

Transforming the Acquisition of Services



Panel Members:

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Transforming the Acquisition of Services



DOD Regulations and Policies

Transforming the Acquisition of Services

When we think Services...

we should think?

Performance-Based Requirements

Transforming the Acquisition of Services

What is PBA?

PBA is structuring all aspects of an acquisition around the purpose of the work to be performed with the contract requirements set forth in clear, specific and objective terms with measurable outcomes as opposed to either the manner by which the work to be performed or broad and imprecise statements of work.

When to Use PBA?

Maximum extent practicable, except for the exclusions identified in FAR 37.102 and in the Office of Federal Procurement and Policy (OFPP) memo dated Sept 7, 2004.

Transforming the Acquisition of Services

When we think PBA, we should think?

- Acquisition Strategy
- Adopting Best Commercial Practices
- Mission Outcome Focus Alignment:
 - Performance Work Statements
 - Measurable Performance Standards
 - Remedies
 - Performance Assessment Plan
- Three fundamental links:
 - What was the contractor was asked to do (performance standards)
 - What did the contractor do (results of actual performance)
 - What did the contractor get paid (Payment =Contract)

Outcomes v. Activities

Results v. Compliance

Transforming the Acquisition of Services

Why PBA?

- Improves mission support outcomes
- Provides more flexibility in how the contractor will propose and how the Government will evaluate industry's approach
- Improves customer satisfaction
- Improves contractor performance and mission attainment
- Provides greater problem solving through team building
- Achieves lower Cost through better performance

Outcomes v. Activities

Results v. Compliance

Learning Assets for PBA

• ACC –

Online collaboration communities tailored to your needs:

- ACE for Services CoP
- PBA CoP
- COR CoP

• DAWIA Training Courses –

Acquisition of Services/PBA process is imbedded into CON 120, CON 202, CON 353 and CON 215 (Services Focused-deploying FY07)

• Assignment Specific-

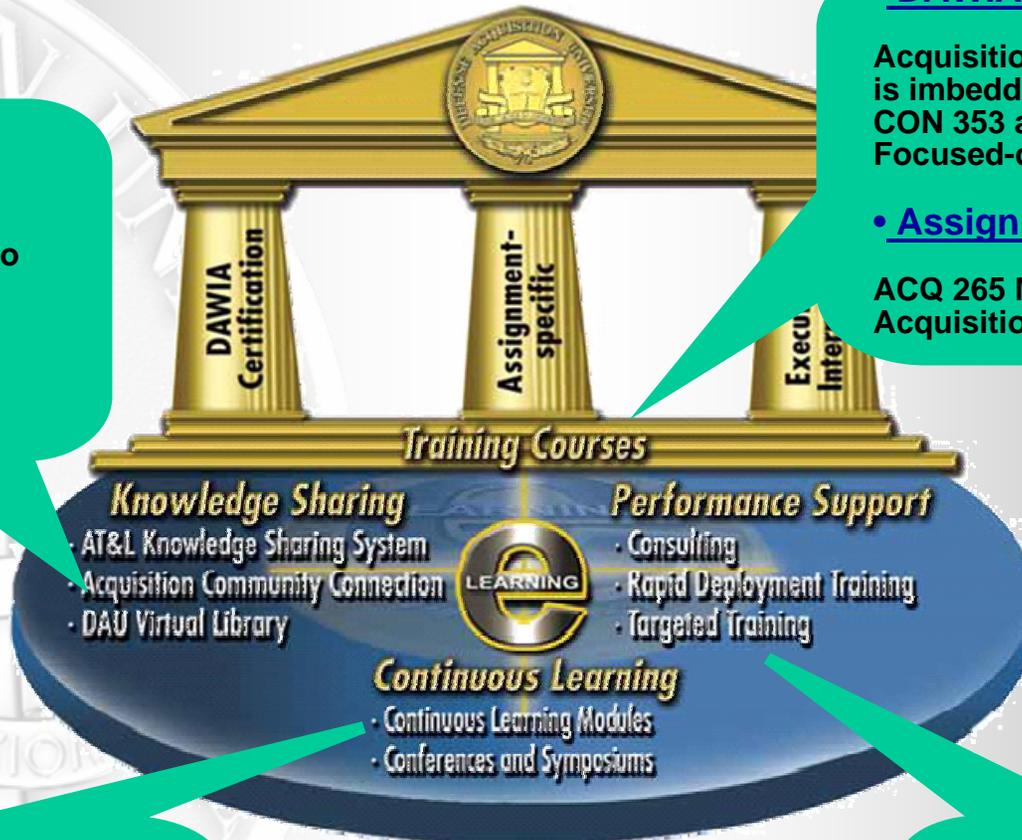
ACQ 265 Mission Focused Services Acquisition (deploying FY07)

