



Service Acquisitions Tips and Tools

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Objectives

- Services Taxonomy
- Service Acquisition by the Numbers
- Better Buying Power Initiatives - Impact
- Awareness of the Service Acquisition process
- Service Acquisition Mall
- Acquisition Requirements Roadmap Tool (ARRT)
- Service Acquisition Workshop (SAW)



Services Taxonomy

Knowledge Based Services

- Engineering Management Services
- Program Management Services
- Management Support Services
- Administrative & Other Services
- Professional Services
- Education & Training

Facility Related Services

- Architect/Engineering Services
- Operation of Government Owned Facilities
- Machinery & Equipment Maintenance
- Building & Plant Maintenance
- Natural Resource Management
- Utilities
- Housekeeping & Social Services
- Purchases & Leases

Equipment Related Services

- Maintenance, Repair and Overhaul
- Equipment Modification
- Installation of Equipment
- Quality Control
- Technical Representative Services
- Purchases & Leases
- Salvage Services

Electronics and Communications Services

- IT Services
- Telecom Services
- Equipment Maintenance
- Equipment Leases

Medical Services

- General Medical Services
- Dentistry Services
- Specialty Medical Services

Research and Development

- Systems Development
- Operational Systems Development
- Technology Base
- Commercialization

Logistics Management Services

- Logistics Civil Augmentation Program
- Logistics Support Services

Transportation Services

- Transportation of Things
- Transportation of People
- Other Travel & Relocation Services

Construction Services

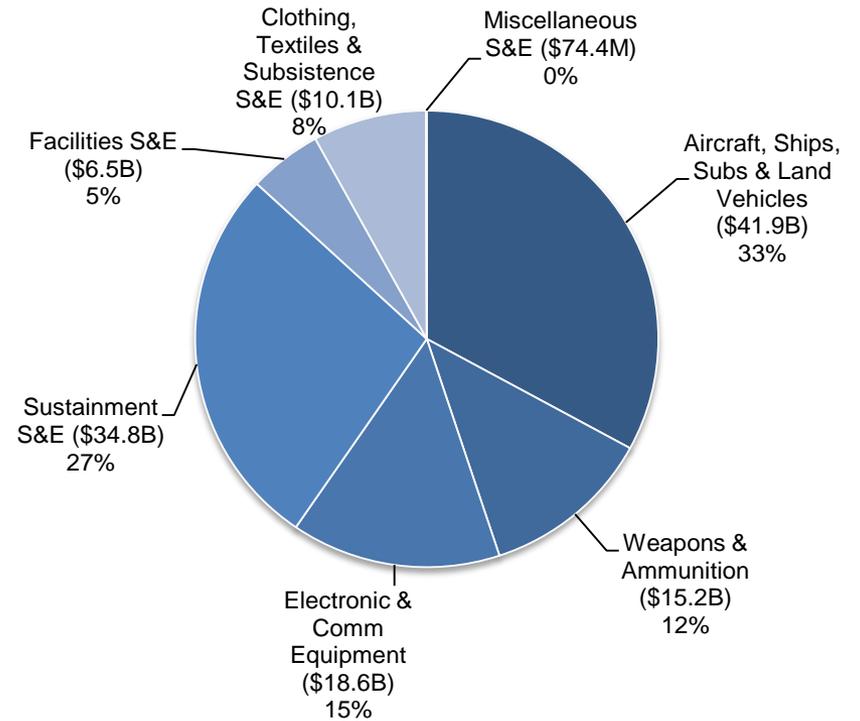
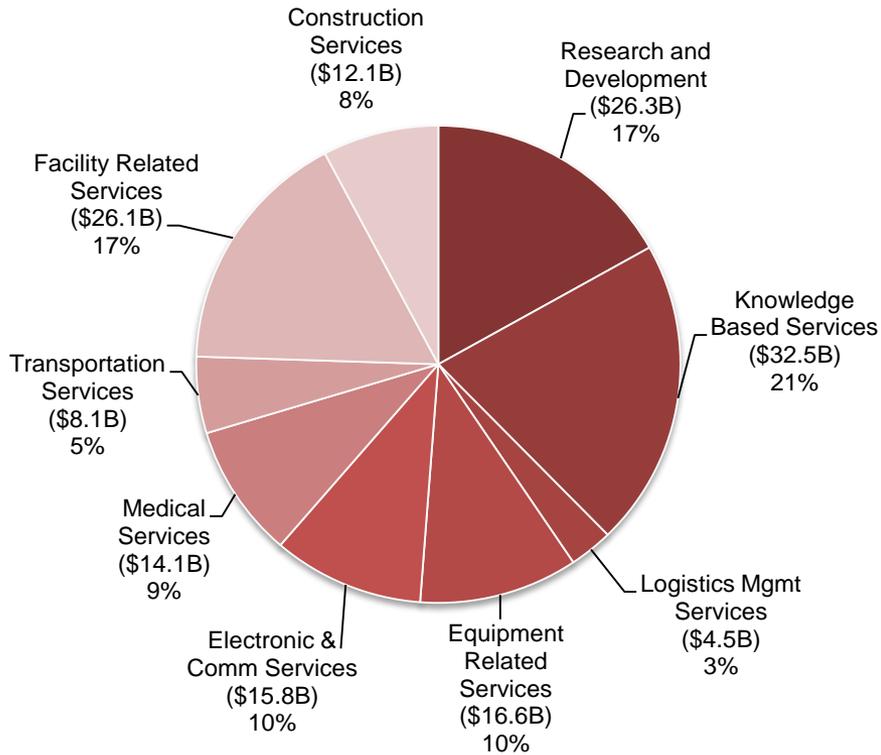
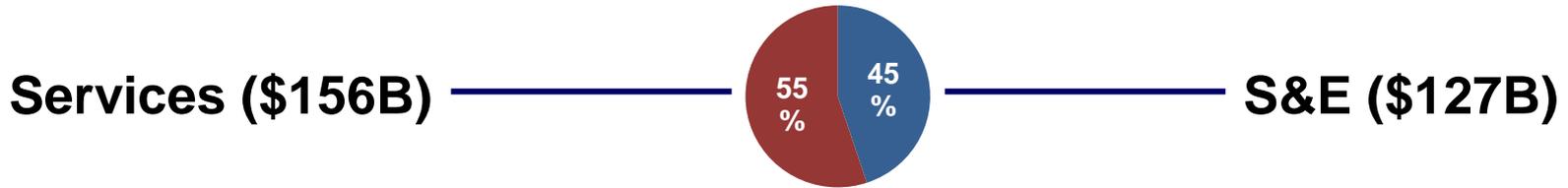
- Structures & Facilities
- Conservation & Development Facilities
- Restoration Activities

