



**USD (AT&L) Better Buying Power Initiative:**

**Improving Tradecraft in Services Acquisition:  
Address Causes of Poor Tradecraft in Services  
Acquisition**



## Overview

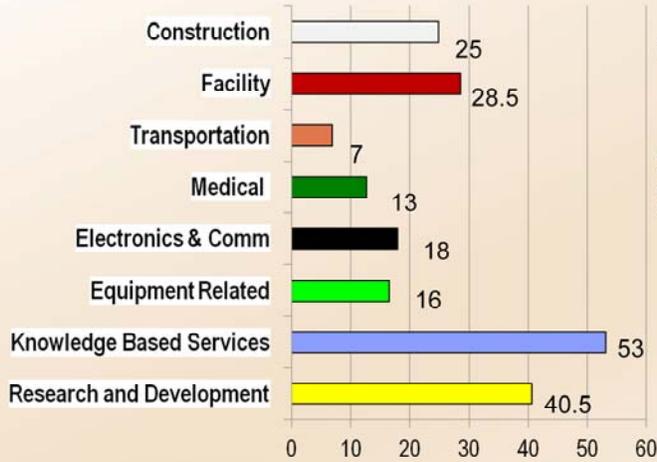
- **What OSD/Congress found**
- **Address causes of poor tradecraft**
  - Define requirements and prevent creep via requirements templates
  - Requiring more frequent re-competes of knowledge based services
  - Cost-efficiency objectives for service contracts exceeding \$1 billion
  - Policy on 1-bid proposals
  - Limit the use of T&M and award fee contracts for services
  - Achieve better visibility into DoD “services spend” by adopting standard Product Services Code taxonomy
- **How DAU can help**



## What OSD Found

### FY10 DoD Total Contract Spend: \$ 367 Billion

DOD Service Categories Spending in Dollars

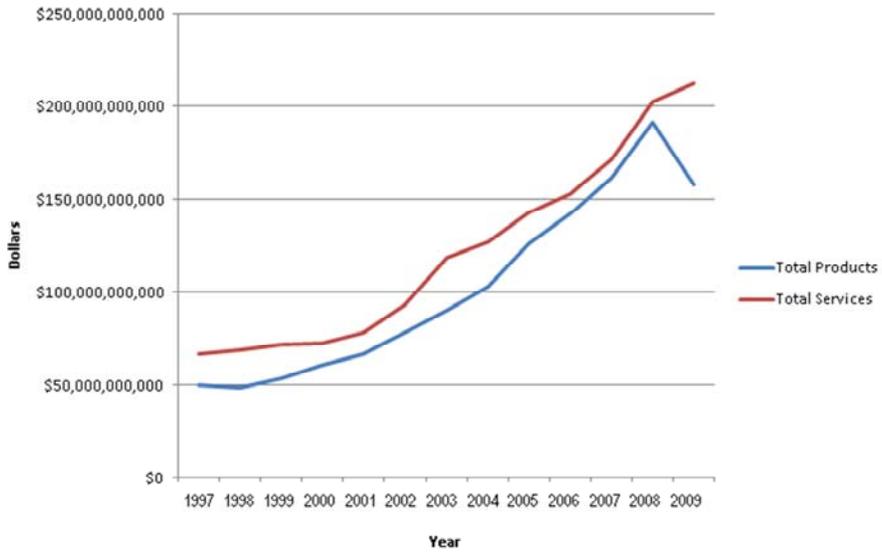


Equipment Contracts:  
\$166 Billion 45%

Service Contracts  
\$ 201 Billion 55%



## What OSD Found - Trends in DOD Contract Spending



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## What OSD Found

- Thousands of Product Service Codes (PSC)
  - DoD had no common approach to using them, and
  - no consistent visibility into the spend on services

**No common “PSC taxonomy” was established in the Department**

The Army recently hired portfolio managers. The AF and Navy are in the process of doing the same.



**Report excerpts:**

...challenges with the *requirements process* are a major factor in poor acquisition outcomes. Most concerning was the fact that the requirements process for the acquisition of services, the largest category of acquisition, is almost entirely ad hoc.

