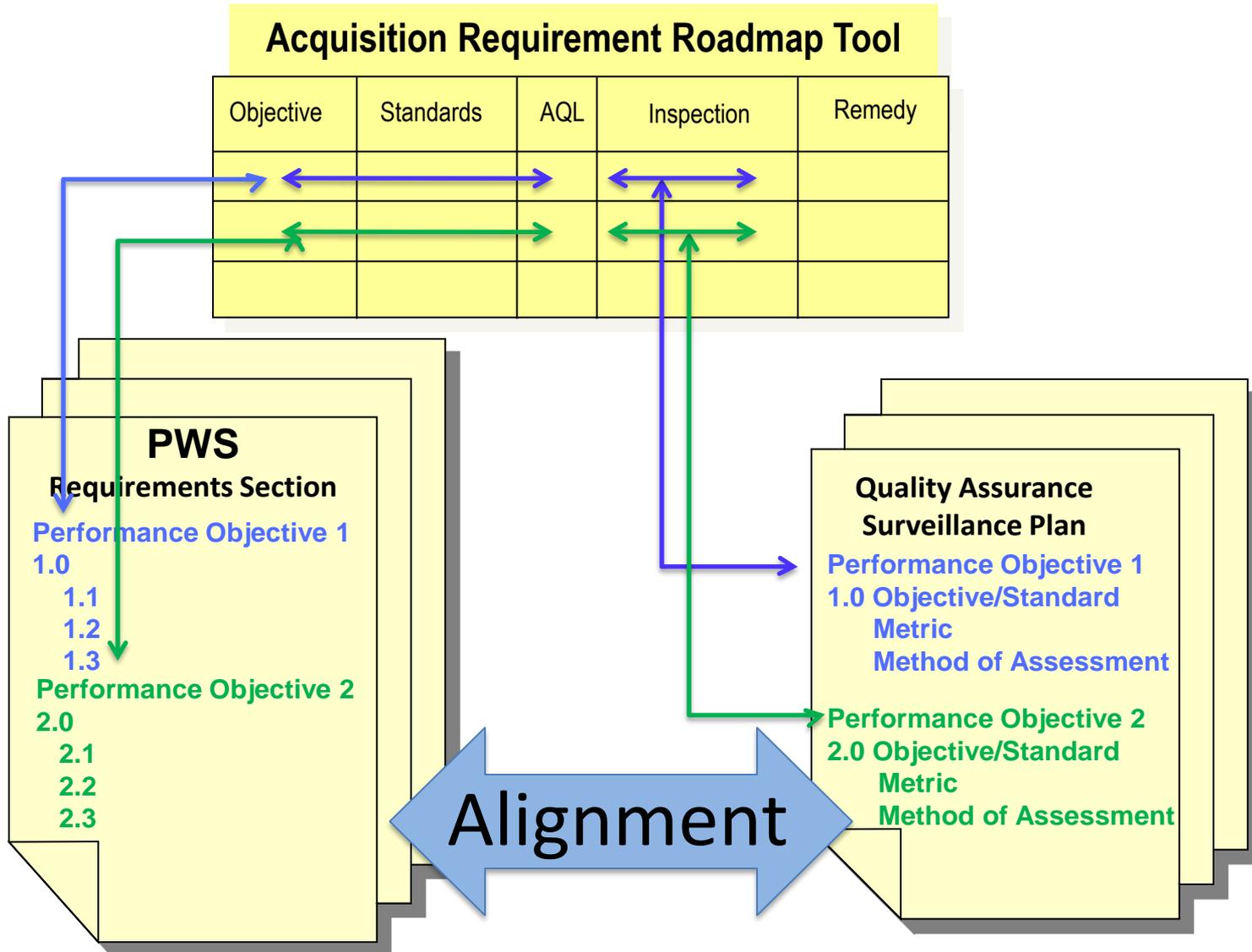
Requirements Roadmap Process

Vision: _____

	Performance			Assessment/Inspection			
High Level Objective	A: Result B: Context C: Action	Standard D: Cost, Quality, Timeliness	D: AQL	E: What will be Inspected	F: How will it be Assessed/ Inspected	G: Who is responsible	H: Incentive or Remedy
Tasks							



ARRT provides disciplined approach that links PWS and QASP





Dissecting A PWS Work Statement

- The contractor shall perform and document initial inspection for newly received vehicles and equipment. Actions shall be completed within 72 hours of vehicle and equipment arrival on station. Documentation shall be in accordance with AR 735-5 paragraph xx-xxx

A PWS Statement is composed of multiple parts

The roadmap helps build these from the top down, but let's examine one from the bottom up.

