



# Improved Tradecraft in Services (Virtual Closed Loop)

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Right Requirements

People Involvement

Accountability

Processes

*Early Strategy & Issues Session*

*Requirements Approval Document (RAD)*

**Require**

Mission Owners

**Acquire**

*Acquisition Team Training (SAW, JIT, ARRT)*

*ASP template*

*RFP & Source Selection Best Practices*

**Execute**

*Annual Execution Reviews*

*Health Assessments*

**Service Advocates  
Delegations & Services Management Agreements**

*Integrity - Service - Excellence*



# Existing Training

## ■ Available Courses/Tools

- Mission Resource Alignment Training: Senior Leadership (2 hrs) – UT
- Staff & Supervisor Training: Middle Management (4 hrs) -- UT
- Just-in-Time Sourcing Strategy Training: Large, complex sourcing decisions/cross-functional teams (11 days over several weeks) - UT
- Services Acquisition Workshop: Services focused buys/cross-functional team (4 days) (continues to evolve) - DAU
- Source Selection: Evaluation Team (3+ days) - AQC
- Automated Rqts Roadmap Tool-Online: Rqt >> PWS >> Monitoring
- DAU Service Acquisition Mall: ([www.sam.dau.mil](http://www.sam.dau.mil)) Portfolio-driven
- Virtual Workshop via DCO to share knowledge/best practices

## ■ Training Gaps

- Services specific requirements often late to need
- Earlier training for non-acquisition professionals
- PM certification to write services requirements
- Recommend DAU absorb training program with UT updates and AF professors
- Working on a Functional IPT with OSD, Army, Navy and DAU

Leaders

Acquisition  
Teams

Services  
Population

UT = Univ of Tennessee



# *Identifying Personnel for Training*

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- **Assessed by MAJCOM Services Advocates**
  - **Acquisition team training triggered by Requirements Approval Document (RAD)**
    - **Beginning to forecast RADs**
    - **Can go direct to DAU/UT to set up training**
  - **Sr/Mid-level training based on need/exposure**
- **Depends on:**
  - **Size & complexity of requirement**
  - **Skills & experience of the acquisition multi-functional team**
  - **Expected timelines and need dates**
- **DCO webinars are open to all (currently 800+ invitees across AF)**



# *Improved Tradecraft in Services (Virtual Closed Loop)*

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- **Right Requirements**
  - Properly defined up front / Focus on needs vs desires
  - Market intelligence
- **People Involvement**
  - MAJCOM and functional requirements owner fully engaged
  - Leadership (GO/SES) involvement
  - Develop, train, and recognize expertise in service acquisition
- **Accountability**
  - Annual Execution Reviews
  - Program Portfolio Health Assessment
  - Building a Platform Support Review Process
- **Process -- Improved strategy decision making (Seven Step Process)**
  - Active functional involvement and program ownership
  - Seek effective competition
  - Simple, collaborative, serial decision process w/ clear evaluation criteria



# Improved Tradecraft in Services Acquisitions

## ■ Right Requirements

- Properly defined up front / Focus on needs vs desires
- Market intelligence

### • **Requirement Approval: Periodic re-validation of a service need**

SAE: >\$100M

MAJCOM CC: <\$100M

Wing CC: <\$10M

- **MAJCOM CC sends request letter – SAE responds**
- **Focus on the need at some dollar threshold, period of time**
  - **NOT an approval of an acquisition strategy**
- **Benefits from coordination process – useful in appetite control**
- **Moving from Market Research to Market Intelligence**
  - **Understanding industry by “portfolio group”**

Knowledge Based

Electronics & Comm

Equipment Related

Facilities Related

Medical

Transportation

- **Understand and apply commercial best practices**



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# Improved Tradecraft in Services Acquisitions

## ■ People Involvement

- MAJCOM and functional requirements owner fully engaged
- Leadership (GO/SES) involvement
- Develop, train, and recognize expertise in service acquisition

- ***Mission owner is the PM for the program – briefs in annual review***
  - ***New role for Non-traditional acquisition workforce***
  - ***Example: Vance AFB – many mission/functional areas are contracted out (Leadership must understand acq & ktr mgmt)***
- ***Leadership (GO/SES) involvement – MAJCOM Service Advocates***
- ***Develop, train, and recognize expertise in service acquisition***
  - ***Develop: PEO/CM coaching and advice***
  - ***Train: Courses and tools***
  - ***Recognize expertise: credit those that gain it (future state)***
- ***Services Workshop – mix of plenary and break-out sessions***