***“Non statutory Acquisition Workforce”***

In many cases the user community on a services contract is a military base commander or operational commander. ...not accustomed to thinking of themselves, or operating as, requirements generators. ...not staffed or trained to perform these responsibilities, and for this reason, requirements for services contracts are often poorly written. ...either unable to obtain what it needs, is unable to hold contractors accountable for poor performance, or both.



## Address Causes of Poor Tradecraft in Services Acquisition

### **Actions ongoing or planned by OSD/CAEs:**

- **Require the Services and DoD Components to assist users of services to define requirements and prevent creep via requirements templates**
  - Establishing, through their senior managers for services maximum use of standard templates in developing Performance Work Statements (PWS) to improve contract solicitations.
  - Establish dedicated market research teams at the portfolio management level
- **Enhanced competition by requiring Service/Component reviews of service contract durations, and more frequent re-competes of knowledge based services**
  - Single award contracts should be limited to 3 yrs (including options) unless, by exception, it is fully justified for longer periods by the senior manager
  - If the government receives the benefit of savings in the out years, a longer contract period may be justified
  - Multiple-award IDIQ contracts may be up to five years if on-ramp provisions are included to refresh/update the competitor pool

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Good examples of templates are the Navy's SEAPORT acquisitions and DLA's Headquarters support services.

We need to do a much better job at market research. Issuing a sources sought synopsis does not cut it. Need to talk to industry and see how they are doing services, commercially and non-commercially. This involves the entire acquisition team.

We need to really try to get more competition for our requirements. More frequent recompetes is one way, but writing better requirements and doing better market research is another way.

It is important that DoD incentivize, achieve, and share in cost improvements over the period of performance for support services acquisitions, including knowledge management services. We should incentivize and expect similar cost improvement on high-value services contracts.



## Address Causes of Poor Tradecraft in Services Acquisition

### **Actions ongoing or planned by OSD/CAEs (cont'd):**

- In cases where 1-bid proposals are received, require fully negotiated pricing and cost data as appropriate
  - If solicitation advertised for fewer than 30 days and only one offer received, the contracting officer shall cancel and re-solicit for an additional period of at least 30 days; or
  - If a solicitation allowed at least 30 days for receipt of offers and only one offer was received, then the contracting officer shall not depend on the standard at FAR 15.403-1(c)(ii) in determining the price to be fair and reasonable. Rather, the contracting officer shall use price or cost analysis IAW FAR 15.404-1 to make that determination. If the contracting officer believes that it is necessary to enter into negotiations, the basis shall be certified cost or pricing data or other than certified cost or pricing data, as appropriate. The negotiated price should not exceed the offered price.
  - Waivers permitted by the HCA and can be delegated to not lower than one level above the contracting officer

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Apr 27 2011 amplifying guidance specifies 30 day solicitation requirement applies to all competitive procurements of supplies and services above the SAT, including commercial and construction. Further, it covers procurements accomplished under the procedures in FAR and DFARS parts/subparts 8.4, 12, 13.5, 14, 14 and 16.5.

Exceptions to this policy are procurements in support of emergency acquisitions for contingency operations, humanitarian assistance, disaster relief, peacekeeping operations, or recovery from nuclear, biological, chemical, or radiological attacks against the United States. However, the use of these exceptions does not mitigate the need for competition nor the requirement for a determination that the price is fair and reasonable.



## Address Causes of Poor Tradecraft in Services Acquisition

### Actions ongoing or planned by OSD/CAEs (cont'd):

- Directed six primary categories of services spend be used by each component in 14 Sep 2010 memo to Acquisition Professionals
  - Derived from Product Service Code (PSC) categories contained in the PSC manual maintained by the General Services Administration, Federal Procurement Data Center, and Office of Management and Budget
  - DPAP memo issued 23 Nov 2010 provided addition detailed guidance, breaking down six portfolio groups into 33 portfolios, 124 categories, and 1,351 PSCs
    - Knowledge Based Services
    - Facility Related Services
    - Equipment Maintenance and Repair
    - Electronics and Communication Services
    - Medical
    - Transportation
- Require services contracts valued at more than \$1 billion to contain provisions in the contract to achieve productivity improvements and cost efficiencies throughout the contract period
  - OSD Office of Small Business Programs will review acquisition plans for these programs, and be members of the OSD peer reviews
- When multiple award contracts are used for services acquisitions, small-business-suitable tasks in these contracts will be set aside; Military Departments and DoD Components will seek opportunities to compete these contracts among small businesses

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Detailed guidance on the uniform taxonomy was provided in the 23 Nov memo.