9 Services Portfolio Groups 40 Service Portfolios



Fiscal Year 2014 DoD Acquisitions

Services was 55% of Spend in FY14



Typical Problems in DOD Services Acquisitions

- Severe cases of “Cut-paste-itis”
 - Not analyzing what has changed from last contract
- Lack of understanding of the key performance issues and stakeholder concerns
- Don’t understand difference between a performance objective and a performance standard
- Task requirements with no performance standards
- Overly specific “Personnel Qualifications”
 - Need to spell-out what we want, let the contractor provide
- Business strategy and type of contract decided in a vacuum before requirement has been finalized



Better Buying Power

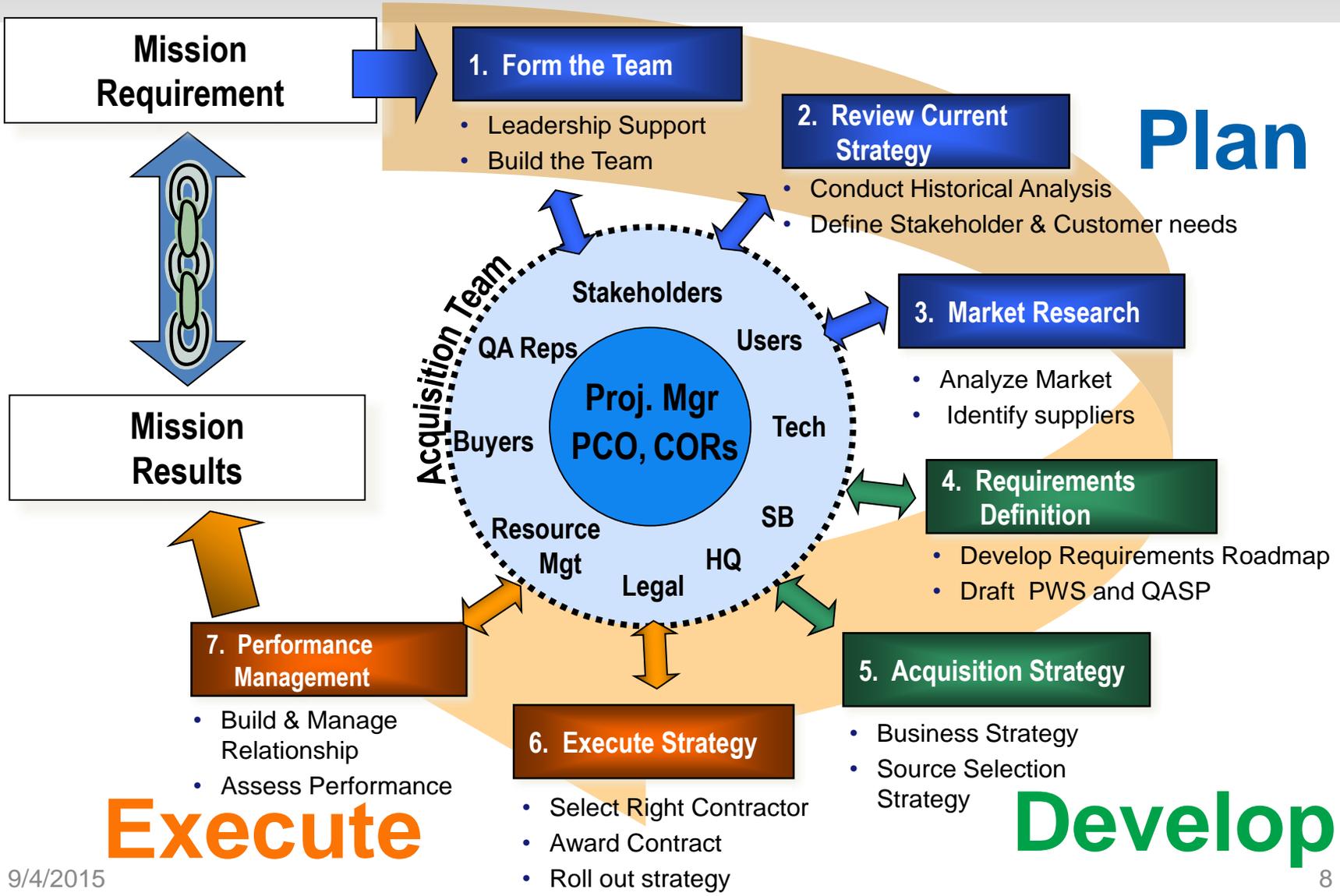
- **“Better Buying Power”** initiatives and directives :
Improve Tradecraft in Services Acquisition
 - BBP 1.0 (Sep 2010):
 - Assign Senior Managers
 - Develop Uniform Taxonomy
 - Address Causes of Poor Tradecraft
 - BBP 2.0 (April 2013):
 - Strengthen contract management outside the normal acquisition chain – i.e. installations.
 - Expand use of requirements review boards and tripwires
 - BBP 3.0 (Apr 2015):
 - Improve the effectiveness and productivity of contracted engineering and technical services



