



# Federal Acquisition *Insight*

July 2004 Edition

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## From the Desk of the Director

by Gloria Sochon

Last month the Federal Acquisition Institute co-sponsored the 2004 Federal Acquisition Conference and Exposition (FACE). It was an exciting and rewarding event, with speakers and attendees enthusiastically sharing knowledge and insights. Participants learned from top government and industry leaders about how contract management and program management work together to support mission success, innovative contracting techniques, and strategic acquisition career management initiatives. Several of the innovations and strategies, plus other news, are explored in this issue:

- Share in Savings contracting expands the incentives and financing arrangements available to accomplish government programs.

- Competency-based career development moves forward with the identification of competencies for competitive sourcing roles.
- Your agency Javits-Wagner-O'Day (JWOD) Program Liaison is a direct resource for information on JWOD products and services.
- GSA has launched the "Get It Right" plan to ensure proper use of GSA's contracting vehicles.
- Training opportunities help you stay current, learn new skills, and contribute to the success of your agency programs.
- Awards help us recognize the special contribution of members of the acquisition community and learn from each other's successes. ■

## FACE Conference: Another Success!

The Federal Acquisition Institute (FAI), General Services Administration (GSA), Federal Acquisition Council (FAC) and Department of Defense (DOD) extend a warm thank you to all those who attended, presented at and helped plan the Federal Acquisition Conference and Exposition (FACE) 2004. This year's event, themed "Partnering for Performance," held in Washington, DC, June 2-3, and in Dayton, Ohio, June 22-23 was a success.

Highlights from the Washington, DC conference included: keynote addresses by Office of Federal Procurement Policy (OFPP) Administrator Rob Burton and Congressman Tom Davis (R-VA); plenary sessions with FAC Working Groups and Senior Procurement Executives on the future of acquisition and career development, and a luncheon presentation with Dee Lee, Director of Defense Procurement and Acquisition Policy. The conference also featured breakout sessions on two program tracks, People and Projects and Smart Contracting, exhibitors, and an awards dinner. Over 700 people attended this year's conference in Washington, DC!

FACE 2004 was also held in Dayton, Ohio. The Dayton conference attracted over 170 attendees and featured a similar program to the Washington, DC conference.

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## What's New

### FAI Online University Offers New Course on Central Contractor Registration (CCR)

FAI Online University is pleased to offer just in time compliance training on Central Contractor Registration (CCR). Effective October 1, 2003, contractors must be registered in the Central Contractor Registration (CCR). In an effort to broaden use and reliance upon e-business applications, the CCR was established to eliminate the need to maintain paper-based sources of contractor information. Upon course completion, students will receive a certificate of completion and one (1) CLP.

The free course is available at [www.faionline.com](http://www.faionline.com). After registering and logging in, visit the Learning Center, select "Course Information and Enrollment" and then select "Just in Time Compliance Training: Central Contractor Registration" to access the course. ■

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Visit FAI's new home page at [www.fai.gov](http://www.fai.gov).

More information, easier to use!

## **FACE Conference: Another Success** *(continued from page 1)*

Conference attendees received certificates of attendance and a recommended 10.5 CLPs. Those attendees who did not receive their certificates at the event should contact Barbara Jo Bonasso at [Barbara\\_jo\\_bonasso@sra.com](mailto:Barbara_jo_bonasso@sra.com) to arrange to have them mailed.

Plans are already underway for FACE 2005! As a reminder to attendees, copies of presentations from the breakout sessions will be available on the FAI website at [www.fai.gov/face](http://www.fai.gov/face). We look forward to seeing you all at the next conference! ■

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### **Acquisition's Finest Honored**

On June 2, 2004 during the Federal Acquisition Conference and Expo in Washington, DC, the federal acquisition community honored its finest with five acquisition awards. The General Services Administration (GSA) presented the 2004 Ida M. Ustad Award for Excellence in Acquisition to William Vance of the Naval Sea Systems Command. Vance was recognized for exceptional service as the Naval Sea Systems Command's Contracting Officer for the Virginia Class submarine program. Vance played a significant leadership role in the negotiation and award of the program's second contract which substantially furthered the mission of the Navy and captured significant future savings for the taxpayer. This represented the single largest shipbuilding purchase ever by the Navy. The \$5,000 award is named for the late Ida M. Ustad, a pioneer in the federal acquisition arena for 28 years and GSA's longtime Deputy Associate Administrator for Acquisition Policy and Senior Procurement Executive.