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# *Improved Tradecraft in Services Acquisitions*

## ■ **Accountability**

- Annual Execution Reviews
- Program Portfolio Health Assessment
- Building a Platform Support Review Process

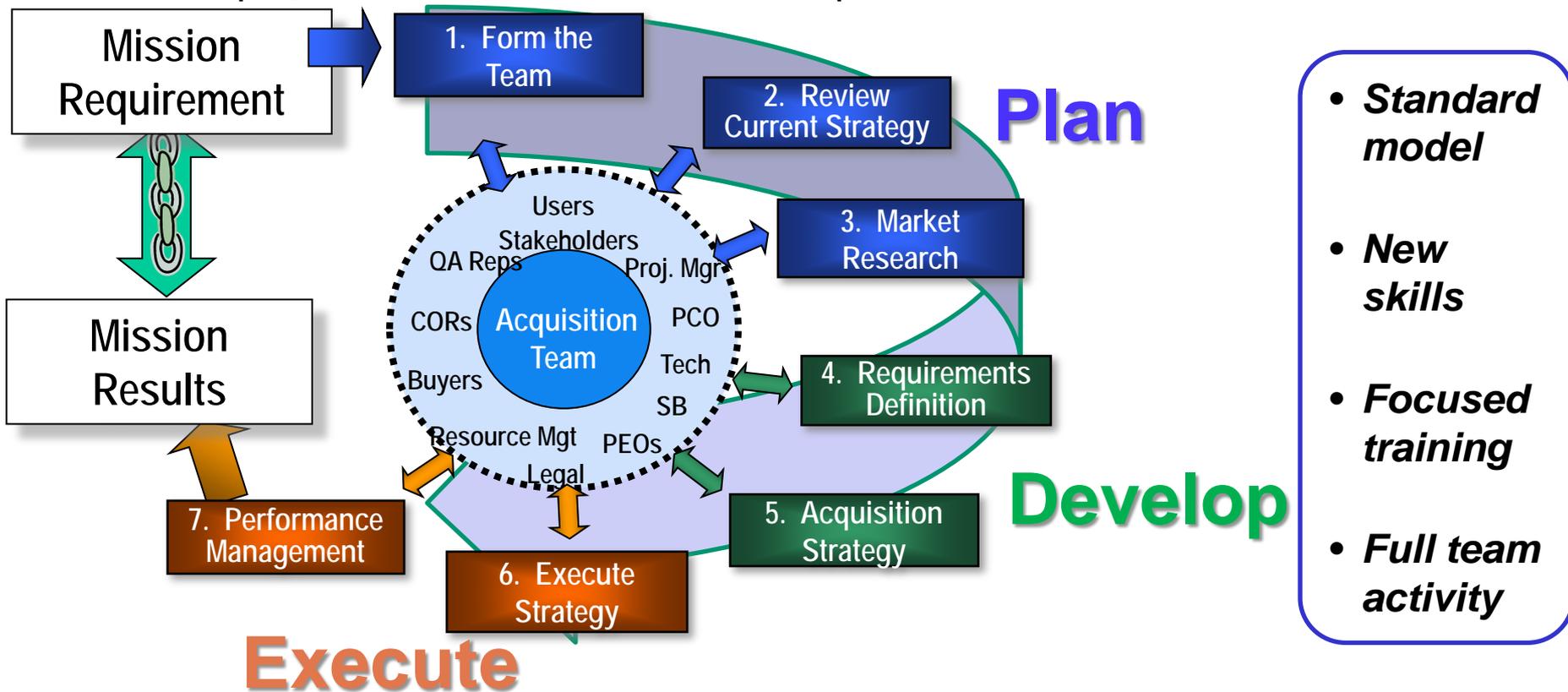
- ***Delegations and Services Management Agreements***
- ***Annual Execution Reviews***
  - ***Reviews the success of a particular program***
- ***MAJCOM Health Assessments***
  - ***Reviews the success of MAJCOM's portfolio management***
- ***Building a Platform Support Review***
  - ***Looking at all service contracts related to a platform***
- ***PEO/CM & SMS accountable to SAE – reporting to OSD & Congress***
  - ***Status of Program Issues & Health of AF services***