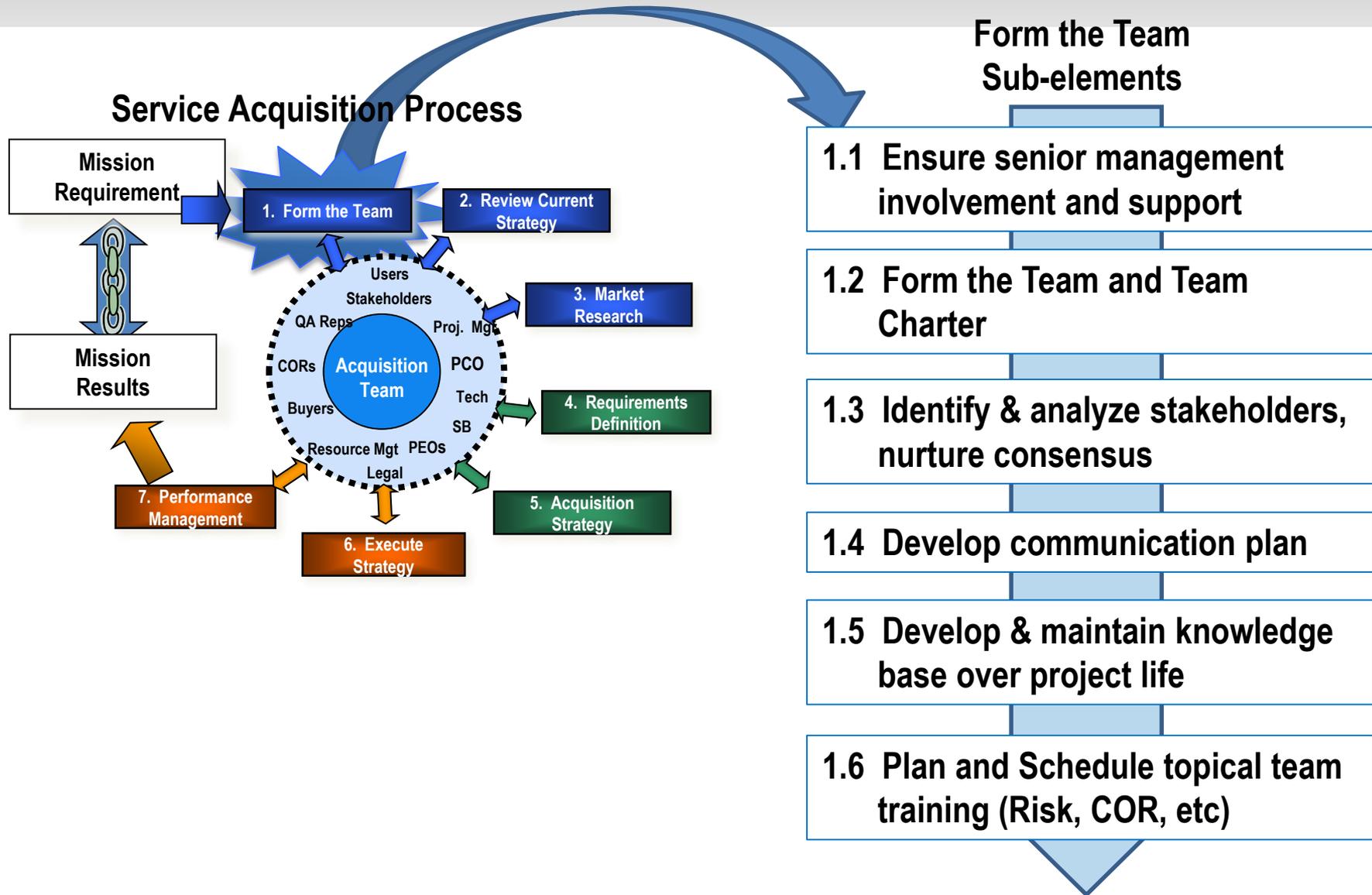
Improving Tradecraft: Define a common process

- DoD Guidebook for the Acquisition of Services (June 2012)
 - Defines a standard Services Acquisition Process
 - On line version available at <https://acc.dau.mil/sag>
 - Includes [Project Plan](#) for Program/Project Manager & team to use in planning the acquisition