The Procurement Round Table honored Lee Kair, Director of Strategic Sourcing and Acquisition Systems for the Department of Homeland Security (DHS), as the winner of the Elmer B. Staats Young Acquisition Professional Award. Mr. Kair chaired the group responsible for the transition of acquisition systems from each legacy agency into a new DHS system and was directly responsible for data migration for all systems to ensure a seamless transition for vendors attempting to do business with DHS. He developed and managed the DHS Strategic Sourcing program for cross-agency acquisition of goods and services, with an emphasis on increasing efficiencies, reducing costs and leveraging the buying power of DHS. This initiative is expected to save DHS \$100 million in FY05.

The General Services Administration also presented several governmentwide awards for excellence in performance-based service acquisition.

The DOD Governmentwide Award for Excellence in Performance- Based Service Acquisition was presented to Air Force Pentagon Communication Agency team members Lt. Col. Curtis Frost and Lt. Col. Maxine Paulson for developing an outcome-based performance work statement linked to agency mission, using an award fee plan to incentivize the contractor and tying acceptable quality levels and surveillance to the plan. Their work freed up 390 employees and garnered a savings of \$190 million.

GSA and The Performance Institute presented the 2004 civilian Governmentwide Excellence in Performance-Based Service Acquisition Award to Brendon J. Johnson of the U.S. Patent and Trademark Office. Mr. Johnson demonstrated excellent use of the Seven Steps process and performance-based acquisition techniques to award an operations and customer support contract to an 8(a) Service Disabled Veteran Owned small business. He implemented exceptional contract administration practices including conducting a contract kick-off meeting and holding regular in-progress reviews.

The GSA Award for Excellence in Performance-Based Service Acquisition was awarded to Christopher Hamm. Mr. Hamm managed the ITS-Environmental Protection Agency's procurement for GSA. Working with EPA personnel, Mr. Hamm developed a Statement of Objective which listed ten overall EPA objectives and requested bidders to draft the Statement of Work to achieve the results. The ITS-EPA solicitation Statement of Work was only five pages despite the fact that the anticipated value of the procurement was over \$800 million. The eventual winner of the contract proposed a technical approach that has resulted in a thirty percent reduction in cost and a seven-fold increase in efficiency.

Congratulations to all the award winners! ■

## New Developments in Share in Savings

GSA's Share in Savings (SiS) Program Office recently made two major announcements regarding the Share in Savings Program. Blanket Purchase Agreements (BPAs) were awarded to six companies with successful past performance records with implementing the Share in Savings concept. The BPAs, valued at \$500 million each, were awarded to: Accenture, CGI-AMS, CSC, IBM, SAIC, and SRA. The scope of each BPA includes: systems consolidation, E-Government initiatives, business process re-engineering and infrastructure change. In addition, the documents establish unique terms, conditions and streamlined processes for agencies to follow as they implement programs suitable for the SiS concept.

GSA's Share in Savings Program Office also announced the issuance of a proposed FAR rule on how to implement Share in Savings across government. The FAR rule, as published in the Federal Register on July 2, outlines clear processes and procedures for the conduct of SiS projects. The regulation includes: a seven step process similar to those established for performance-based contracts, reference to the e-tools for business case development and proposal evaluation, and a focus on the cultural aspects that need to be present for SiS procurements to succeed. The due date for comments on the proposed rule is August 31, 2004.

According to Ken Buck, Director for GSA's SiS Program Office, possible applications include OPM's e-payroll, EPA's e-manifest, and systems consolidation requirements at the Departments of Transportation and Homeland Security. Buck added that agencies have a choice as to whether to conduct the procurements in-house or to receive support from GSA contracting officers.

