



Homeland  
Security

Office of the  
Chief Procurement Officer

# Innovations from Outside DHS: Stories from Three New PIL Coaches

***A 1-Hour Special Event***

**PIL Webinar #54**

**April 29, 2021**

Procurement Innovation Lab

**PIL®**



# What We're Talking About Today

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- ☐ Introduction to New PIL Team Members
- ☐ PIL Acquisition Workshops
- ☐ Case Studies for Prior Experience
- ☐ Full Suite of Innovations and Protest



# Has this happened to you?



How the customer explained it



How the project leader understood it



How the analyst designed it



How the programmer wrote it



When it was delivered



How the customer was billed

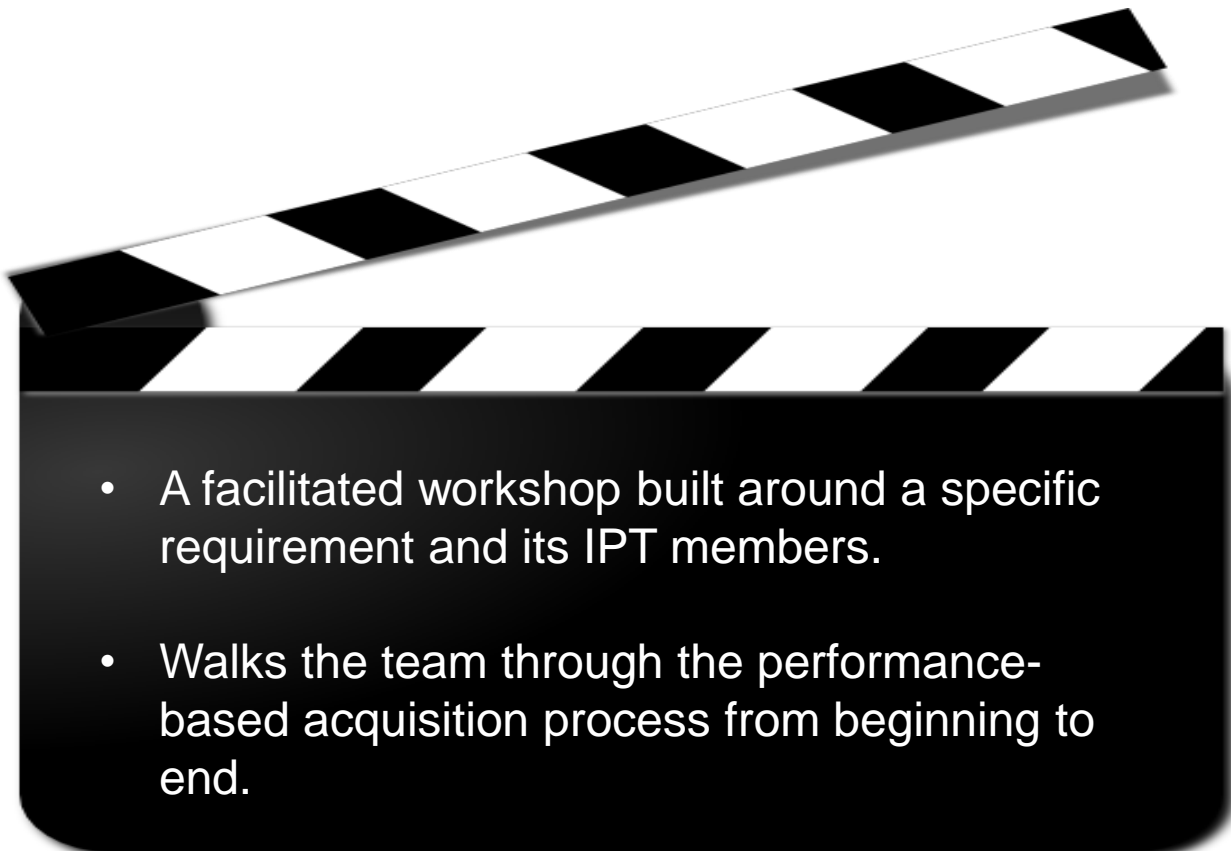


What the customer really needed

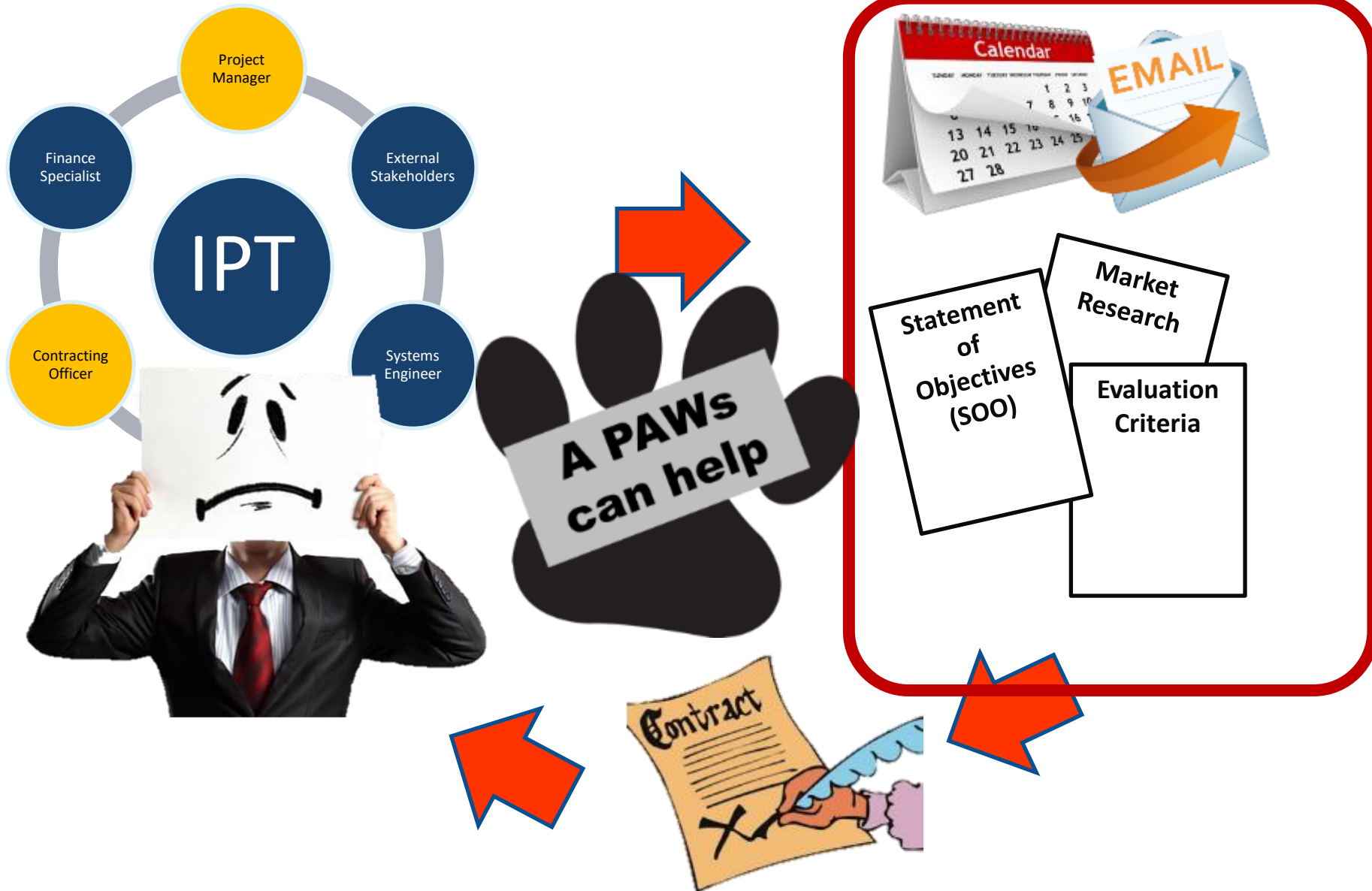
# PAW Method

## PIL Acquisition Workshops



- 
- A facilitated workshop built around a specific requirement and its IPT members.
  - Walks the team through the performance-based acquisition process from beginning to end.

