



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

SEP 20 2011

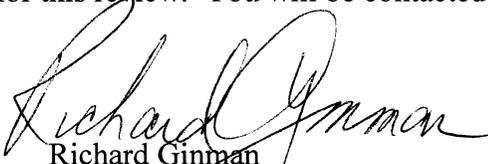
MEMORANDUM FOR COMMANDER, UNITED STATES SPECIAL OPERATIONS  
COMMAND (ATTN: ACQUISITION EXECUTIVE)  
COMMANDER, UNITED STATES TRANSPORTATION  
COMMAND (ATTN: ACQUISITION EXECUTIVE)  
DEPUTY ASSISTANT SECRETARY OF THE ARMY  
(PROCUREMENT)  
DEPUTY ASSISTANT SECRETARY OF THE NAVY  
(ACQUISITION AND PROCUREMENT)  
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE  
(CONTRACTING)  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Annual Review of the Acquisition of Services Policy and Oversight

The purpose of this memorandum is to inform you that we will be initiating the annual review of the Department's policy for the acquisition of services as required by DoDI 5000.02, Enclosure 9, Paragraph 3.f. The focus of last year's review was to understand what organizational changes you had put in place or were considering instituting that provide better management and oversight of the acquisition of services. We also addressed the processes and procedures you have put in place to develop and track appropriate measures of success in the acquisition of services and the oversight of contractor provided services that closely support inherently governmental functions.

The focus of this year's review will be the efforts to implement the Under Secretary of Defense (Acquisition, Technology & Logistics) Better Buying Power initiatives as they relate to Improving Tradecraft in the Acquisition of Services, as outlined in his memoranda of September 14, 2010, and November 3, 2010. This includes increased competition in the acquisition of services and including more effective market research efforts in support of greater competition. Additionally, we are interested in increasing small business opportunities in the acquisition of services and would welcome your suggestions/initiatives that your organization and the Department can pursue. Finally, another issue to be addressed in this review will be your plan to implement section 863 of the FY 11 NDAA, Requirements for the Acquisition of Services, as well as your initiatives to improve the requirements development process within your organization and the translation of those requirements into effective performance work statements that lend themselves to measurable outcomes.

I have asked Ms. Susan Hildner, Deputy Director, Contract Policy and International Contracting, to lead these reviews. She will be joined by other members of my staff. Please use the attached "Discussion Topics" to prepare for this review. You will be contacted shortly to schedule your review.

  
Richard Ginman  
Director, Defense Procurement  
and Acquisition Policy

Attachment:  
As stated

## DISCUSSION TOPICS

- Please be prepared to provide the following:
  - Total Value of Service Acquisitions for FY 2010 and FY 2011 to date
  - Number of acquisition strategies reviewed at each level and significant issues identified
  - In reviewing those strategies, how much consideration is given to the following:
    - How services are being obtained, i.e. “C” type contracts, BPAs or IDIQs? Please provide a breakout for both years and identify any trends.
    - Given that the use of T&M type contracts is discouraged, what type contracts are you finding suitable for your requirements?
- Better Buy Power (BBP) Initiatives - How is your organization responding to the BBP Initiatives on Improving Services
  - Please address any changes in your processes or procedures that stem from BBP
  - How has your organization addressed increased competition and more effective competition in terms of your service acquisitions
  - Please identify any efforts made to increase small business participation in service acquisitions
- Requirements for Services – FY11 NDAA, Section 863 – Please be prepared to explain how your agency has addressed or is planning to address the requirements of section 863.