• CL Modules –

- CLC 014 Acq of Services
- CLC 013 PBSA
- CLC 106 COR with a Mission Focus

• Targeted Training –

Fee-for-Service PBSA Workshops tailored to the organization's learning needs





EXPLORER ACC HOME

ACE for Services

- General Information
- Training Center
- e-Tools
- Government Best Practices
- Industry Best Practices
- Frequently Asked Questions (FAQ)
- Related Links
- Support Services
- Equipment Maintenance & Repair
- Utilities
- GOCO
- IT & Telecommunications
- ACQ265 Working Group

TOOLS

- Search Conversations

acc > special interest areas > ace for services >

Main View (8)

What's New (6)

View All (8)



ACE for Services

Acquisition Center of Excellence for Services

ID: 27518

For more information on PBA or Services, go to

<https://acc.dau.mil>

GUEST (READ) EST

LOGIN

Username

Password

Limited access is available for CoPs & SIAs without login

LOGIN

Join

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- Options for this Topic
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FEATURED ITEMS

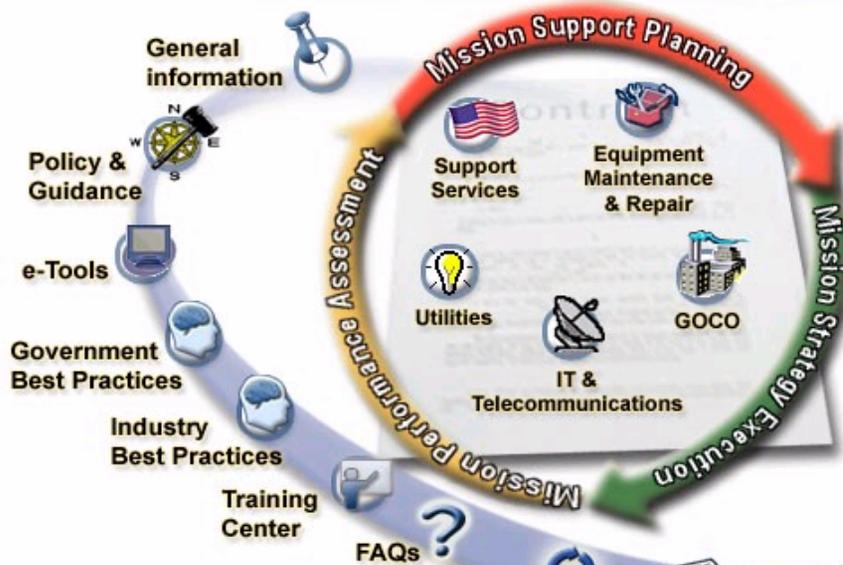
GOCO

PEOPLE

Mr. Jeffrey Birch
(Viewed 691 times)
Editor

Mrs Julia Wise

Acquisition Center of Excellence for Services





Army Contract Services

- Secretary of the Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel
 - Implementing Six Sigma throughout the Army will reduce the workload performed by civilian and contractor personnel. Hiring of civilians and initiation or continuation of contracts must be closely managed to match workforce to workload. HQDA Principals and Senior Commanders are responsible for approval of all actions for recruitment and services contracts. Monthly report.
 - ACA Policy Memorandum P0013
- Army Management and Oversight of the Acquisition of Services (AMOAS)
 - (USD(AT&L)) approved the AMOAS implementation plan on February 7, 2003
 - ASA(ALT)) given authority to review and approve service acquisitions over \$500 million
 - Re-delegated to DASA(P&P) on April 9, 2003
 - Reviews acquisition over \$500 M or Special Interest
 - PEOs, Direct Reporting PMs, and HCAs between \$100M and \$500M
 - Internal review by MACOMs and ACA PARCs under \$100M
 - AFFARS Subpart 5137.5
 - Army Contracting Agency is the Executive Agent for administering the program
 - Army Service Strategy Panels
 - Required strategy content
 - Requirement to establish and track metrics

HQ, ACA ISO 9001:2000 CERTIFIED