# How we usually buy things...





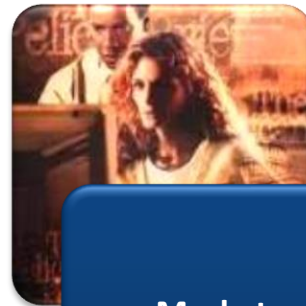
# PAW Process



Establish the IPT



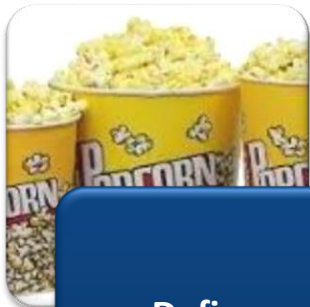
Objectives



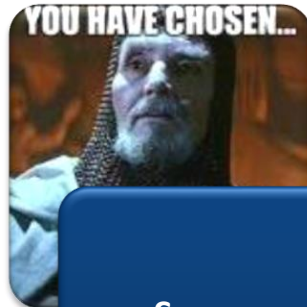
Market  
Research



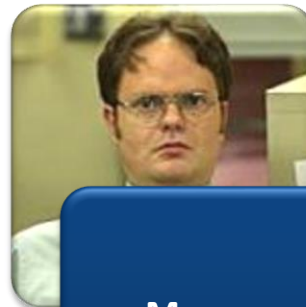
Develop  
SOW/SOO/PWS



Define  
Measurements



Source  
Selection



Manage  
Performance

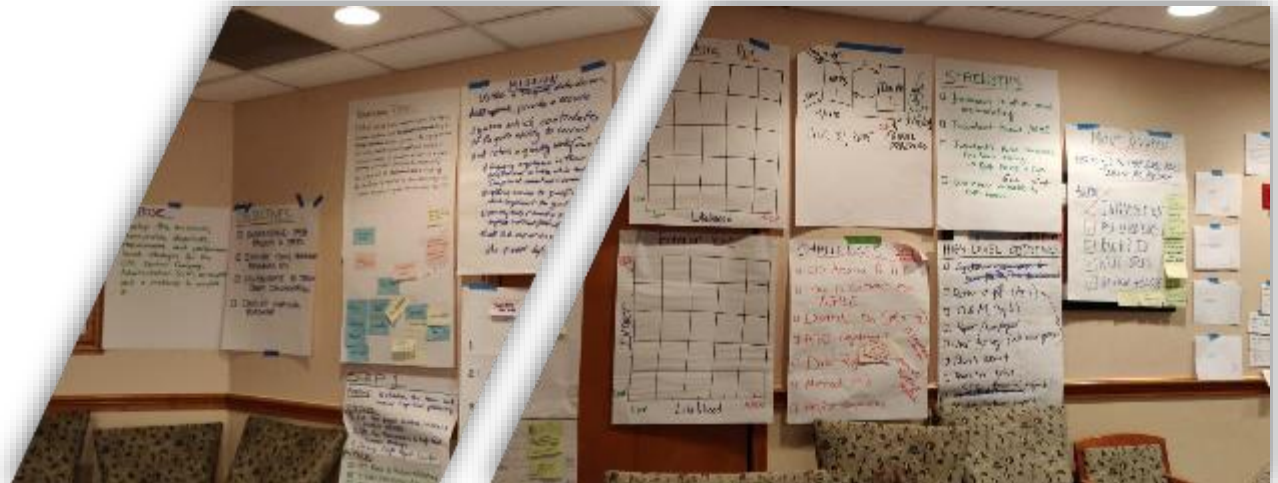


Complete  
Closeout

# A Real In-Person PAW



FIVE-day workshop to build a market research strategy, requirements document, and procurement strategy for one project.





# PAW is More Efficient

## Long Slow Burn



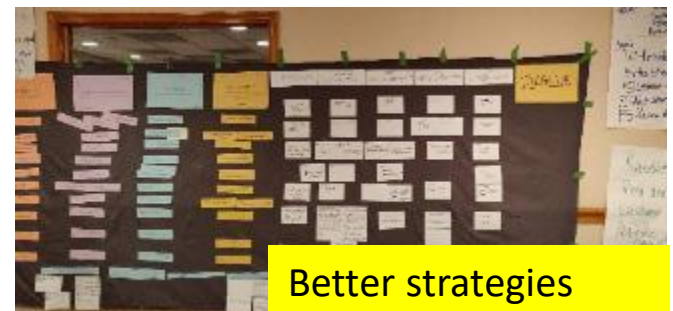
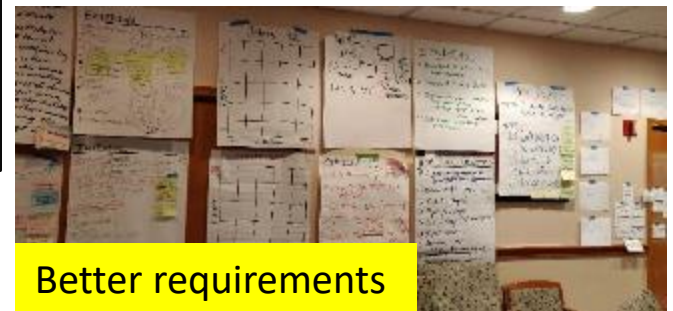
# VS