SiS is similar to other performance-based contracts that focus on results. SiS arranges for the contractor to finance the work then share in the savings and generated revenue with the agency partner. Payments to SiS contractors are based on the amount of savings or revenue generated through improved efficiency and effectiveness.

SiS contracting is authorized under the E-Government Act of 2002 and incentivizes industry to develop creative technology solutions to meet agency needs. At the same time, SiS helps Administration efforts to advance the President's Management Agenda to make the federal government a modern, citizen-centric, electronic enterprise.

For more information on the Share in Savings Program, contact Ken Buck at 202-219-0311. ■

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## JWOD Liaisons: Personalized JWOD Assistance, Right in Your Own Backyard!

By Annmarie Hart Bookbinder, Committee for Purchase From People Who are Blind or Severely Disabled

Javits-Wagner-O'Day (JWOD) Program Liaisons are federal employees designated by their agency's Procurement Executive or other senior official to support the JWOD program mission of creating employment opportunities for people who are blind or have other severe disabilities at their respective agencies. JWOD Liaisons are a valuable resource for acquisition and procurement personnel who want to learn more about the JWOD program and the products and services it currently provides to their agency; or who require assistance in identifying and adding products or services to the JWOD Program Procurement List for provision by JWOD-participating nonprofit agencies.

JWOD Liaisons work closely with the Committee for Purchase From People Who Are Blind or Severely Disabled (the federal agency that administers the program), and the staffs of National Industries for the Blind and NISH (two national nonprofit organizations authorized by the Committee to assist community-

based nonprofit agencies participating in the JWOD Program) to keep up with the latest JWOD Program information. Nine of the agencies that are represented on the Committee—the Departments of Agriculture, Air Force, Army, Commerce, Defense, Justice, Navy, Veterans Affairs and the General Services Administration—have appointed JWOD Liaisons; and there are currently twenty-four additional agencies that have appointed JWOD Liaisons, including the Departments of Homeland Security, Energy, Interior, Treasury and the U. S. Postal Service.

To view a complete listing of JWOD Program Liaisons and their contact information, visit the JWOD program website at [www.jwod.gov](http://www.jwod.gov). If you would like more information on the JWOD Liaison Program or would like to become a JWOD Liaison yourself, please contact Joan Smith of the Committee staff at (703) 603-0664 or via email at [jsmith@jwod.gov](mailto:jsmith@jwod.gov). ■

## Training Opportunities

GSA and PostNewsweek Tech Media are hosting the Professional Services Expo, October 5-6, 2004, at the Washington, DC Convention Center. This annual conference and exhibition provides practical, how-to knowledge on buying professional services from the GSA Schedules, and implementing and managing performance-based contracts. The conference offers training sessions on examining private sector and public sector solutions, writing Statements of Objectives and formulating performance metrics. The exhibition offers a chance to meet technology management, business and financial management and communications vendors. Those who should attend are: program managers, procurement professionals and executive managers.

Admission and training sessions are free to all federal and military personnel. For more information and to register, visit <http://www.psx-expo.com>.

The National Institute of Governmental Purchasing is holding the 59<sup>th</sup> Annual Forum and Products Exposition. The conference is being held from August 7-11, 2004 at the Beau Rivage Resort and Mississippi Coast Coliseum & Convention Center in Biloxi, Mississippi. The conference is targeting anyone who is involved in the purchasing of goods and services for the public sector. For more information and to register, please visit <http://www.nigp.org/events/Forum.htm>. ■

## Inside Competitive Sourcing Competencies

*This is the second article in a continuing series on competencies.*

The Federal Acquisition Institute's website features a report on competitive sourcing competencies. In the spring of 2001, the White House announced its intention to open commercial activities performed by the government to competition between the public and private sectors. This effort, known as competitive sourcing, became a major initiative of the President's Management Agenda. Competitive sourcing illustrates a commitment to results-oriented government, where competition drives improved performance and efficiency of federal programs.