Army PBSC Policy

- Since 1994, it has been the Army's unambiguous policy to use PBSC to the maximum practicable extent
- 13 Oct 94, the Army MILDEP, representing the Army, signed the PBSC Agency Pledge.
 - This pledge was a direct result of 1994 FASA and was signed by 28 separate government agencies.
 - Memo sent to all PEOs highlighting FASA and PBSC. PEOs directed to lead the way in implementing PBSC.
 - 1 Nov 94, the Acting DASA(P&P) sent a copy of the PBSC Agency Pledge to all PARCs and encourages the use of PBSC by the Army's contracting/acquisition community.
- Link to AMC Pamphlet 715-17 Guide for the Preparation and Use of Performance Specifications
 - http://www.amc.army.mil/amc/rda/rda-ac/pbsc/p715_17.pdf



Air Force Services



- AFPEO/CM – Air Force Program Executive Officer for Combat and Mission Support (previously PEO for Services)
 - Responsible for AF services >\$100M
 - Delegated to HCAs those services <\$100M
 - Delegated to other PEOs those services already within their PEO's portfolio
- AFI 63 – 124, Performance-Based Services Acquisition
- Mandatory Procedures (MP 5346.103), Contracting Office Responsibilities -- *The Quality Assurance Program*
- SECAF Policy Memo, Contractor Support Approval Authority Policy Memo 06A-002, 9 Mar 06
- References:
 - <https://www.safaq.hq.af.mil/contracting/affars/5337/library-5337.html>
 - <https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp?Filter=OO-AQ-SV-AQ>
 - AF PBSA CBT Course



Navy



➤ Background

- Over \$1 billion in NAVFAC facilities support type contracts each year (janitorial, refuse, grounds) and increasing
- Started initiative in May 2002
- Formed Working Group with reps from component commands

➤ Template Summary

- Provides a consistent approach to Service Contracting
- Employs Performance-Based concepts and principles
- Facilitates client cost accounting
- Incorporates the use of common output levels
- Can be tailored to address local requirements
- Includes a process for assessing performance



Navy



➤ FSC/BOS Template Elements

- Section C (Specifications)
 - Annex Numbering
 - Core Business Model Alignment
 - Work Breakdown Structure/Tree Diagram Relationship
 - Tabular Format
 - **Measurable Performance Objectives and Standards**
 - Section E updates
 - Section F format
 - Section J format
 - FSC-Specific Solicitation Evaluation Criteria
 - Performance Assessment
-