## Address Causes of Poor Tradecraft in Services Acquisition

### Actions ongoing or planned by OSD/CAEs (cont'd):

- Limit the use of time and materials and award fee contracts for services
  - Per the 14 Sep 2010 memo to acquisition professionals, starting immediately, services acquisitions are to be predisposed toward cost-plus-fixed-fee or cost-plus-incentive-fee arrangements, when robust competition or recent competitive pricing history does not exist to build sufficient cost knowledge of those services within the market segment.
  - When robust competition already exists, or there is recent competitive pricing history, components are to be predisposed toward firm-fixed-price (FFP) type contract arrangements. FFP should also be used to the maximum extent reasonable when ongoing competition is utilized in multiple-award contract scenarios.

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Today, more than 20 percent of the department's services acquisitions are written using T&M or CPAF contract types. At a time when DoD is driving toward more fiscal discipline, we spend about \$24 billion in services using T&M contract types, the least preferred type for understanding costs. Similarly, CPAF contract types provide only limited motivation for cost discipline on industry's part. We must recognize that the contractor at-risk capital is typically much lower for most service acquisitions than it is for supplies and equipment, and we must factor that into the contract decision process.

OSD is expected to issue further detailed guidance for establishing a taxonomy of preferred contract types in services acquisition.



## How DAU Can Help

- **In the Classroom**
  - ACQ 265 Mission Focused Services Acquisition
- **Workshops**
  - Service Acquisition Workshops (SAW)
- **Mission Assistance**
  - Consulting
    - Contact Regional DAU Dean
- **Web Based**
  - Service Acquisition Mall (SAM)
    - Training, Tools and Knowledge
    - ARRT (Automated Requirements Roadmap Tool)
  - Continuous Learning resources

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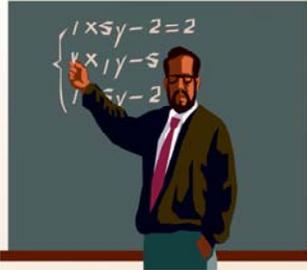
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DAU has several resources available to assist your acquisition teams or individuals. We will discuss each of these over the next several slides.



## ACQ 265 Mission Focused Services Acquisition



- DAU Catalog course (launched 2007)
    - 4 Days in length
  - Designed for cross functional participation
    - Technical, contracting, CORs, PMs, etc
  - Walk thru all elements of the Seven Step Service Acquisition process
  - Use student service acquisition project or USMC food service contract case
- 
- Using Requirements Roadmap process students develop:
    - Performance requirements
    - Acquisition strategy, contract type and incentive structure
    - Section L and M evaluation factors
    - Performance assessment strategy
  - Limited offerings, not on certification track

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This is a great course for anyone wanting to learn more about services acquisition. It is not required for DAWIA certification in any functional area, however, beginning in FY12, it is one of seven elective courses that Contracting requires students to take one of for Level III certification.

The Services Acquisition Guidebook is the textbook for this course and the students learn to use the Requirements Roadmap process to develop a requirement and the surveillance process to go with it.



## 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
- Utilizes Seven Step Service Acquisition Process
- Needs organizational leadership support
- Special focus on developing performance based requirements, business strategies, and assessment strategies
  - Multiple interactive learning sessions enable team to apply the learning to their requirement and make progress
  - Develop Requirements Roadmap and other key documents
- Support 2 SAWs per month across DAU with section 852 funding
  - No cost to requesting activity

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SAW workshops are an outstanding tool to get an acquisition team off and running early in the requirements development process. Taken seriously, the acquisition team will be well on their way to developing a solid, performance-based requirement, with well-defined performance objectives and measurable performance standards. Additionally, they will have a good start on developing their quality assurance surveillance plan and sections L & M of their RFP.



