

**TALKING PAPER  
ON  
SERVICE ACQUISITION WORKSHOPS (SAW)**

- What is a SAW?
  - According to DAU WSM 012 Service Acquisition Workshop (SAW) concept card at [http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs\\_id=1631](http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=1631), “ is a facilitated workshop built around a specific acquisition and its multi-functional integrated process team (MFIPT). The workshop walks the complete team through the service acquisition process from beginning to end as detailed the DoD Guidebook for the Acquisition of Services. For more complex, large dollar value, or high interest acquisitions the SAW is conducted as a multi-phase consulting engagement over the course of the sourcing activities. The duration of less complex SAWs generally takes four days to complete. The SAW facilitation team mentors and guides the MFIPT in developing their acquisition planning, market research, performance requirements, request for proposal, source selection, and contractor performance assessment planning and execution documents. For the requirements definition phase the Acquisition Requirements Roadmap Training (ARRT) tool is used to facilitate the development of high level objectives, task statements, performance standards and contractor assessment methods in a structured, disciplined and repeatable manner so that requirements are clear, concise and understandable to all stakeholders, including potential offerors.”
  
- Who is the target audience, when are they conducted, and what is their focus?
  - According to DAU WSM 012 Service Acquisition Workshop (SAW) concept card, “for the SAW to be effective all key members of the acquisition team, program manager, contracting officer, and contracting officer’s representatives (COR) MUST attend the complete workshop. It should also be scheduled and conducted early in the acquisition process before a requirement and acquisition strategy has been finalized. Other functional areas are also welcome to attend and contribute, but the SAW is focused on getting actual work accomplished.”
  - The SAW should be attended by all key members of the acquisition team. Typically this includes:
    - Program Manager
    - Contracting function (PCO, buyer and ACO if one is assigned).
    - Portfolio Manager
    - Small Business Representative
    - Technical /SMEs with regards to what is being outsourced (example – Civil Engineers for Base Operating Support Services (BOSS) acquisitions
    - “Customer” representatives
    - Oversight/management personnel representatives (quality assurance specialist(s), inspector(s), functional director/functional commander, etc.)
    - Center and MAJCOM staff reviewers who will be involved in the acquisition
    - If appropriate, small business representative(s)
  - In addition, “the members of the acquisition team should participate, but the following must be present and participate; program manager, contracting officer and CORs. Staff functions, higher headquarters representatives are also welcome to participate.”
  
- What are the primary objectives of a SAW?
  - Understand the service acquisition process.
  - Apply and use the ARRT in developing service requirements.
  - Develop specific acquisition related documents i.e. team charter, project plan, stakeholder analysis, performance work statement, quality assurance surveillance plan and an acquisition approach.
  
- What are the primary DoD policies and guidance covering SAWs?
  - DoD Services Acquisition policy is outlined in DoD Instruction 5000.02, Enclosure 9 “Acquisition of Services”

- SAWs required for Services Acquisitions greater than \$1B by 6 Dec 12 DPAP “Services Acquisition Workshop” memo at <http://www.acq.osd.mil/dpap/policy/policyvault/USA006637-12-DPAP.pdf>
- For Army SAWs required for Service Acquisitions greater than \$250M by 8 Feb 13 SSM “Service Acquisition Workshop” memo.
- Who conducts SAWs?
  - The Defense Acquisition University (DAU) Center for Services Acquisition under the Learning Capabilities Integration Center (LCIC) Acquisition & Program Management Center manages the program, develops and maintains workshop content, and supports regional Associate Deans for Outreach & Mission Assistance (ADOMA) in conducting SAWs
  - Faculty from applicable career fields (primarily contracting and program management) from each DAU region with support and/or participation from DAU LCIC Center for Services Acquisition conduct SAWs as required
  - SAWs also align with and leverage content from DAU ACQ 265 Mission-Focused Services Acquisition course (which is currently a Life Cycle Logistics Level III DAWIA certification “choose one of four” option and Contracting Level III DAWIA certification “choose one of eight” option)
- As a potential recipient, what should I expect from a SAW?
  - The SAW is designed as just-in-time “team” training where an acquisition team goes through the workshop as a team. The goal of the workshop is provide need training that can “ramp up” an acquisition team at the beginning of the acquisition process. This approach helps ensure the team members:
    - understand overall service acquisition process steps and how to use the process to have a more efficient acquisition
    - possess the fundamental knowledge to get started and know what additional resources are available for learning more about each key step in the sourcing process
    - have the time to actually apply what they have learned
  - Teams work on developing four deliverables that will become part of their acquisition strategy
    - Defining the desired outcomes for their acquisition
    - Identifying key stakeholders (to be used as the basis for a more detailed stakeholder analysis and action item / communication list)
    - To begin to identify specific objectives and the associated metrics. The team will become familiar with the “Requirements Roadmap” that will be a key component to their Performance Work Statement
    - To develop a high level project plan for their acquisition. The team will become familiar with the acquisition process and will have time to go through the key tasks and begin to identify responsible parties and the estimated timeline to complete the key steps

Day One	Day Two	Day Three	Day Four
0800 Introductions	0800 Recap	0800 Recap	0800 Recap
0900 Step One Develop Vision and Team Charter Stakeholder Analysis Communication Plan	0815 Step Four continued  1000 Requirements Roadmap Development	0815 Roadmap continued	0815 Step 6  0930 Step 7
1100 Step Two Current Measures		1000 PWS Development	
1200 Lunch	Lunch	Lunch	Lunch
1300 Step Three Market Research Sources		1300 Step Five  1330 Acquisition Strategy discussion and development	1300 Finalize Project Plan  1400 Wrap Up
1430 Step Four Risk Analysis Wrap Up	Wrap Up	Wrap Up	

*Figure 1. Notional SAW Schedule (for less complex, lower dollar acquisitions)*

- What does it take to prepare for a SAW?
  - An important part of a SAW is ensuring DAU faculty are knowledgeable about the program. Prior to the SAW, the program manager or program POC for the acquisition should have a one hour conference call with a member of the faculty. The primary purpose is for the faculty to understand as much about the acquisition as possible as all of the interactive applied learning exercises are designed for your acquisition.
  - The acquisition team provides the following items to DAU prior to a SAW:
    - Previous contracts to provide history or background
    - Presentations/briefings/meeting minutes about this acquisition
    - Any of the following documents relating to the acquisition:
      - Mission/Vision/Desired outcomes if completed
      - Acquisition Strategy Plan (or draft if in progress)
      - Market research plan (or draft if in progress)
      - Stakeholder analysis (or draft if started)
      - Spend analysis summary data (if any has been done)
      - Copy of draft PWS and Performance Plan if already started
      - Key metrics if already identified
      - Any other documents or appropriate background information