Navy



➤ Tabular Format

1503050 -- Grounds Maintenance				
Spec Item	Title	Performance Objective	Related Information	Performance Standard
3.1	Improved Grounds	The Contractor shall maintain improved grounds to ensure a slightly appearance.	Improved grounds are identified in J-1503050-02, Site Maps. <<Note to Spec Writer: Insert requirement for removal of clippings and trimmings, e.g., All clippings, excluding grass clippings, and trimmings shall be removed in a timely manner to promote a neat and healthy appearance.>>	Improved Grounds are maintained in an attractive manner consistent with the specified Service Level.
3.1.1	Lawn Care	The Contractor shall maintain lawns to achieve a slightly appearance.	<<Note to Spec Writer: Insert additional lawn care requirements, e.g., Lawns shall be kept free of bare areas, ruts, holes, weeds, dead vegetation, debris, and unwanted vegetation that present an unsightly appearance. All holes or depressions shall be filled and compacted to adjacent grade level.>>	Lawns are healthy and present a uniform appearance and a rich natural color.
3.1.1.1	Mowing and Trimming	The Contractor shall maintain lawns to achieve a uniform grass height.	In areas with mixed species, the accepted height shall be based on the dominant species. Grass adjacent to fencing, poles, walls, valves, valve boxes and other similar objects shall be trimmed to match the height and appearance of surrounding grass. Fencing fabric shall be maintained free of vegetation.	Grass is uniform in appearance and is maintained to height requirements specified in J-1503050-04. Fences are free of vegetation.
3.1.1.2	Edging	The Contractor shall maintain an edged cut to achieve a neat appearance.	<<Note to Spec Writer: Insert description of where edging is required, e.g., Edge where grass meets any concrete or asphalt surface, where grass abuts planter beds, or wherever needed to maintain grass delineation.>> Informational Notes. The Government has found that edging on a monthly frequency has achieved satisfactory results.	Edging is uniform in appearance and vegetation does not encroach on ground structures.



Navy



Operating Forces Support

Community Support

Base Support

Operating Forces Support			Community Support			Base Support			
Air Operations	Port Operations	Operations Support	Personnel Support	Housing	Facility Support	Environmental	Public Safety	Command & Staff	
Airfield Ops AO Admin & Station Aircraft Operations Air Traffic Control Aviation Fuel Support Ground Electronics Airfield Facilities Auxiliary Airfield Support Passenger Terminal & Cargo Handling	Port Ops PR Berthing & Hotel Services Support Craft Ship Moves Port Logistics Port Operations Center Support Craft Berth Days Magnetic Silencing Spill Response	Other Ops Support OO Weapons Range Support Healthcare Support Supply SP, IM Material Management Supply Services Intra-station Moves	MWR MW Cat A Activities Cat B Activities Cat C Activities Child Development CD Child Development Centers Child Development Homes School Age Care Contract Spaces Youth Programs Galley GL Food Service Contracts Galley Operations Fleet & Family Support FS Deployment Readiness Crisis Response Career Support/Retention Other Community Support OC Overseas Personnel Support Museums	Family Housing Management Services Furnishings PPV Miscellaneous Utilities Maintenance Leasing Bachelor Housing & Lodging QO BH Operations BH FF&E BH PPV Doms Operations Doms FF&E Extended Stay Lodging TEMDUINS/TDY Lodging Contract Berthing PCS Lodging	Utilities UT Chiller Plant Electrical Natural Gas Other Sewage Steam Water Delivered Fuels Compressed Gas Facility Management FP Facility Investment Planning Asset Management Collateral Equip Real Estate Facility Investment Sustainment ST Restoration & Modernization RM New Footprint NF Demolition DE Combating Terrorism CT	Facility Services FX Janitorial Pest Control Refuse Collection/Recycling Other Grounds Maint Street Sweeping Snow Removal Base Support Vehicle & Equip TR Railway Equipment Cranes Vehicles MHE Construction Trailers Support	Compliance EC Mgmt & Planning Recurring Activities Support Non-recurring Activities Support Conservation CN Recurring Activities Support Non-recurring Activities Support Pollution Prevention PP Recurring Activities Support Non-recurring Activities Support Emergency Management EM Regional Emerg Mgmt Coord & Liaison Installation Emerg Mgmt EM Training EM Exercises EM Equipment & Sustainment EM Command & Control	Force Protection CT Law Enforcement Physical Security Equipment Physical Security Mgmt/Planning Antiterrorism Harbor Security Security Ops Fire & Emergency Services FI EMS Transport Fire Protection Mgmt & Support Fire Protection Aircraft Rescue & Fire Fighting Safety SA NAVOSH Explosives Safety Traffic Safety Recreational/Off-Duty Safety	Command CA Command Mgmt Casualty Assistance/ Honor Guard Admin Program Religious Programs Staff Judge Advocate Off of Gen Counsel Inspector General Public Affairs Resource Mgmt RN Manpower Mgmt HRO FECA Business Mgmt Financial Mgmt G&A Info Tech Svcs IT IT Support & Mgmt/ Non-NMCI NMCI Base Communications Personnel Services MS PASS Restricted Personnel Admin Brigs TPU Operations Reserve Coord/ Mobilization Training Support