## SAW Lessons Learned

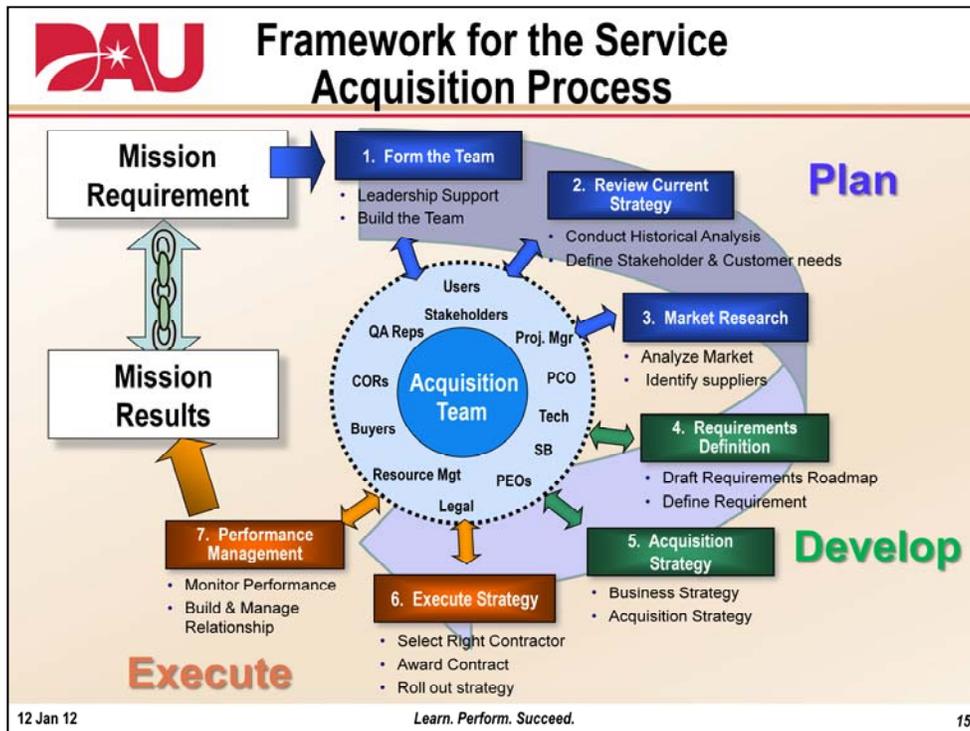
- The “RIGHT” people must participate
  - PM, KO, CORs, requirements developers are key
  - No SAW without them
  - Need leadership support and participation
- Program Manager or Project Manager must be designated
  - Key responsible person, able to issue taskings and hold team members accountable for performance
- Urge to jump to PWS development without a good foundation
  - No organized Planning phase in Majority of SAWs
- Importance of early contracting involvement as requirements are being developed

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These are the key lessons learned so far from SAWs conducted. It is absolutely vital to have the right people involved in the process and to have leadership's support.



In all our services courses, including SAWs, we take students and teams through the seven step performance-based acquisition process. We use it because it works. There are three phases – planning, development and execution. It all begins with a mission requirement and ends with achieving the mission results.

The next three slides will highlight typical problems we encounter in the three phases.



## Planning Phase - Problems

...the Panel remains concerned that **professional-level training** courses for **services program managers** continue to be lacking. (HASC Report)

- Program or Project Manager is the exception, not the rule
  - Unclear expectations of roles, responsibilities, and accountabilities
  - No Vision and Timeline for completing the acquisition
  - Failure to identify a PM leads to delays and loss of focus
- Limited early KO involvement creates frustration
- Limited Stakeholder Analysis
- Ineffective Market Research at best
  - Sources sought is not all there is to it
- Fear of talking with industry prior to RFP release



## Development Phase - Problems

- Severe cases of “Cut-and-paste-itis”
  - Not analyzing what has changed from last requirement
- Don’t understand difference between a performance objective and a performance standard
- Task requirements with no performance standards
  - Confusion on “How” to develop a PWS
- Overly specific “Personnel qualifications” (Butts in Seats)
- Limited KO involvement during requirement development impacts developing effective business strategies
  - Lack of understanding of the key performance issues and stakeholder concerns
- Business strategy and type of contract decided in a vacuum before requirement has been finalized