Competencies are the knowledge, skills, capabilities, attitudes and behaviors required to perform a particular job or job function well. They become standards of success to support an organization's vision, mission, strategies and goals. The competencies for important job functions regarding competitive sourcing were identified using a focus group methodology. During December 2003, approximately twelve subject matter experts participated in a focus group to identify competencies for the following six competitive sourcing roles: Contracting Officer (CO), Competitive Sourcing Official (CSO), Performance Work Statement (PWS) Team Leader, Source Selection Authority (SSA), Human Resource Advisor (HRA), and Agency Tender Official (ATO). These competitive sourcing roles were taken from the OMB Circular No. A-76.

Prior to the focus group meeting, participants reviewed a draft framework of responsibilities and competencies for each role. In the focus group, participants discussed each of the roles and generated critical tasks that, as a whole, describe the activities essential for effective performance of each of the six roles. A final task list was created after all tasks were discussed and redundancy was eliminated. Participants then used the same method to determine professional, business, and technical competencies.

Competencies varied depending on roles and included professional business competencies such as: attention to detail, flexibility, teamwork, project management, decision-making, problem solving, communication and customer focus. Technical competencies identified included knowledge of regulations, relevant subject matter expertise, understanding of the marketplace and understanding of sourcing.

The competencies identified for these competitive sourcing roles can be incorporated into training and career development processes. Well-defined competencies provide the basis for identifying individual development needs, targeting curriculum and other development activities, and improving overall performance. The competitive sourcing roles are the key roles and the success of the entire process is improved by placing qualified people in those roles.

For more information on competencies and to read the complete report, please visit <http://www.fai.gov/pubres/research.htm>. ■

## GSA Unveils “Get It Right” Plan to Ensure Proper Use of GSA Contract Vehicles

On July 13, 2004, The General Services Administration (GSA) unveiled a comprehensive plan to ensure improved contracting operations and proper use of GSA’s contracting vehicles. The GSA “Get It Right” plan will provide a fully integrated approach to assessing regulatory compliance and providing feedback to customer agencies, industry partners, the acquisition workforce and stakeholders.

The “Get It Right” plan calls for proactive supervision of the proper use of GSA contract vehicles and services to ensure best value for the American taxpayer and federal agencies. The plan was unveiled at a meeting of GSA personnel and Department of Defense personnel. The Department of Defense (DOD) is GSA’s largest customer. Speakers at the meeting included GSA Administrator Stephen A. Perry and Deidre Lee, Director, Defense Procurement and Acquisition Policy, Department of Defense.

“This is strong action on the part of the Bush Administration, the GSA management team and its acquisition officials and a change in direction for the entire federal acquisition workforce,” stated GSA Administrator Stephen A. Perry. He added, “We are implementing the ‘Get It Right’ plan because acquisition is the core of what we do as an agency and because we take seriously the trust placed in GSA by our federal agency customers, the Congress, the Office of Management and Budget, and most importantly, the taxpayers.” He also added, “I am confident that as the federal acquisition community works to implement this fully integrated approach and we gather feedback, that we will identify and close any gaps that exist and take specific actions to achieve improvements, ultimately resulting in a reinvigoration of commitment to excellence in acquisition.”

The major objectives of the “Get It Right” plan include:

- Ensuring compliance with federal contracting regulations,
- Making contracting policies and procedures clear and explicit,
- Ensuring the integrity of GSA’s contract vehicles and services,
- Improving competition in the marketplace when GSA’s contract vehicles and services are used,
- Improving transparency relating to how GSA’s contract vehicles and services are used;
- Ensuring that taxpayers get the best value for their tax dollar whenever GSA’s contract vehicles or services are used.

The “Get It Right” plan will also strive to assess organizational needs to ensure that a balanced workforce and adequate procedures are in place. The plan has already gone into effect through the publishing of new contracting regulations and procedures including FAR policy on the proper use of GSA contract vehicles and services. The “Get It Right” plan also encourages the communication of lessons learned and best practices to stakeholders, agency customers and industry partners.

For more information on the “Get It Right” plan, please contact David Bethel, GSA Office of Communications, at 202-501-0705. ■

*We thank guest authors for their contributions and views and present these as part of Federal Acquisition Insight for our readers’ information*

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