Elements of a PWS

2) The context of the work to be performed

1) The Result, or Task

- The contractor shall **perform and document initial inspection** for newly received vehicles and equipment. Actions shall be completed within 72 hours of vehicle and equipment arrival on station. Documentation shall be in accordance with AR 735-5 paragraph xx-xxx

3) The "Action(s)" that you want performed.

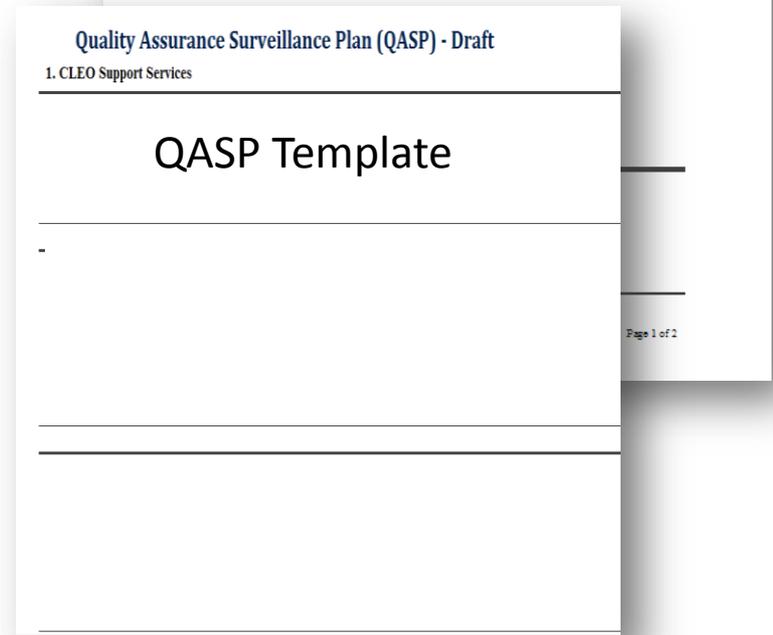
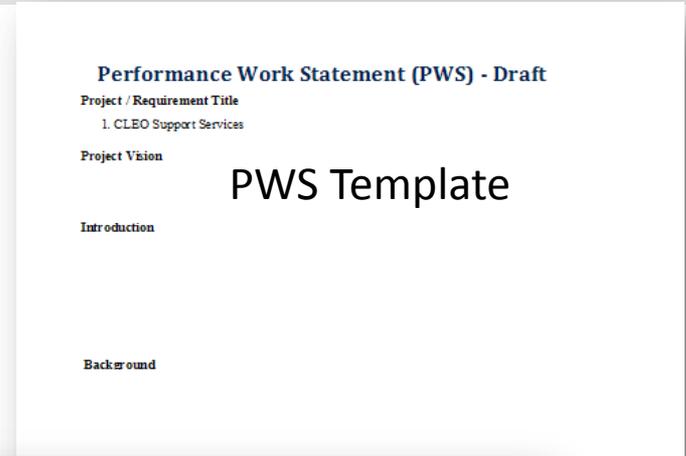
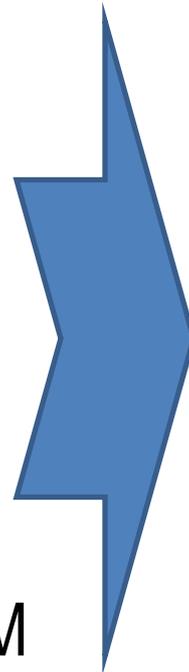
4) The level of performance that you want (standard)



ARRT

(Acquisition Requirements Roadmap Tool)

- Utilize structured thought process, using **standard templates**, to define requirements:
 - Performance Work Statement or Statement of Objective
 - Quality Assurance Surveillance Plan
- ARRT is a MS Access Tool
- Free download at DAU SAM site: <http://sam.dau.mil>