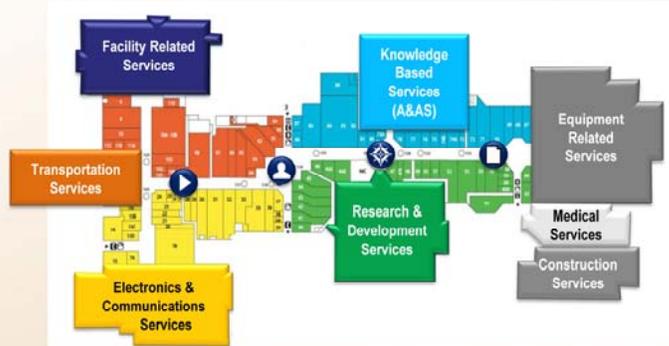


## Execution Phase - Problems

- Tracking performance requires using the QASP and collecting data and facts
  - Too often lack the data to support less than satisfactory CPARS, if they do CPARS at all
  - Little connection between QASP and CPARS
- Part time CORs with high turnover
- Need to Manage the Relationship, the Results and the Contract
- Keeping leadership engaged in the results



## Service Acquisition Mall - SAM



- **Integrates Sourcing Process and Learning assets with Product Service Code Knowledge**
  - Utilizes same sourcing process contained in SAW and ACQ 265
- **Aligns with DPAP Service Taxonomy**
- **<http://sam.dau.mil>**

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The Service Acquisition Mall is an outstanding resource available 24/7 wherever you have access to the internet.

The structure of the mall is in alignment with the uniform taxonomy discussed earlier. The topics and concepts discussed in ACQ 265 and the SAW workshops are contained in the mall, as are hundreds of sample performance objectives, standards and other useful items. The seven step performance-based acquisition process is included and there are short audio recordings and slide presentations to assist in learning or reinforcing concepts.



## Automated Requirements Roadmap Tool

- Online PWS/QASP development tool
  - Web based tool located in SAM
  - Focused on developing performance objectives, standards, method and means of inspection
  - Creates draft PWS and QASP as word document
  - Deployed 4th quarter FY 2011
- Expand tool to provide linkage between PWS, QASP, Performance Reporting and CPARS
  - Provides data structure to support CPARS and open dialogue with service provider

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ARRT is the latest tool to help acquisition teams in developing their requirements documents. It is contained in the SAM and is introduced in the services courses.



## Requesting the ARRT Tool

### Acquisition Community Connection

<https://acc.dau.mil/ace>

Acquisition Center of Excellence for Services



- ✓ Enter SAM or ACE for Services Site in ACC
- ✓ Requester will be taken to ACE site (seamless)
- ✓ Requester will register their information
  - Name and Email
  - Type of Service most frequently used
- ✓ Requester will be sent a key to download ARRT and overview training
- ✓ Users automatically included in COP for the services they entered
- ✓ Updates to ARRT and Portfolio knowledge will be sent to registered users

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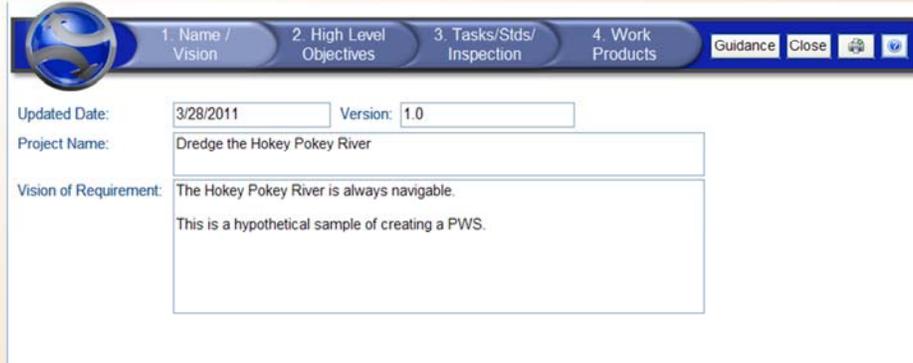
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This is how to get a copy of the latest ARRT tool.

The next several slides describe how the ARRT Tool works.

