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MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: FY 2023 Procurement Management Review “Year in Review” Newsletter

To facilitate management oversight of the procurement function, the Defense Contract Management Agency (DCMA) leads independent reviews of the procurement function of each Defense Agency and Field Activity that performs contracting operations. These reviews assess the effectiveness of the contracting function, analyze problem areas, and identify noteworthy practices that may be beneficial to all organizations.

In the interest of enhancing the performance of contracting personnel throughout the Department of Defense (DoD), the Procurement Management Review (PMR) team prepared the attached newsletter to share their observations of the past fiscal year reviews. This issue highlights common areas of excellence by the agencies reviewed and unique commendable items identified in FY23 PMRs.

I encourage wide distribution of the newsletter, as many of the PMR findings have broad application throughout the DoD contracting community.

My point of contact for PMRs is Ms. Kelsey Blaskoski, at osd.pentagon.ousd-a-s.mbx.dpc-cp@mail.mil. You may also address comments or questions to the DCMA PMR program manager, Mr. Martin J. Jakim, at martin.j.jakim.civ@mail.mil or (804) 609-4359.

John M. Tenaglia
Principal Director,
Defense Pricing and Contracting

Attachment:
As stated

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cc:

DEPUTY ASSISTANT SECRETARY OF THE ARMY (PROCUREMENT)
DEPUTY ASSISTANT SECRETARY OF THE NAVY (ACQUISITION & PROCUREMENT)
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE (CONTRACTING)



Procurement Management Review Newsletter

Fiscal Year 2023 in Review

Objectives of the PMR Program

The objective of the Procurement Management Review (PMR) is to help enhance the performance of contracting departments in contributing to the success of their agencies. On behalf of the Principal Director, Defense Pricing and Contracting (DPC), the Defense Contract Management Agency (DCMA), along with teams of volunteers, reviews the procurement functions of the Other Defense Agencies (ODAs) and 4th Estate Contracting Activities that have contracting authority. These agencies, unlike the military departments, are typically not large enough to have a separate staff devoted to the review function. The reviews give DPC an objective appraisal of the contracting operations at these agencies, the problems they are facing, and the successes they have achieved. Determining an agency's compliance with statutes, regulations and policies is an essential aspect of the program, but it is not its ultimate objective. The ultimate objective is to help enhance the performance of the contracting organizations in contributing to the success of their agencies by providing a consistent source of review and the sharing of best practices across the Department.



- The DCMA team and volunteer augmentees completed six PMRs in FY23.
- PMRs are conducted 100% virtually unless an Agency has classified contracts for review.
 - Reminder: Although PMRs are 100% virtual, the reviews are conducted as if on temporary duty (TDY) travel.
 - Each team member must be available to provide 100% participation during the 3-week review.

PMR Team

DPC Representative

MaryKathryn Robinson
 Director, Contract Policy
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DCMA Program Manager

Martin J. Jakim
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A big welcome to our new DPC Representative, Ms. MaryKathryn Robinson and our new DCMA PMR Program Manager, Mr. Martin J. Jakim!

DPC Action Officer

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DCMA Permanent Team Members

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DCMA has a Program Manager and a small, dedicated staff that lead the reviews. The DCMA staff is augmented by contracting professionals (GS-1102-13/14/15 or comparable civilian or military level/rank) from the ODAs and military departments who volunteer to assist with reviews on an ad hoc basis. Government Purchase Card (GPC) augmentees do not have to be 1102s and may be at lower grades but must be Subject Matter Experts on the GPC Program. The size of the teams varies, but typically averages around six members. Volunteers are subject matter experts with current experience in contract execution, and provide valuable insights and contributions to the review.

FY23 PMRs, Volunteers, and Covered Agencies



Thank you to our FY23 Volunteer Augmentees

DMEA

(17 October – 4 November 2022):

Cathy Canoles - DCMA
Kelly Carty (GPC) - DLA
Pauline O'Hara - DCMA
Bianca Rogan - DIA

WHS

(24 April – 12 May 2023):

Earl Boutelle (GPC) - DHA
Karen Cimorelli - DHRA
Scott Larsen - DCMA
Nicole Swoboda - USTRANSCOM

DFAS

(23 January – 10 February 2023):

Richard Belford - DCMA
Meggan DeBrobander - USTRANSCOM
Heidi LaCosse - DLA
Bobbie Moore (GPC) - DTRA