Service Acquisition Process



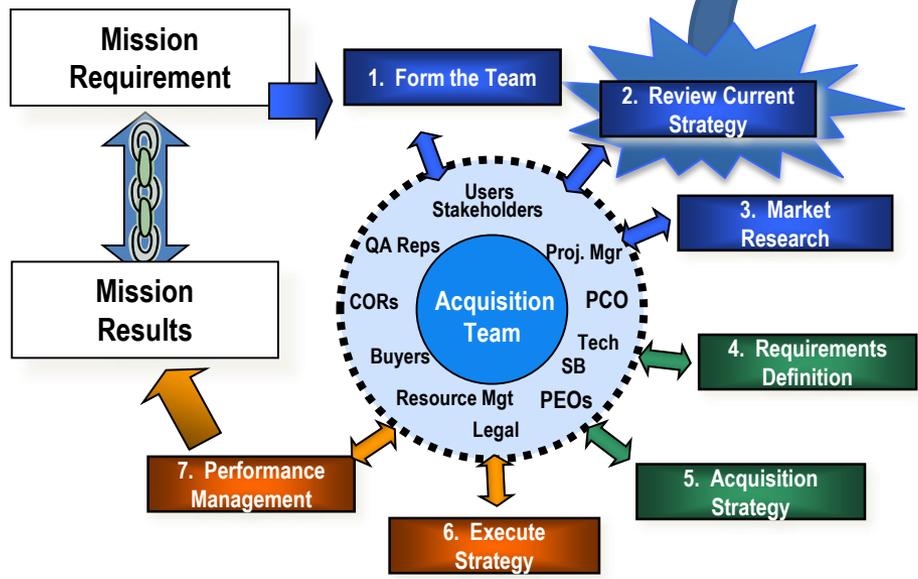
Step One – Form the Team





Step Two - Review Current Strategy

Service Acquisition Process

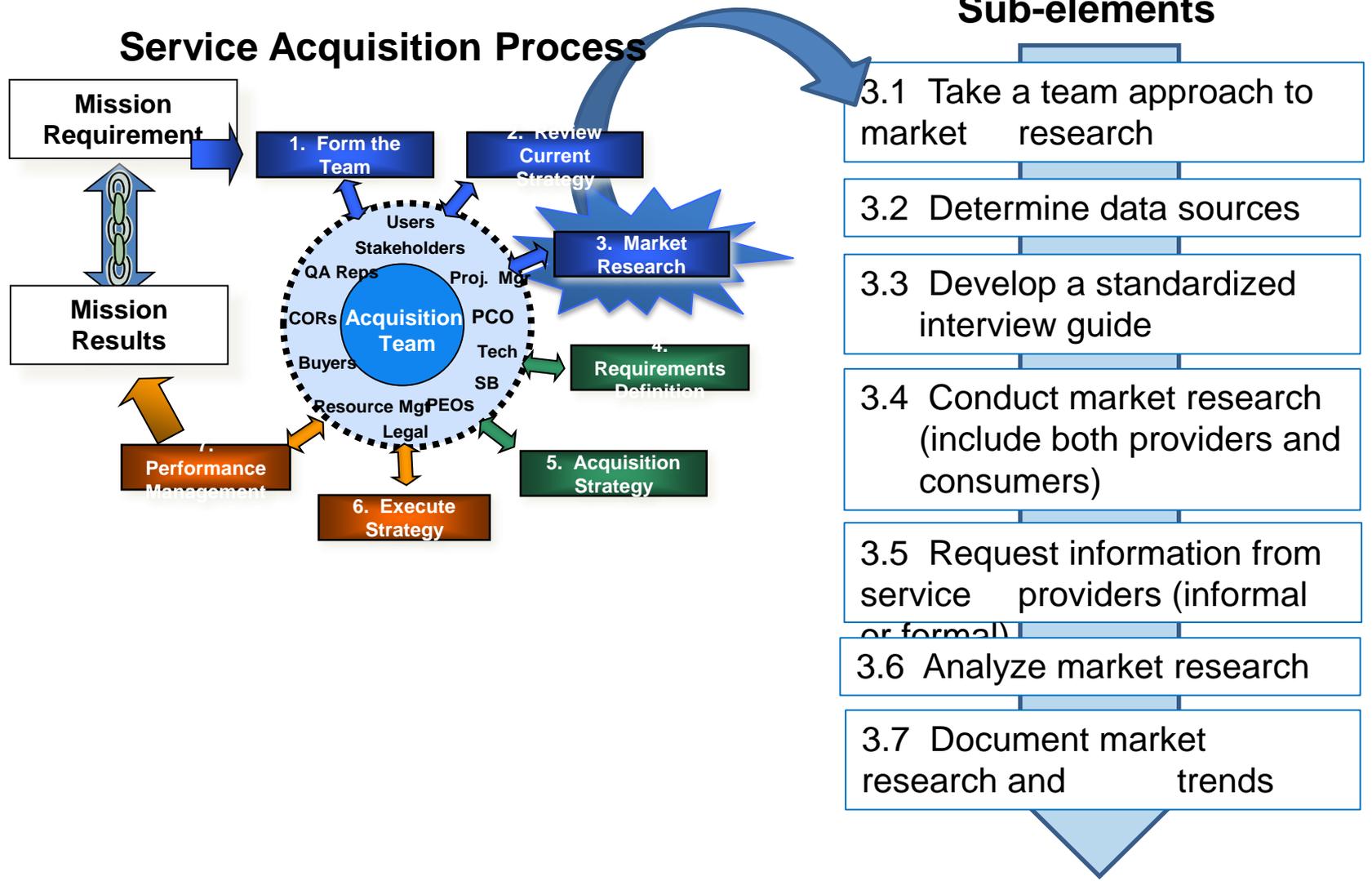


Review Current Strategy Sub-elements

- 2.1 Identify current initiatives/contracts
- 2.2 Review and document current performance (cost, quality, schedule)
- 2.3 Begin program risk identification
- 2.4 Document current processes
- 2.5 Determine Status of GFP/GFM/ Facilities
- 2.6 Stakeholder submits current and projected requirements forecast
- 2.7 Review current /statutory requirements
- 2.8 Define (at a high level) desired results.
- 2.9 Review current performance & desired results with stakeholders and users
- 2.10 Refine desired results and validate with stakeholders