# DAU Step 1: Define the Project & set the Vision



The screenshot shows a software interface with a navigation bar at the top. The navigation bar has four tabs: "1. Name / Vision", "2. High Level Objectives", "3. Tasks/Stds/ Inspection", and "4. Work Products". The "1. Name / Vision" tab is selected. To the right of the tabs are buttons for "Guidance", "Close", and a help icon. Below the navigation bar, there are three input fields: "Updated Date:" with the value "3/28/2011", "Version:" with the value "1.0", and "Project Name:" with the value "Dredge the Hokey Pokey River". Below these is a larger text area labeled "Vision of Requirement:" containing the text "The Hokey Pokey River is always navigable." and "This is a hypothetical sample of creating a PWS."



## Step 2: Define High Level Objectives



1. Name /  
Vision

2. High Level  
Objectives

3. Tasks/Std's/  
Inspection

4. Work  
Products

Guidance

Home



Requirement Name:

**Dredge the Hokey Pokey River**

Vision:

The Hokey Pokey River is always navigable.

This is a hypothetical sample of creating a PWS.

Enter a new High Level Objective

Add

Current Objectives

3.1	Identify the navigation channel	↕	Edit
3.2	Make the river navigable	↕	Delete



# Step 3: Define Performance Elements

1. Name / Vision    2. High Level Objectives    3. Tasks/Std/Inspection    4. Work Products    [Guidance](#) [Home](#) [US](#) [AR](#)

Use Wizards    [Add Performance Element](#)    [Manage PE's](#)    [Deliverables](#)

Project: **Dredge the Hokey Pokey River**

Vision: **The Hokey Pokey River is always navigable.**

This is a hypothetical sample of creating a PWS.

**3.1 Identify the navigation channel**

Add New Performance Element

Performance Elements	Standards / Acceptable Quality Levels (AQL)	Inspection / Assessment
<a href="#">Click to Edit Performance Element</a> <b>3.1.1</b> Mark channel for Hokey Pokey River	<a href="#">Click to Edit Standards and AQL for this PE</a> STD: Within 10 feet of channel edge AQL: None greater than 15 feet 90% of all buoys are within the standard. STD: Compliant with USCG Navigation rules AQL: 100% STD: Visible AQL: Visible within 1/4 mile during normal weather conditions	<a href="#">Click to Edit Assessment Information</a> <a href="#">Delete PE</a> WHAT: Channel markers HOW: 100% Visual inspection of position and designators of channel markers upon completion. WHO: Government Representative, COR, QAE, or project engineer. Deliverables: A004    Monthly Status Report
<a href="#">Click to Edit Performance Element</a> <b>3.1.2</b> Maintain channel markers for Hokey Pokey River.	<a href="#">Click to Edit Standards and AQL for this PE</a> STD: Identifying information (color, numbers, letters, shape, etc) must be clearly visible AQL: All color discernable at 1/4 mile. 95% of all letters/numbers/shape to be at 200 yards	<a href="#">Click to Edit Assessment Information</a> <a href="#">Delete PE</a> WHAT: position, corrosion, algae, and other scars that effect recognition of the marker HOW: 100% Visual inspection monthly, 2 days



## Define each Performance Element

The screenshot displays the Performance Element Wizard interface for the project "Dredge the Hokey Pokey River". It shows three overlapping windows, each representing a step in the wizard:

- Window 1 (Top):** "A) What are the desired work products (Results) for this task (Performance Element)?" It prompts the user to "Type your Results below or click Samples for a list of examples to choose from." The Results list includes: capability requirements, briefings, and investment strategies.
- Window 2 (Middle):** "B) What does this objective pertain to (what/who is it for)? Enter the specific context(s) for this result." It prompts the user to "Type your Context below or click Samples for a list of examples to choose from." The Contexts list includes: Contracts.
- Window 3 (Bottom):** "C) What actions do you want the contractor to execute to accomplish this result(s)?" It prompts the user to "Type your Actions below or click Samples for a list of examples to choose from." The Actions list includes: develop, document, and deliver. The Results list includes: briefings, capability requirements, and investment strategies. The Contexts list includes: Contracts.

Navigation buttons include "Previous", "Finish", "Cancel", "Edit", and "Remove".

