Questions for Peer Review Phase 4
Post-Award Peer Review of Services Acquisitions

1. **Contractor Performance Assessment**: Does the Government team conduct a periodic review to ensure that the program is on course with respect to cost, schedule, and performance requirements and that any necessary adjustments are made? Does the program meet or exceed established cost, schedule, and performance criteria? Are CPARS ratings appropriately justified with sufficient narrative, in accordance with the CPARS User Manual?

2. **Use of Contract Mechanisms and Maintaining Competition**: If this service acquisition employs a multiple-award IDIQ approach, is there robust competition for task orders? Are there opportunities to on- and off-ramp contractors? Is the appropriate contract type utilized? Are the requirements well-defined? Are effective cost and pricing methods utilized to support negotiation and award of task orders? How does this effort promote breadth and depth of the industrial base on behalf of DoD?

3. **Contractor’s Subcontract Management and Small Business Participation**: Does the Government team monitor and evaluate the contractor’s (or contractors’) use, management, and oversight of subcontractors? What is the extent of any pass-throughs to subcontractors, and excessive pass-through charges (as defined in section 852 of the FY07 NDAA), by the contractor? How does the acquisition team encourage small business participation? What were the prime contractor’s (or contractors’) goals for small business subcontracting, and were those goals met?

4. **Contract Surveillance**: Are there appropriate contract oversight mechanisms in place? Is there an appropriate level of staffing of Government contract management and oversight functions, to include contracting officer’s representatives (CORs)? What kind of experience/background do CORs have, and how are they trained and tracked?

5. **Cost-Effectiveness and Return on Investment**: How does the Government team promote cost control and cost-effectiveness of services bought? For multiple-award IDIQ procurements, how does the Government team ensure that the rates charged by offerors are reasonable? Are rates benchmarked to comparable Government contracts and/or commercial programs, where appropriate?

6. **Inherently Governmental Functions**: How does the Government team ensure that contractors are not engaged in inherently governmental functions (such as decision-making and accepting/rejecting contractor products/services)? For service acquisitions under which one contractor provides oversight for services performed by other contractors, does the Government team periodically evaluate the extent of the agency’s reliance on the contractor to perform acquisition functions closely associated with inherently governmental functions, as defined in section 2383(b)(3) of title 10, United States Code?

7. **Conflicts of Interest**: For service acquisitions under which one contractor provides oversight for services performed by other contractors, does the Government team
periodically evaluate the organizational, personal, and/or financial interest of any prime contractor performing acquisition functions in any contract or subcontract with regard to which the contractor provided advice or recommendations to the Government? Have all Government personnel involved in the acquisition received ethics training and submitted Office of Government Ethics (OGE) form 450, as appropriate?

8. **Objective Incentives:** For contracts with award and/or incentive fee, are objective criteria utilized, whenever possible, to measure contract performance? Are award/incentive fees paid in a manner consistent with DoD policy, or with a corrective action plan in place to address past inconsistencies? Is the Government incentivizing those specific aspects of contractor performance that add value and support achievement of the mission? How often is the incentive structure evaluated?

9. **Lessons Learned:** Has the Government team identified anything that it would do differently if it had to start over again (or that it plans to do differently for a follow-on procurement)? Any lessons learned?

10. **Best Practices:** Has the Government team identified any unique practices, procedures, techniques, clauses, or other approaches that should be considered as candidates for DoD-wide best practices?