USUHS

(10 July – 28 July 2023):

Jonathan Bertsch - WHS
Suzanne Blagg - MCSC
Floyd Kirkland (GPC) - DeCA
Becky Molloy - USTRANSCOM

DIA

(13 March – 31 March 2023):

Rodney Burgess - DCMA
Regina Ruiz (GPC) - USSOCOM
Joseph Reaume - USSOCOM
Dr. Suzanna Smith - DCMA

DeCA

(14 August – 31 August 2023):

Jaime Blouir - DCMA
Cathy Canoles - DCMA
Jillian Pate Downs - MDA
Douglas Verseman - NGA



Most Common Commendable Findings of FY23

We are proud to note that the most common commendable findings of FY23 were related to mission and workforce support.

Mission and Customer Focused

- The agencies reviewed not only have clearly defined Mission Statements, but have workforces that adopted and embraced their missions. The dedication to the mission was evident through the interviews across the ODAs.

Excellent Top-Down Communication

- The agencies reviewed employ active, collaborative approaches to enhancing communication between leadership and the workforce to keep employees feeling connected, engaged, and appreciated.
- Interviews and other interactions with the organizations revealed that communication has improved since prior PMRs and that employees feel they are kept informed of news, management expectations, organizational changes, and policy updates.




Increased use of flexible work schedules, telework, and remote work

- Across the board, the PMR team found that the agencies reviewed were committed to improving workforce retention and recruitment. The most common approaches to achieving this were establishing flexible work schedules and maximizing access to telework and remote work.
- Agencies with flexible work schedules and telework or remote work policies enhanced their workforces' morale. Remote work may enable an agency to bring highly skilled acquisition professionals onboard, regardless of location, to fill gaps in key positions. During interviews, employees were satisfied with the opportunities that allowed for better work/life balance.

Areas of Excellence and Commendable Items



Areas of Excellence and the Agencies that Excelled

 Electronic Systems <ul style="list-style-type: none"> • File Management Systems • Policy Resource Dashboards • Adaptive Databases (e.g. requirements management and acquisition planning) 	 Small Business <ul style="list-style-type: none"> • Achieving and exceeding SB goals • Dedicated SB workforce 	 Workforce Support <ul style="list-style-type: none"> • Developmental and training programs • Implementing successful telework policies • Incentive programs 	 Continuous Improvement <ul style="list-style-type: none"> • Reduction in overall findings • Increase in commendable items 	 Purchase Card <ul style="list-style-type: none"> • Compliance and documentation • Centralization and alignment of GPC programs with contracting division • Strategic sourcing
DMEA, DFAS, DIA	DIA, WHS, USUHS	DMEA, DFAS, DIA, WHS, DeCA	DFAS, WHS, and USUHS	DMEA, DFAS, DIA, WHS, DECA
<p>Have robust electronic systems that improved the procurement process.</p>	<p>Showed impressive commitment to increasing small and disadvantaged business participation.</p>	<p>Have easily accessible training, policy, guidance and promote opportunities for employee growth.</p>	<p>Committed to executing their corrective action plans, these agencies demonstrated impressive continuous improvement.</p>	<p>Provided additional support and focus on GPC alignment and strategic sourcing opportunities.</p>



Spotlight on Unique Commendable Items

DMEA	WHS	USUHS	DIA
Contract File Management	Metrics Transparency	Creation of Policy Director Position	Retention and Recruitment Incentives
<p>One of the most common deficiencies found every year in PMRs is unsatisfactory contract file management. In FY23, DMEA demonstrated having excellent policy, guidance and training, resulting in clear, consistent file structures with easy to access documentation. The successful execution of policy was evident in the file documentation reviewed by the PMR team.</p>	<p>WHS maintains a transparent and robust metrics dashboard of key procurement metrics. These metrics are available to all levels of WHS personnel and focus on areas such as obligation rates, Small Business and competition goals, and surveillance functions.</p>	<p>In the FY20 PMR, the team recommended USUHS establish a dedicated policy position in order to better identify gaps in policy and establish new guidance necessary for a high level of performance. Since that time, USUHS has not only established and filled the new roll of Policy Director, but the Director has already begun establishing new policy and guidance.</p>	<p>DIA established extensive Retention and Recruitment Incentive programs to reduce attrition rates and improve competitive hiring.</p>