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## User Defined Category / Portfolios

The screenshot displays two overlapping software windows. The background window is titled "Performance Element Wizard" and contains the following text:

HL Objective: Identify the navigation channel Guidance

**This window provides samples to help you create your Performance Element. Highlight them below and click the Add button.**

Choose a Category	Highlight Elements to add
Acquisition Logistics	acceptability of models used for analysis
Acquisition Management Support	acquisition strategy
Administrative Support Services	analysis
<b>AJ's AWESOME CATEGORY</b>	non-existent result
Contracting Support Services	tailored security plans
Engineering and Technical	
Financial Management	
Manufacturing	
Security	
Software	
Studies and Analyses	

The foreground window is titled "Category Editor" and contains the following text:

Select a Category to Edit Guidance Close

AJ's AWESOME CATEGORY Select Category Add/Edit User Categories

Type a new Result or select an existing from the dropdown list.

Add to Category Remove From Category

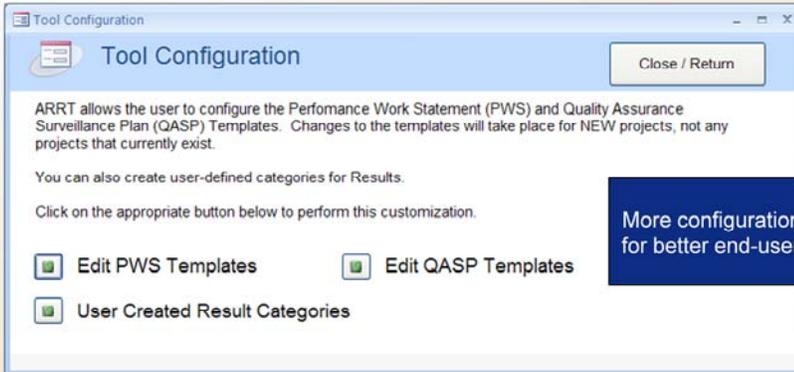
Results in Category

- acceptability of models used for analysis
- acquisition strategy
- analysis
- documentation
- non-existent result
- tailored security plans

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## Configuration Options



More configuration possible  
for better end-user flexibility



# Tailor the default Template (PWS / QASP)

**Tool PWS Templates** Add Section Close

These templates will be used for all future Projects

Include	Paragraph	Section Name	Section Type
<input checked="" type="checkbox"/>	1	<a href="#">Introduction</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	1.1	<a href="#">Mission</a>	BOTH <input type="checkbox"/>
<input checked="" type="checkbox"/>	1.2	<a href="#">Background</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	1.3	<a href="#">Scope</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	2	<a href="#">General Requirements</a>	
<input checked="" type="checkbox"/>	2.1	<a href="#">Non-Personal Services</a>	
<input checked="" type="checkbox"/>	2.2	<a href="#">Business Relations</a>	
<input checked="" type="checkbox"/>	2.3	<a href="#">Contract Administration and Management</a>	
<input checked="" type="checkbox"/>	2.3.1	<a href="#">Contract Management</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	2.3.2	<a href="#">Contract Administration</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	2.3.3	<a href="#">Personnel Administration</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	2.4	<a href="#">Subcontract Management</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	2.5	<a href="#">Contractor Personnel, Disciplines, and Specialties</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	2.6	<a href="#">Location and Hours of Work</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	2.7	<a href="#">Travel / Temporary Duty (TDY)</a>	PWS <input type="checkbox"/>
<input checked="" type="checkbox"/>	3	<a href="#">Performance Requirements</a>	PWS <input type="checkbox"/>

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Modify the default PWS and QASP template (if required) to streamline work



# The ARRT's templates will generate your Draft MS Word Documents

## Performance Requirement Summary (PRS) - Draft

### 1. CLEO Support Services

#### 3.1 Provide Financial Management Services

Performance Elements	Standards
3.1.1 Provide and support Financial Management Program for CLEO System.	

#### 3.4 Provide Acquisition Management Services

Performance Elements	Standards
3.4.1 Analyze, develop, gather, generate, support, and integrate Acquisition Strategy Development for Program	Compliant with applicable standards (FAR and acquisition rules) FAR 48.101-7, FAR 48.101-8 and FAR 48.101-9

### Quality Assurance Surveillance Plan (QASP)

#### 1. CLEO Support Services

##### 3.1 Provide Financial Management Services

Performance Elements	Standards
3.1.1 Provide and support Financial Management Program for CLEO System.	