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# Improved Tradecraft in Services Acquisitions

- **Process -- Improved strategy decision making (Seven Step Process)**
  - Active functional involvement and program ownership
  - Seek effective competition
  - Simple, collaborative, serial decision process w/ clear evaluation criteria



**Execute**



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# Better Buying Power 2.0

*Achieving Greater Efficiency and Productivity  
in Defense Spending*

Office of the Deputy Assistant Secretary  
of the Army (Procurement)

ARMY

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*Army Contracting – Procuring Army Strength*



# Army Forecasting Tool



- Army Planning, Programming, Budgeting Business Operating System (PPB BOS)
  - Forecasting – semiannual
  - Cost-Savings Update Quarterly
- Multiple inputs from Agencies' HQs
  - G8 or Operations
- Not related to MFIPT or a specific service acquisition



# Requirements Development Package (RDP) - Army



- Develop a RDP which would take a life cycle approach and include all documents the RA must generate or coordinate on.
  - Market Research
  - PWS
  - J&A if needed
  - DD 254 Security Form
  - IGCE
  - QSAP
  - D&F if needed
  - DD1144 Support Agreement
  - CBA
  - PRS
  - SCAR
  - etc
  
- Teaching School to consider
  - DAU
  - Service Schools (TRADOC/FORSCOM, AETC, NETC, MCTEC, etc)
  - Universities
  - Other
  
- Teaching Models
  - On-line
  - Class room
  - Combination



**Department of the Navy Input  
to Services FIPT -  
Non-DAWIA Requirements  
Community (NDRC) Training**

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**Deputy Assistant Secretary of the Navy (Acquisition and Procurement) and  
Director, Acquisition Career Management**



# Background

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- **Services FIPT requested input to pursue an initiative to identify and train the Non-DAWIA Requirements Community (NDRC)**
  - Supports BBP 2.0, Improve Tradecraft in Acquisition of Services
- **DASN (AP) Rep (Ms. Pat Myers) and DACM Rep (Ms. Sylvia Bentley) met with OSD/Services FIPT Rep (Ms. Emily Clarke) to clarify intent and goals of the initiative**





# Precepts

- **Non-DAWIA Requirements Community (NDRC) defined as those individuals:**
  - Within the ORGs that receive/oversee the delivered services of DoD Services Contracts
  - Who have a responsibility to provide input to, and participate in, the process to develop and execute Services Contracts
- **Conduct Initiative in a Phased Approach:**
  - Initially target High-value, High-Priority Services Contracts
  - Identify:
    - ORGs and NDRC associated with targeted contracts
    - NDRC Training requirements
    - Training delivery alternatives/methods and currently available training
    - Other required resources and tools
  - Introduce with Communication Plan targeted to ORG leadership
  - Implement initial phase gaining Lessons Learned
  - Expand Implementation





# NDRC Identification

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- **High-value, High-Priority Services Contract**
  - Services Contracts valued at \$250M and above
- **DON Systems Commands (SYSCOMs) Maintain Projected Listing of Upcoming Acquisitions**
  - Use as basis for specific Contracts List
  - Identify appropriate ORG and NDRC personnel from resulting Contracts List
  - Assess experience level, training requirements
  - Define standards for measurement of results





# Training/Skills Required

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- **Training Requirements**

- **Topics:**

- Overview of Services Contract Development/Execution Process
- Statement of Work Development
- QA Plan Development
- Independent Cost Estimates
- COR Responsibilities (Note: Current COR training includes: monitoring service contracts; roles and responsibilities; ethics and integrity; acquisition team; contract structure and contract types)

- **Key Delivery Considerations**

- **Just-in-time (JIT) training**
- **Method: Online, live, webcasts**
- **Alternatives: Existing DAU (e.g., CLCs), NDRC-only classes, onsite, Contractor Instructors, Component SME Instructors**





# Other Resources/Tools

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- **“Open” NDRC Community of Practice (CoP) on DAU Website**
  - Resources (e.g. Desk Guide), Tools, Templates
  - Communications Materials (Key Messages, Briefings)
- **Closed Services Contracts CoP**
  - FIPT Info
  - Services Contracts CON Community Area
  - OSD-provided/collected Metrics, Initiative Info, Lessons Learned