Current and Future PMR Schedules

Current FY24 PMR Schedule

16 October – 03 November 2023
 22 January – 09 February 2024
 04 March – 22 March 2024
 08 April – 26 May 2024
 08 July – 26 July 2024
 05 August – 23 August 2024

National Security Agency (NSA)
 United States Transportation Command (USTRANSCOM)
 Defense Counterintelligence Security Agency (DCSA)
 National Geospatial-Intelligence Agency (NGA)
 United States Cyber Command (USCYBERCOM)
 Defense Advanced Research Projects Agency (DARPA)

FY25 Projected PMR Schedule

10 October – 8 November 2024
 27 January – 14 February 2025
 03 March – 21 March 2025
 14 April – 02 May 2025
 14 July – 01 August 2025
 11 August – 29 August 2025

Missile Defense Agency (MDA)
 Defense Media Activity (DMA)
 United States Special Operations Command (USSOCOM)
 Defense Threat Reduction Agency (DTRA)
 Defense Human Resources Activity
 Department of Defense Education Activity

Announcement of the FY25 PMR schedule and call for volunteers will be available this summer at the link below:



<https://www.acq.osd.mil/asda/dpc/cp/policy/procurement-management-reviews.html>
Volunteers from all Services and Defense Contracting Activities are requested.

Each ODA is reviewed approximately once every three years. Out-of-cycle reviews may be required or requested.

Why Participate on a PMR?

- PMR participation provides:
 - An excellent learning experience and opportunity for professional growth.
 - An opportunity to obtain insight on ODA acquisition programs and processes.
 - A chance to refresh your knowledge on acquisition lifecycle compliance requirements.
 - A chance to obtain awareness on gaps your agency/activity may have.
 - An opportunity to gain alternative perspectives on how to approach problems your ODA may be experiencing.
 - Benefits to the individual and their parent organization.
- DPC recognizes each PMR participant with 10 CLPs.

Agencies/Activities want to know...

Question: Why are contract-specific findings not provided?

Answer: The PMR is intended to recommend improvements to processes and policies, not to cite deficiencies in individual contract files. The PMR report is an overarching assessment of procedures and oversight. However, a detailed list of all contract level findings will be provided in future PMRs for transparency.

Agency/Activity follow-up actions to a PMR:

- ✓ Agency comments to the DRAFT Report are due approximately two weeks after receipt of the DRAFT Report.
- ✓ Agency corrective action plan (CAP) is due 60 days after receipt of (DPC approved) FINAL Report.



Reminders and Helpful Links

Go to the PMR Website to find:

- Past PMR Newsletters
- Most Common Areas with Deficient Findings and Best Practices to Prevent Deficient Findings
- PMR Preparation Tips
- Remote and On-Site Requirements
- An Example Notification letter with PMR Requirements

<https://www.acq.osd.mil/asda/dpc/cp/policy/procurement-management-reviews.html>

PMR Preparation Reminder!

To reduce the burden on agencies preparing data for a PMR, the DPC Contracting eBusiness team will compile agency/activity data available from the Procurement Integrated Enterprise Environment (PIEE) and Procurement Business Intelligence System (PBIS). A slide deck of the compiled data will be briefed to your agency at least 2 weeks in advance of the scheduled PMR.

Availability of this data may change based on the ability of the agency/activity to report accurate and current data within PIEE.

- The point of contact for these presentations is Jessica Williams, jessica.m.williams126.civ@mail.mil.



Have a PMR Scheduled?

Submit a Policy SME to participate in an upcoming PMR to find out what to expect when your agency gets reviewed.

PMR Preparation Tips for Agencies



- Review the prior PMR Report
 - Determine if corrective actions were effective and enduring.
 - If issues have not been corrected, what has been, or is being done?
- Conduct self-inspections or peer reviews:
 - Identify areas of concern and develop plans to address them.
 - Review and update local policies and/or clauses.
 - Identify information the PMR Team will need to understand your Agency/Activity.

Other Helpful Links

- Sign up for policy updates at the Federal Register website: <https://www.federalregister.gov>
- Access the Federal Acquisition Regulation: <https://www.acquisition.gov/>
- The DAU Provision and Clause Matrix tool provides guidance on the use of all provisions and clauses contained in the FAR and DFARS. It also includes guidance on the use of provisions and clauses contained in DoD class deviations.
 - <https://www.dau.edu/tools/t/FAR,-DFARS,-VAAR,-DEAR-Provision-and-Clause-Matrix>