Step Three – Market Research

Market Research Sub-elements

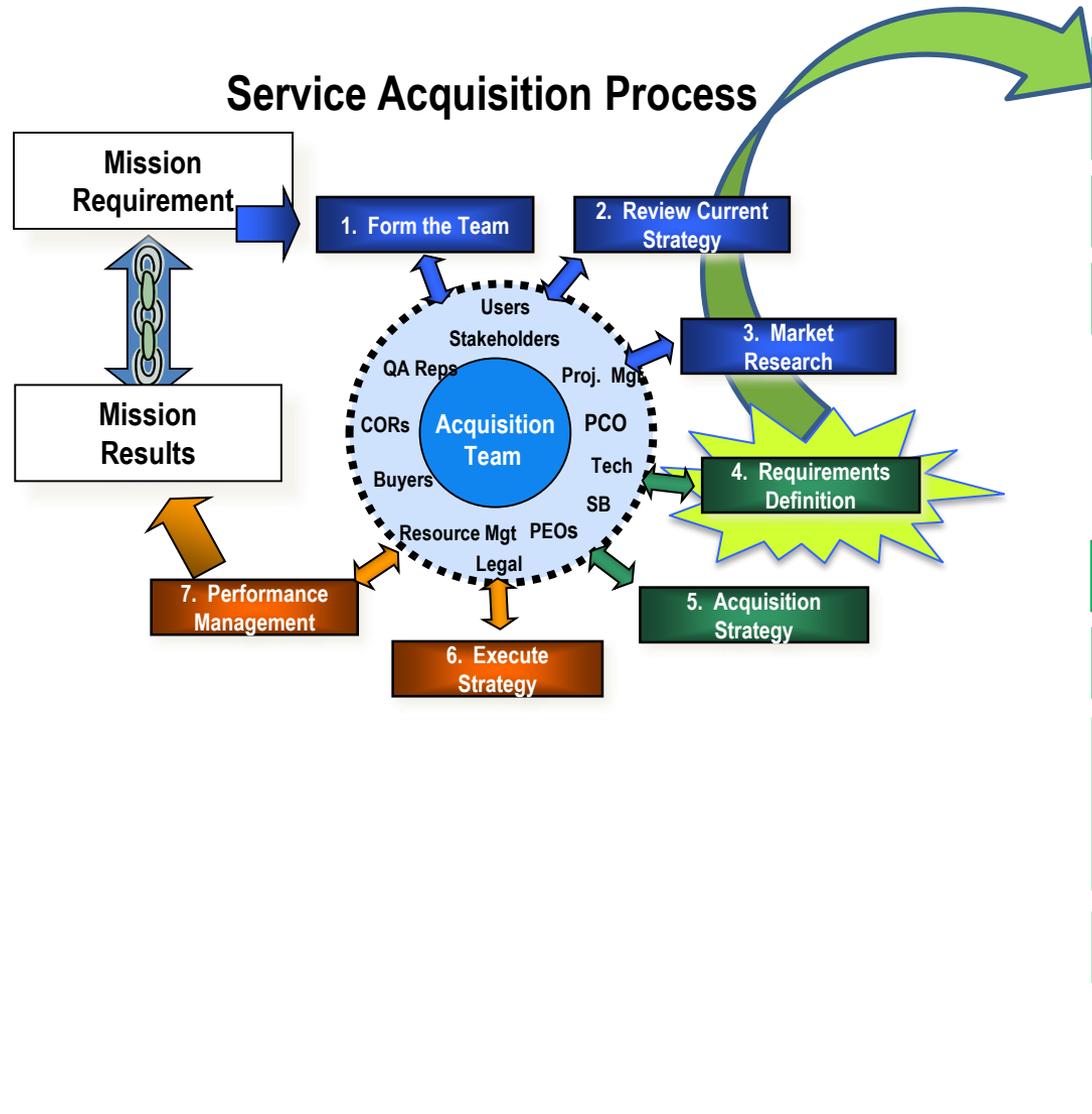




Step Four – Requirement Definition

Requirement Definition Sub-elements

- 4.1 Conduct performance Risk Analysis
- 4.2 Conduct a Requirements Analysis
- 4.3 Build Requirements Roadmap
- 4.4 Standardize requirements where possible to leverage market influence
- 4.5 Develop a PWS or SOO
- 4.6 Develop the QASP
- 4.7 Develop Independent Government Estimate (IGE) based on projected demand forecast
- 4.8 Establish stakeholder consensus

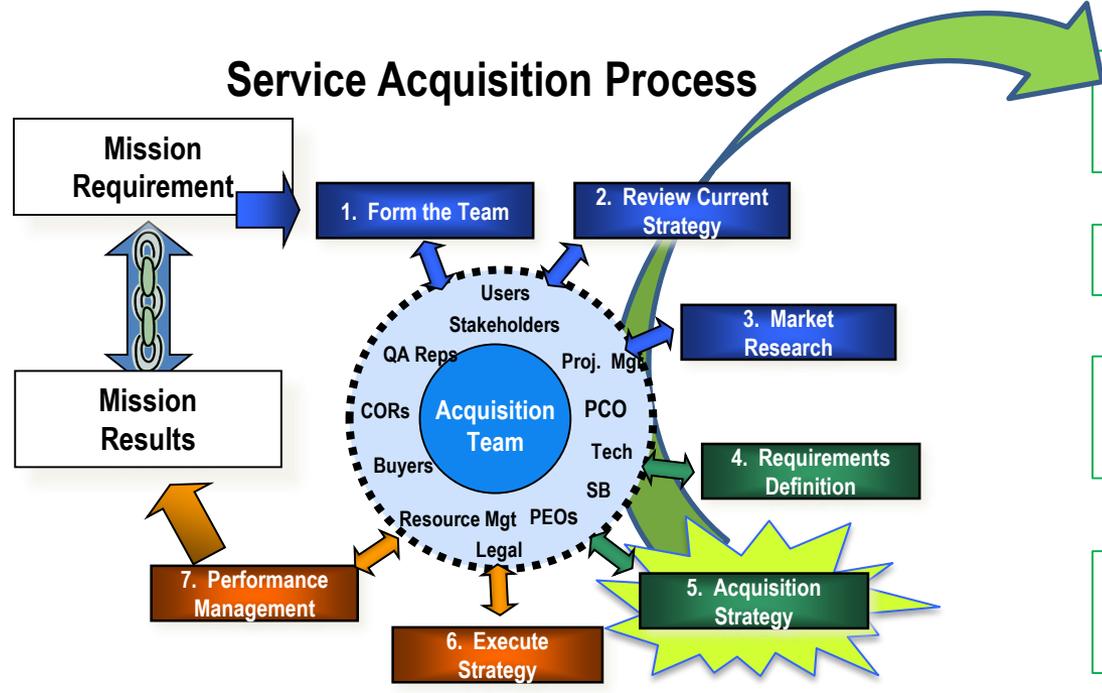


Step Five – Acquisition Strategy

Acquisition Strategy Sub-elements

- 5.1 Develop Preliminary Business Case & Acquisition Strategy
- 5.2 Finalize Acquisition Strategy
- 5.3 Allocate workload within team to support the acquisition strategy
- 5.4 Prepare Acquisition Planning Documents
- 5.5 Consider use of Draft RFP