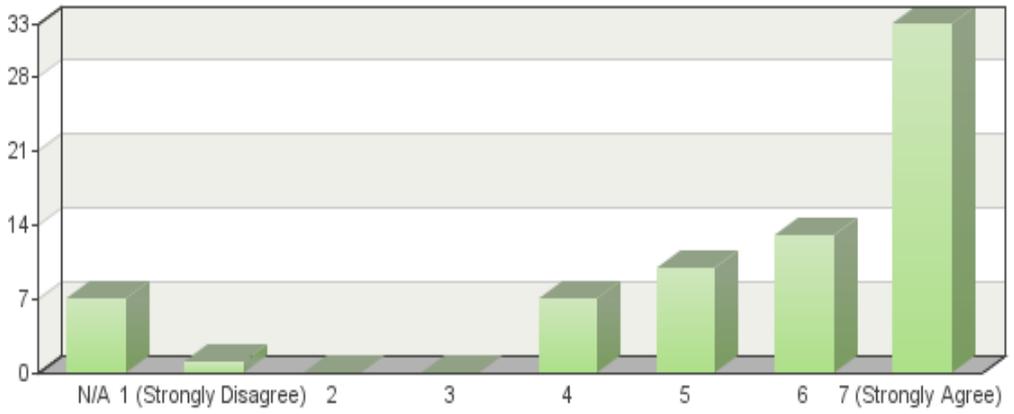


Service Acquisition Workshop - SAW

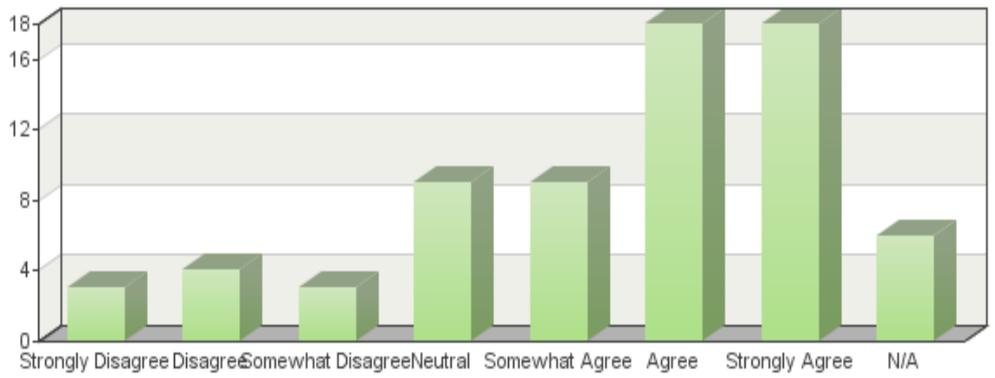


- Just in time, intact team training (Started Jan 2009)
 - 4 Days in length
 - **Requires** participation of all key members of acquisition team
 - Focused on team's specific acquisition
 - Needs organizational leadership support
- Special focus on developing performance based requirements, business strategies, and assessment strategies
 - Multiple interactive learning sessions enable team to apply the learning to their requirement and make progress
 - Use ARRT to develop PWS, PRS, and QASP
- Over 100 workshops since 2009 with acquisition value over \$75 Billion

SAW Feedback

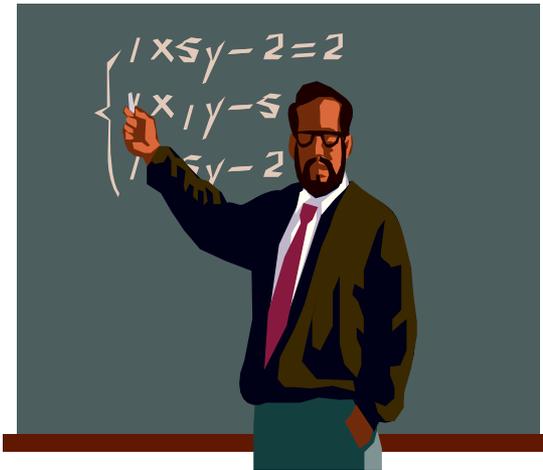


- I found working in multi-functional integrated process team approach beneficial to my service acquisition.



