

## A.12 PWS Drafter's Checklist

Checklist for Drafters of Performance Work Statements	Yes/No	Point of Contact
<b>1. Build a Schedule</b>		
Identify milestones.		
Assign one person to be responsible for each milestone.		
Develop a list of people who must coordinate on the final PWS.		
<b>2. Develop a WBS</b>		
Are all mission requirements and service needs captured in the WBS? How do you know?		
Does the WBS cover all required items for deployments, contingencies, and surges?		
Include requirements from all applicable Host Tenant Support Agreements (HTSAs) at your base, as applicable.		
Did you have technical experts review the WBS for accuracy and missing items?		
Is the WBS sufficiently specific to capture GFP and GFE?		
Do you eliminate all nice-to-have services (that are not tied to specific mission requirements)?		
Is the WBS easily understood, with a logical flow?		
Are all major parts of the WBS broken down into sublevels for greatest accuracy?		
<b>3. Analyze Services</b>		
Do you use the Service Analysis Matrix to determine and scrub the inputs, service, and outputs?		

## Appendix A

### COR Checklists

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Have unrealistic Government forms, reports, and the like been removed from the output requirements?		
Are only mission-essential tasks included? Do you avoid stating how the tasks should be done?		
Did you conduct market research (referenced in FAR Parts 10 and 12)?		
Are services available commercially?		
In deciding whom to research, did you review Commercial Activities Management Information System (CAMIS) to find other organizations that have undergone an A-76 study? Did you check with other bases, websites (e.g., Air Force Manpower and Innovation Agency [AFMIA]), industry online; and your staffing office?		
What organization do you benchmark against? How does the organization under study compare? What commercial standards and practices do you adopt for the PWS? Can you adapt quality assurance (QA) methods to the PWS?		
Did you draft a complete set of questions to ask when benchmarking?		
Do you discuss proprietary rights to information with the Judge Advocate General (JAG) before benchmarking?		
<b>4. Gather Data</b>		
Are all workload data estimates accurate and tied to the corresponding WBS element?		
Can you demonstrate how each workload estimate was derived, using traceable data from the WBS?		

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Do the WBS workload data capture all future changes (e.g., increased mission level, decreased mission level)?		
Are mission changes (i.e., increases or decreases in workload) captured?		
Do you use the Workload Analysis Matrix? (You will need it for the Most Efficient Organization [MEO] team and contractor.)		
Do work center employees, functional experts, and the MEO team review the data?		
Do you normalize the data? Do you compare data with data from same-size bases?		
Are all facility data collected using the Facility Analysis Matrix? Do the data include building location, room number, and square feet?		
Are all facility data included in PWS Section 4 to allow offerors to accurately prepare their bids?		
Is the facility information collected from the WBS, and is the Workload Analysis Matrix used so that facilities match the workload requirement?		
Are all equipment analysis data collected?		
Did you check with technicians and equipment custodians and then document data such as equipment quantities, locations, GFP, stock number, serial numbers, and condition?		
Are the GFP decisions made in the best interests of the Government?		
Do you identify who will replace unusable GFE as well as who will furnish and replace materials?		

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Does the PWS clearly state who will maintain, repair, and replace the GFP and GFE when it is no longer useable?		
Are all materials analysis data collected?		
Does the PWS state who will replace materials when they are expended?		
Are all Government-furnished services included (e.g., janitorial; utilities; pest control; maintenance; recycling; telephones (local, long distance, and Defense Switched Network [DSN]) number; police and fire protection; medical services)?		
Is all Government-furnished training addressed?		
<b>5 Analyze Performance</b>		
Performance Objectives: Do you avoid including procedures that dictate how work is to be accomplished? (Structure the PWS around what is to be performed rather than how to perform it. For example, instead of requiring that the lawn be mowed weekly, or that trees be pruned each fall, state that the lawn must be mowed to between 2 inches to 3 inches or that tree limbs must not touch utility wires or buildings.)		
Do you include specific numbers (measurable service standards) for minimum mission accomplishment?		
Are those standards being met today?		
Do you use commercial standards whenever possible?		
Do you have justification for each military standard that you decided to use?		

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Does the Services Delivery Summary (SDS) identify all of the mission-critical requirements in specific, measurable, and legally enforceable terms?		
Does the Government QASP specifically describe how the service provider's performance will be measured?		
Is each item in the QASP tied to a specific PWS paragraph?		
Will the Government representative who monitors performance and signs acceptance reports be able to tell whether the contractor has complied with each requirement?		
Do you define the surveillance techniques that the Government will use to review the contractor's work?		
Were stakeholders (e.g., functional experts and quality specialists) provided with the opportunity to comment on draft performance requirements and standards, the Government Quality Assurance Plan, and performance incentives?		
Quality Assurance Surveillance Plan (QASP)		
Did you check the Source Selection Plan and Acquisition Strategy Plan for key factors for your surveillance?		
Is each mission-critical output addressed in the QASP?		
Are lessons learned from predecessor acquisitions used to avoid problems?		
Does the QASP specifically describe how the service provider's performance will be measured?		