Service Acquisition Process

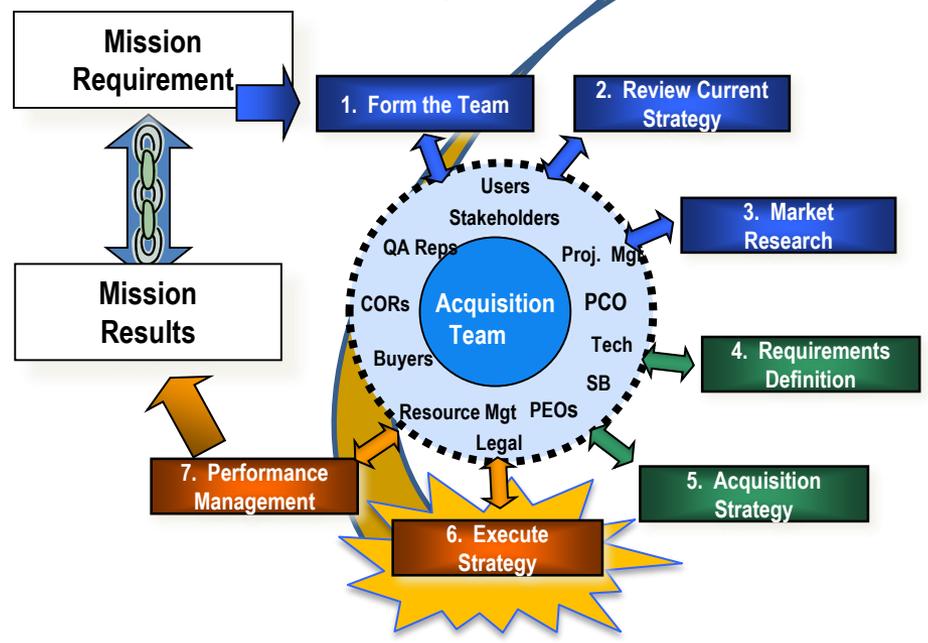


Step Six – Execute Strategy

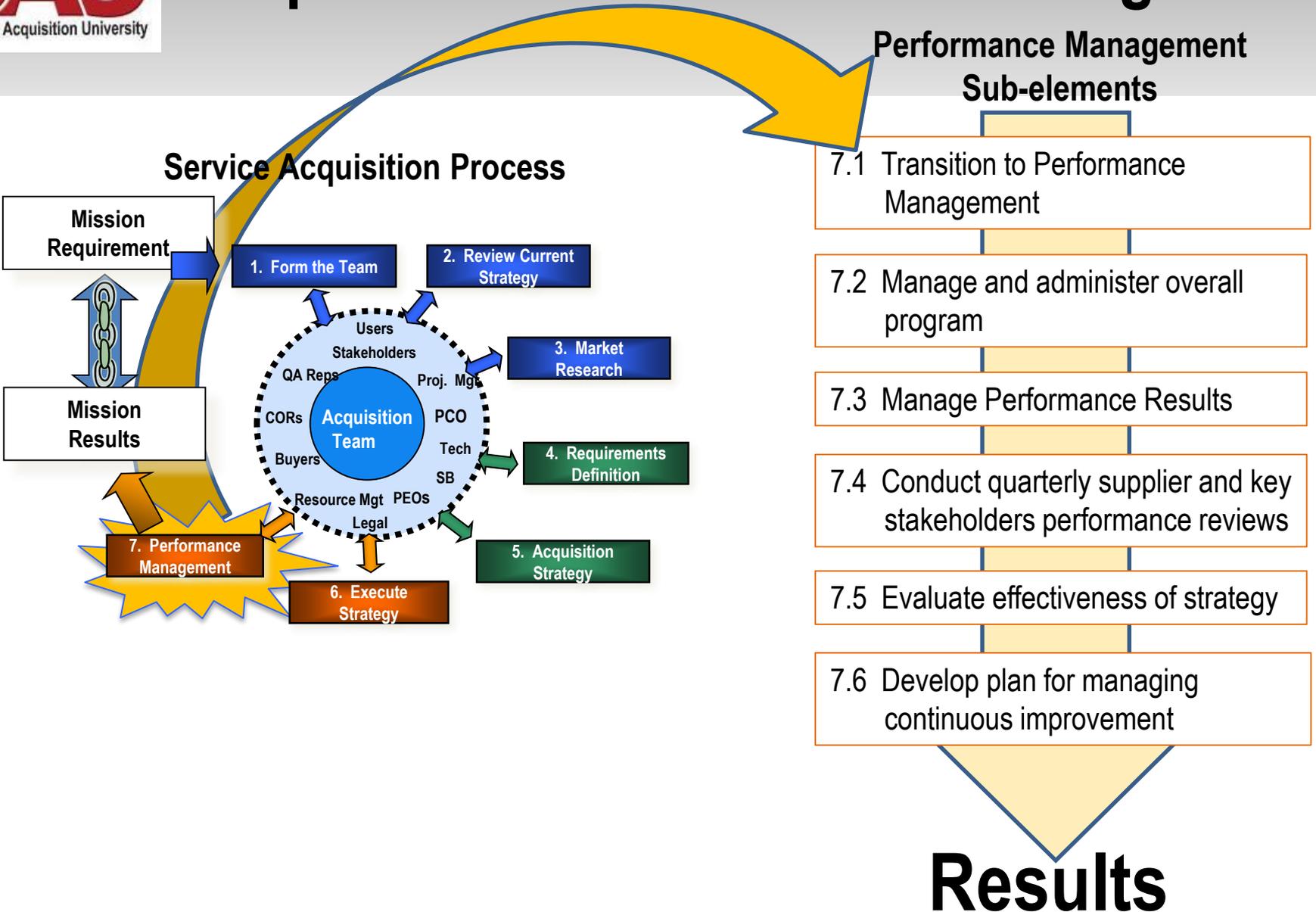
Execute Strategy Sub-elements

- 6.1 Issue request for proposal (RFP) or MIPR
- 6.2 Conduct source selection
- 6.3 Pre-Award approval documents
- 6.4 Contract award
- 6.5 Debrief unsuccessful offerors
- 6.6 Finalize Quality Assurance Surveillance Plan
- 6.7 Post Award implementation / transition