##### 3.4 Provide Acquisition Management Services

Performance Elements	Standards
3.4.1 Analyze, develop, gather, generate, support, and integrate Acquisition Strategy Development for Program Office.	Compliant with applicable standards (FAR and acquisition rules) FAR 48.101-7, FAR 48.101-8 and FAR 48.101-9; 100% compliance

##### 3.3 Provide Administrative Services

Performance Elements	Standards
3.3.1 Develop, generate, produce, provide, and retrieve briefings, meeting minutes, correspondence, and documentation for CLEO System.	No substantive or repeated errors: 100% In required format: 95% on initial submission Accuracy: 95% on initial submission Deliverables are made in accordance with schedule: 95%

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## Performance Work Statement (PWS) - Draft

Project / Requirement Title  
1. CLEO Support Services

### Project Vision

Provide necessary Knowledge Based Service to support the acquisition of a persistent threat assessment (Eye in the Sky) capability to detect and deter hostile activity and terrorist threat.

### Introduction

Threats have increased in both frequency, type and complexity. This creates a need to provide a very non-developmental, UAV capability to replace existing legacy systems that have become too expensive to operate, unable to address all known and emerging threats, and are experiencing obsolescence.

This will be a joint service program, requiring multi service's participation and intense expense involvement.

### Background

Legacy systems cannot address all known and emerging threats.

US military operations in current conflicts are demanding more persistent and improved intelligence gathering and dissemination that cannot be supplied by existing systems because of both operational and architectural constraints.

It is anticipated that CLEO will be able to carry different payloads that support the various missions in conflict areas.

The CLEO Program Office currently consists of a small cadre of core personnel and must be supplemented through the acquisition of Knowledge Based Services (KBS). Specific KBS are required in the functional areas of Administrative Services, Engineering, Acquisition Management and Financial Management.

KBS will supplement the organic workforce with advisory and assistance expertise to ensure successful program execution.

### General Requirements

Location(s) of Work (such as on or off Government premises), Security (Top Secret), Travel (TR clearance and prior approval), Billable Hours, Personnel Administration, Government hours of operation, Holidays, Contractor Identification.

### Objectives

#### 3.1 Provide Financial Management Services

Fedsp: SOWentw 18, 2010

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This is the beauty of the ARRT Tool!



# LCOE Service Acquisition Support

## Knowledge Sharing

### SAM

#### Service Acquisition Mall



Web based, Organized by service type, Integrated training, best practices and samples and examples

### Research

#### Knowledge Portfolio Manager

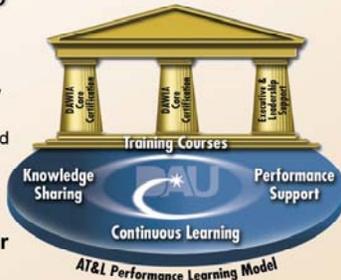


Research and analyze commercial service acquisition practices and document in market research advisory

### Continuous Learning



CLC 013 Service Acquisition



## Classroom

### ACQ 265 Mission Focused Services



Case based course  
Application of Service Acquisition Process  
4 Days in Length

## Mission Assistance

### SAW

#### Service Acquisition Workshop



Team Based, Just in Time, Acquisition specific Facilitated 4 Day workshop

### Senior Leader Overview



Adjustable 2 to 4 hour Focus on key process elements and need for their involvement

### Service Acquisition



Overview training Application case General in nature 2 to 3 Days

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This summary slide shows what assistance is available from the DAU Services Learning Center of Excellence. We stand ready to assist you and your team to improve the tradecraft in services acquisition, specifically, addressing the causes of poor tradecraft.



## Back-up Slides



## SAW Student Feedback

- **Provided the Kick-In-the-Pants to get moving on the project**
- **Preparing performance objectives/standards for our acquisition was very helpful**
- **Requirements Roadmap worksheet is excellent tool**
- **...helped us transform our current performance plans into a more evolved, usable, tool for application to our current surveillance program..**
- **Tailored to our specific effort**
- **Greater understanding of the process involved in using a service contract of such high dollar value**
- **Group discussions and interactions facilitated by the DAU Instructors--great dialog!**
- **The dialog between participants/instructors and the requirements roadmap worksheet were of best value**