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Does the QASP identify a specific PWS paragraph for each item subject to surveillance?		
Will the Government representative who monitors performance and signs acceptance reports be able to tell whether the contractor has complied with each requirement? How do you know?		
Do you define the surveillance techniques that the Government will use to review the contractor's work? Did you check commercial practices?		
Were stakeholders given the opportunity to comment on <ul style="list-style-type: none"> <li>— Final performance requirements and standards?</li> </ul>		
<ul style="list-style-type: none"> <li>— Government Quality Assurance Plan?</li> </ul>		
<ul style="list-style-type: none"> <li>— Performance incentives?</li> </ul>		
<b>6 Analyze Directives</b>		
Using the services analysis from Step 3, did you identify all Government specifications and standards that your organization uses today?		
Does the PWS identify all of the specific directives required to be followed?		
If military standards, specifications, task orders, or the like were cited, can you justify why commercial standards are not acceptable?		
Did you read all required directives and tailor them (to avoid requiring the service provider to comply with requirements that do not benefit your organization?)		
Did technical experts assist you in tailoring directives?		
Has a technical library been established?		

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Is the technical library complete?		
When the PWS references other documents, is each referenced document properly identified?		
<b>7 Check Analyses</b>		
Are all services truly necessary for mission accomplishment? Will the mission fail if any services are removed from the PWS?		
Can PWS requirements that do not conform to commercial standards be restated?		
Is each performance standard, service item, and threshold really necessary for mission accomplishment?		
Are the performance standards consistent with commercial practices?		
Do workload projections accurately reflect history?		
Do workload projections accurately reflect today's mission needs?		
Do workload projections accurately reflect future mission requirements?		
Do you properly account for surge requirements, deployments, and national crises?		
Have all appropriate people coordinated on the PWS? How do you know?		
Was a pre-proposal conference held to give offerors the opportunity to learn more about the as-is operation?		
Does the PWS incorporate lessons learned from the pre-proposal conference?		
<b>Appendices</b>		
<b>Appendix 1: Definitions</b>		

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Are all acronyms used in the PWS defined in Appendix 1?		
Are all terms used in the PWS defined in Appendix 1?		
<b>Appendix 2: Workload Data</b>		
Are all workload data that are too voluminous for the main body of the PWS included in Appendix 2?		
Do you avoid duplicating workload data in the main body of the PWS?		
<b>Appendix 3: Government-Furnished Property</b>		
Do you include all serial numbers of property if appropriate?		
Do you include quantities of property if appropriate?		
Do you include condition of property if appropriate?		
<b>Appendix 4: Reference Publications</b>		
Do you comply with Section 6 (Analyze Directives)?		
<b>Appendix 5: Maps</b>		
Are all building locations and room layouts identified in sufficient detail to allow the offerors to develop an accurate bid?		
<b>Appendix 6: Required Reports</b>		
Do you clearly identify content and format requirements for each required report?		
Do you clearly identify due dates for each report?		
<b>Appendix 7: Support Agreements</b>		

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Are all support agreements identified that impact the work required of the PWS?		
Do you have written agreement from the agency maintaining the support agreement?		
Do you adequately take into account the workload data adjustments caused by these support agreements?		
Do you verify the start and end dates of each support agreement and include the necessary workload adjustments in the PWS?		
<b><i>Appendix 8: Contingency Requirements</i></b>		
Are all contingency requirements identified that impact the work required of the PWS?		
Have all organizations coordinated on the PWS to ensure that no contingency requirement is omitted?		
Do you adequately take into account the workload data adjustments caused by these support agreements?		
<b><i>Appendix 9: Transition Plan</i></b>		
Has a Transition Plan (TP) been developed?		
Does the TP specify each service that will be supplied by the service provider?		
Does the TP include specific dates for start and completion of each familiarization task?		
Does the TP include a list of milestones for all Government organizations that must support the Transition Phase (L-minus dates)?		
Does the TP include a clear and thorough list of Government responsibilities?		
Does the TP include a list of the contractor responsibilities?		

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Are training and security requirements identified and included in the TP?		
Are lessons learned from predecessor acquisitions used to avoid problems?		
<b><i>Writing Tips</i></b>		
Does the PWS follow the required format?		
Do you include all required sections and appendices?		
Do you describe work in terms of what and not how?		
Are you consistent in correctly using terms (especially the technical ones) throughout the PWS?		
Do you use short descriptive sentences to increase clarity?		
Are the PWS and SDS written in legally enforceable terms (e.g., "shall")?		
Do you avoid ambiguities (e.g., terms such as "optimum freshness" or "prompt response")?		
Do you include CDRL and Data Item Description (DID) for each required data item? Do you reference PWS paragraphs?		
Have you streamlined the number of pages?		
Is the flow of the PWS logical, clear, and concise?		

Any No answers should be explained.

Even the best Performance-Based Service Contract (PBSC) will quickly become business as usual, with the loss of all PBSC benefits, if it is not administered well.