Service Acquisition Process



Step Seven – Performance Management



Service Acquisition Mall

- Website to promote collaboration among acquisition workers at all levels of government.
- Provides a “hands-on” resource for getting real world examples for writing performance based contracts.
- Follows DOD Guidebook for the Acquisition of Services

Online at:

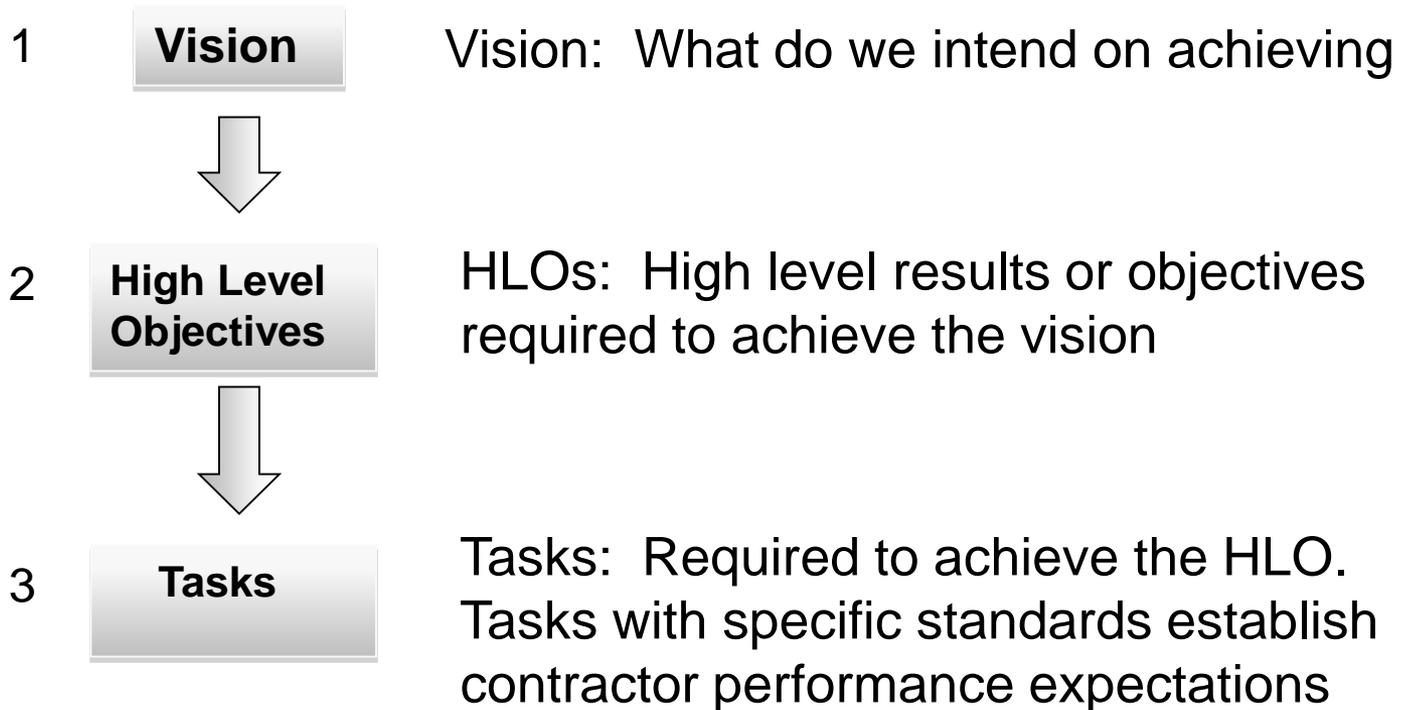
<http://sam.dau.mil>



Organized by Service Portfolio Groups containing:

- Best practices
- Training, work product samples, and videos
- Knowledge repository
- Keyword search
- Tools to plan, develop, and execute service requirements

PWS Structure





PWS Structure

Requirements Roadmap Worksheet

Vision: _____

Performance Objectives				Inspection and Assessment			
	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
High Level Objective							
Tasks							





Successful PWS development practices

- The PWS is your key communication vehicle with industry and stakeholders
 - Strive for clarity in defining results and performance standards
 - If you can not clearly identify requirements, how do you expect industry to know what they are?
 - List in descending order of importance in section 3
 - Use drafts for industry comment and feedback
 - Let the contractors propose the how
- Focus on defining results, not body count
 - Good estimates with past and future projections will help



QASP Structure

QASP for _____

- 1.0 Vision (from PWS)
- 2.0 Mission (from PWS)
- 3.0 Purpose
- 4.0 Authority
- 5.0 Roles and Responsibilities
- 6.0 Performance Requirements and method of Surveillance

- 1.0/2.0 Vision and Mission should be the same as the PWS
- 3.0 Purpose – Outlines the objective of the QASP
- 4.0 Authority – Inspection of Services clause in service contracts
- 5.0 Roles and Responsibilities