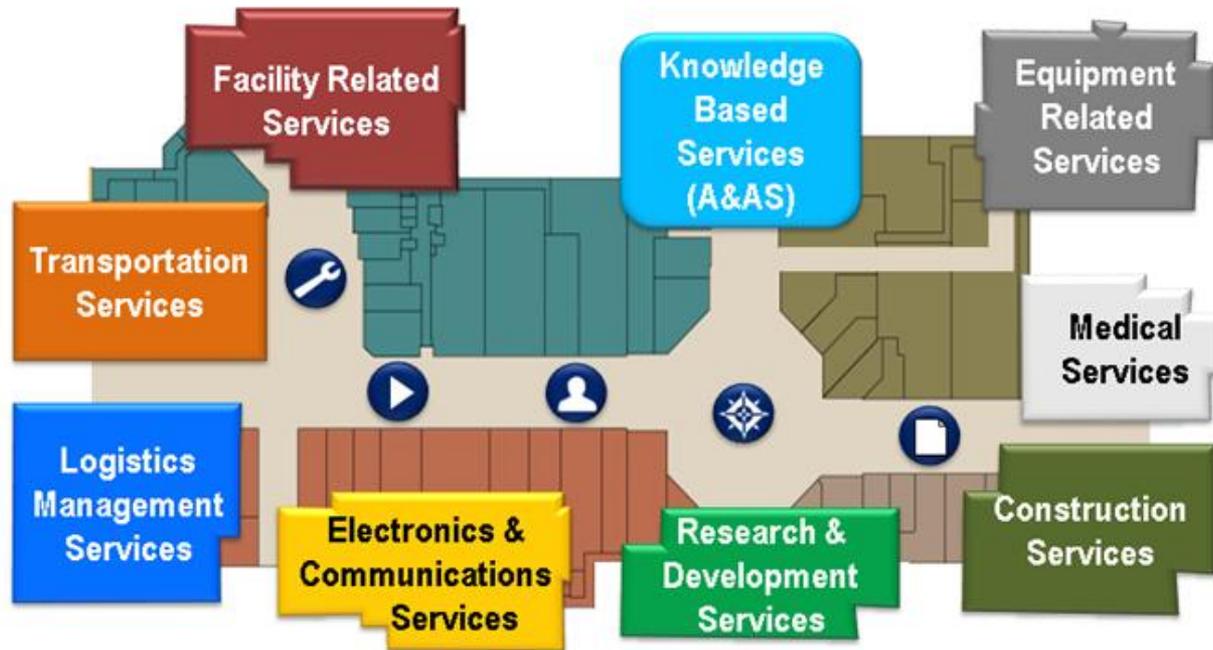
- The Requirements Roadmap helped me develop the PWS, QASP and PRS.

ACQ 265 Mission Focused Services



- DAU Catalog course (launched 2007)
 - 4 Days in length
 - Designed for cross functional participation
 - Technical, contracting, CORs, PMs, etc
 - Walk thru all elements of the Seven Step Service Acquisition process
 - Use local service acquisition project or USMC food service contract case
-
- Using Requirements Roadmap process students develop:
 - Performance requirements documents
 - Acquisition strategy, contract type and incentive structure
 - Section L and M evaluation factors
 - Performance assessment strategy

SAM: Service Acquisition Mall



- Integrates Learning and Knowledge
 - Central knowledge repository for examples
- Source for ARRT download
- Aligns with DPAP Service Taxonomy
- <http://sam.dau.mil>



Army Sustainment Command

- Effort led at two Star HQ level
- Developed standard PWS documents for the Department of Logistics' big three:
 - Maintenance, Supply, Transportation
- Enables HQ team working with installation personnel to develop PWS and QASP documents in one day for each of the big three
 - Previous process took months
- MIC and ECC HQ like the structure and clarity of PWS/QASP
- Migrate common services to SAM

ARRT DEMO

Process Focused Tools for training and field use



SAM



TEP
section



PAT



Estimator

- **SAM - Service Acquisition Mall**
 - Online resource for Performance Based Service knowledge and tools.
- **ARRT – Automated Requirements Roadmap Tool**
 - Compose Performance Based Service Requirements
 - Generate PWS, PRS and QASP
 - 3.0 SQL Server/Scope version
- **Technical Evaluation Plan Assistant (TEP Assistant)**
 - Guides user in determining key areas for the technical evaluation plan (TEP) in section M of RFP
 - Technical proposal, management plan, key personnel
 - Template to recommend relative order of importance
- **PAT – Performance Assessment Tool**
 - Monitor and track contractor performance based on PWS
 - Supports incentives documentation
 - Generate contractor performance reports (CPARS inputs)
- **Estimator**
 - Develop your Independent Government Estimate (IGE)
 - Use interview approach and cost estimation assistance