IMAP 2006 Core Business Model

New elements shown in Bold Blue

- PUBLISHED
- IN DEVELOPMENT
- REMAINING



Navy



➤ Lessons Learned

- Employ consistent writing techniques
 - Training Materials a MUST
 - FSC/BOS Template Training – 3 Day Course
 - Performance Assessment Training – 4 Day Course
 - Engage Contractors early in solicitation process
 - Not just a NAME CHANGE!
-

Transforming the Acquisition of Services

Is Performance-based acquisition something new?

This type of acquisition strategy has been around since the Revolutionary War. The classic example is the Wright Brothers contract for the first heavier than air flying machine (1908) awarded by the Army Signal Corps

Who thinks performance-based acquisition is a program office initiative, not a contracting initiative?

Under the Government Performance and Results Act of 1993 performance based contracting is a program office initiative.

Transforming the Acquisition of Services

Does PBA work in the federal government? Is it just too hard? Why? Know of any success stories?

Are the “best practices” in PBA universal? What characteristics do successful PBAs share?

What impact does PBA have on competition? Have you seen this?

How does PBA alter the government interaction with industry?

How do proposals differ in a performance-based environment v. conventional requirements based environment?

What resources do acquisition professionals need to succeed in a PBA environment?

What are some of the challenges in implementing PBA?

Outcomes v. Activities

Results v. Compliance

Transforming the Acquisition of Services

Traditional SOW for Chocolate Chip Cookies:

Ingredients

1 cup butter (or 3/4 cup butter and 1/4 cup butter-flavored Crisco)
2 1/4 cups all purpose flour
1 cup dark brown sugar
1/2 cup granulated sugar
2 large eggs, beaten
2 teaspoons real bourbon vanilla extract
12 ounces semi-sweet chocolate chips
1 cup Diamond shelled walnuts
1 teaspoon milk
1/2 teaspoon water
1 teaspoon baking soda
1/2 teaspoon salt

What Does it all mean?

Directions

Preheat your oven to 325 degrees (F).

Use an electric mixer to mix sugars and butter in a large bowl. Add the other wet ingredients, mixing well. Then mix in flour, baking soda, and salt. Finally, mix in chocolate and nuts.

Place tablespoon-sized balls of cookie dough on an increased baking sheet, and cook for about 11 minutes (your cooking times may vary). The cookies will be extremely soft when removed from the oven. Carefully lift the cookies with a spatula and place them on a rack to cool.

Packaging should provide adequate moisture protection so that the cookies remain fresh and no more than 5% of the delivered cookies experience breakage.

Delivery must be made not later than 7 days after contract award, at the Washington Navy Yard, Bldg 171, on the lobby of the 5th floor.

Acceptance will be made by Program Manager and Contracting Officer after tasting a random sample.

It means instead of doing that, do this...

Background: DAU, Ft Belvoir campus is a learning institution that incorporates a broad range of learning assets in training products and services to all AT&L organization, which consists of 134,000 members. DAU occupies five building within the Ft Belvoir Garrison command. The DAU schoolhouse has fifteen classrooms with an average population of twelve student per classroom. DAU is committed to assuring that highest degree of satisfaction from their students. Research has shown that when students are given a mid-afternoon snack they are more responsive to learning and are happier.

Performance Based SOW:

What - Chocolate Chip Cookies

When - one week from today, at 2pm

Where – DAU, Ft Belvoir campus

How many - 75 dozen (900 cookies)

How well - Must taste good and not be broken