Program Manager

Contracting Officer

COR

Other Gov

Contractor representatives

PM, QC, others

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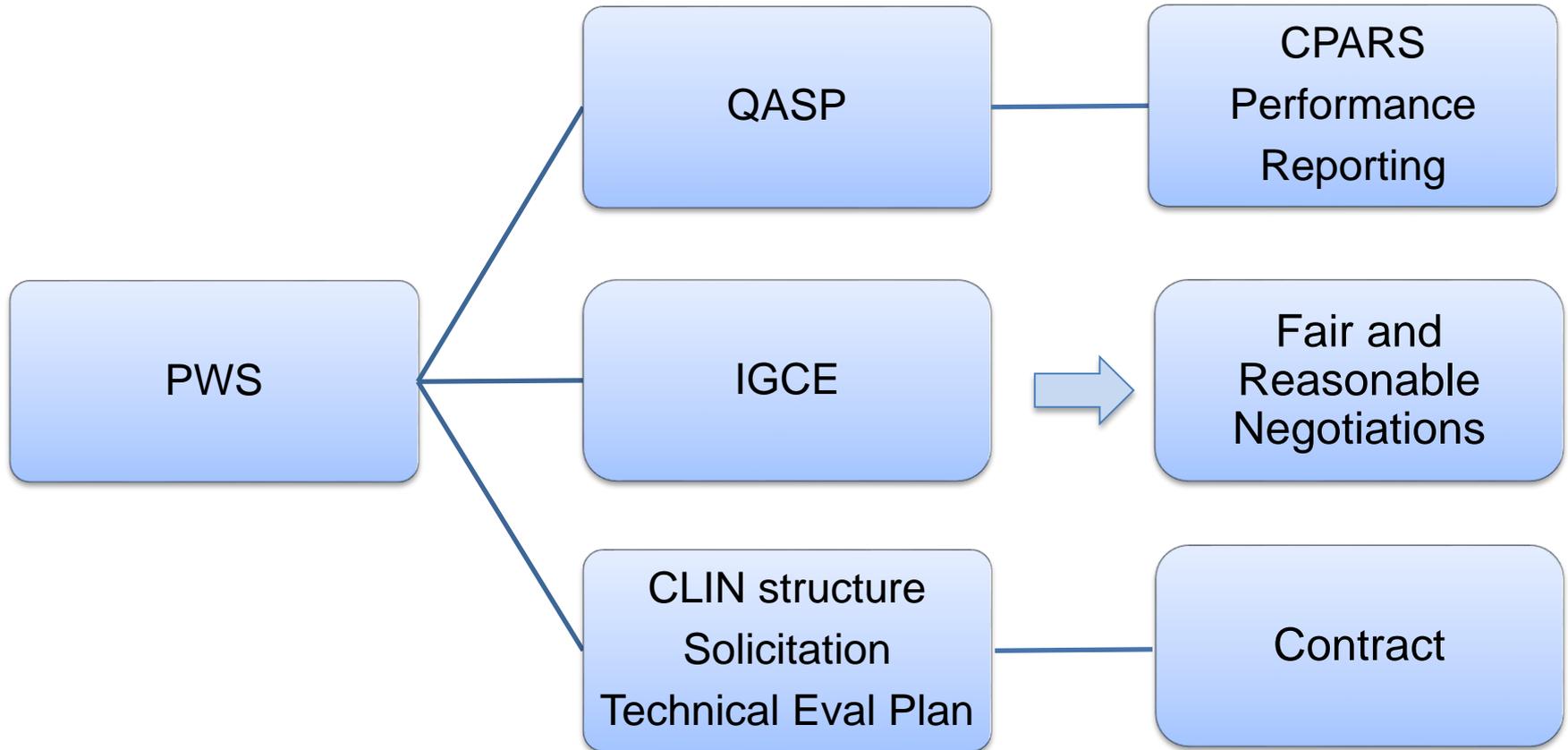
6.1 Contract Surveillance describes the goal of the surveillance process

6.2 Surveillance matrix – forms the foundation of the CORs inspection checklist

Table lists all tasks, standards, AQLs and the method the COR should use to inspect performance

Cross referenced to PWS

Key document linkage



ARRT – Automated Requirements Roadmap Tool

A **job aid** using **standard templates** for PWS, QASP and PRS to help you organize and write performance requirements following the Requirements Roadmap process.

Builds your documents

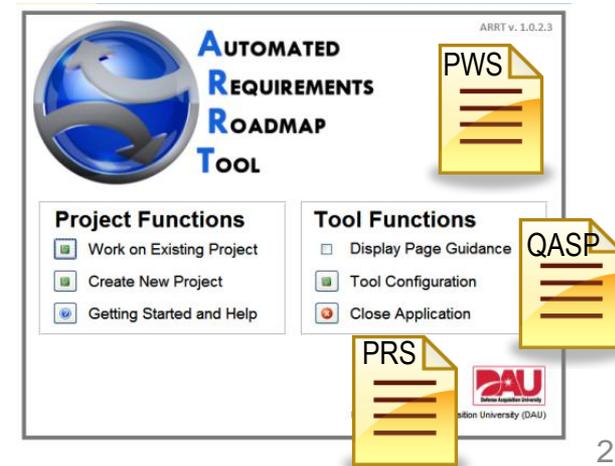
- Performance Work Statement (PWS)
- Performance Requirements Summary (PRS)
- Quality Assurance Surveillance Plan (QASP)

Provides an easy to use Step by Step Approach

- Wizards provide guidance to help build documents
- Performance Based requirements
- Proven methodology for building better requirements.

ARRT 4.1 Online today at <http://sam.dau.mil/arrt>

- Runs on Microsoft Office applications
- Generates Microsoft Word documents for use in your acquisition
- ARRT Community of Practice on DAU's ACC



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, acquisition, and assessment strategies
 - Multiple interactive learning sessions enable team to apply the learning to their requirement and make progress
 - Use ARRT tool to develop PWS, QASP and PRS



Summary

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