Statement  
of  
Objectives  
(SOO)

Market  
Research

Evaluation  
Criteria

## One Week Sprint





# Virtual PAW – Market Research

Who?	What?
Source: Our Agency	Service Information and Commerciality Determination
Source: Other Agencies	Potential Organizational Conflict of Interest (OCI) Risks and Mitigation
Source: Industry	Prior acquisitions
Source: Other sources	Customary commercial practices, terms, or standards
	Laws or regulations unique to the requirements
	Mandatory Sources, Category Management, and Small Business considerations
	Strategies to increase competition
	Refinement of the requirement in industry terms
	Industry need for Government Furnished Property or Information
	Market Intelligence/Industry Analysis
	Capabilities of Potential Suppliers
	Understanding of cost
	Insight on effective contract structure
	Insight on metrics related to cost, schedule, and performance in the delivery of services
	Subcontracting potential and strategies to balance monitoring of key contractors with prime contractor privacy

## Some Sample Questions

- What other business models exist?
- What other customers or agencies are buying the service?
- What format do vendors need the data to be able to read + process?
- What are the market trends in this area? How many suppliers are in the market and what is the market share?
- What is the demand for the service? What is the Government's market share/leverage in the marketplace?
- What Gov. furnished property/information is needed for proposed solutions?
- How can we best structure CLINs to capture new/work "staple"?
- Should we define ABILE team labor/FTE needed or our efforts to?
- What is the cost/time needed to develop software that is open source to not proprietary?
- Is the service suitable for small business or can the requirement be reworded to include small business?
- Are there intellectual property considerations that could limit competition or increase costs?

## Next Steps to Complete

### Market Research Lead/Coordinator:

Actions to Complete

Due / Timeframe

Responsible Party



Spread out sessions into smaller sprints to combat fatigue.



# Virtual PAW – Evaluation Criteria

## Offer Factors (Contractually Binding)

### Enhancements

-Vendor increases the stated performance standards or AQLs; these changes are incorporated into the contract  
-Government can use enhancements to evaluate innovations while incorporating proposed innovations into the contract

(See GSCBA 13315-P, 96-1, BCA and GAO decisions B-260023, B-283685)

Enhanced Terms and Conditions -Vendor allowed to propose enhanced terms and conditions such as longer warranties (See GAO B-272336, B-291381)

Delivery or Completion Schedule -Vendors may propose a shorter performance periods or faster delivery -Do not use this factor unless there is a benefit to faster completion (See GAO Decision B-276435) - Best practice- request pricing for different delivery schedules to enable comparison at each level of performance

### Small Business Participation Proposal

-Vendors provide information regarding the variety and complexity of work identified small businesses are to perform, and may be allowed to propose meeting or exceeding minimum subcontracting goals  
-The SBBP is not the same as a subcontracting plan

Contractor Facilities -Use this factor if the facility impacts the vendor's ability to successfully perform the requirement

### Lifecycle Costs

-Considers the cost to acquire, operate, support, and possibly dispose of the item

## Risks, Key Areas, and High/Low Risk Areas

*(Facilitator copies here)*

Click ALT+Note to move a copy of the sticky to the desired factor

## Capability Factors (Not Contractually Binding)

### Corporate Experience

-Vendors describe what they have done and how long have they been doing that task; solicitation may allow vendor to submit major subcontractor experience.

### Key Personnel

-Use when sufficient information is needed to make a meaningful assessment of the people proposed (typically more than a resume)

### Technical Solution (This is not the same as the Technical Factor)

- The technical solution evaluates the precise techniques that will be used to perform complex services or manufacture a supply.

### IT Security Approach

-The vendor's approach to ensure IT security of systems, possibly as required in contract clauses, is assessed.

### Management Approach

- The government assesses its level of confidence a vendor will successfully perform the requirements based on its management approach.

### Human Capital Approach

-The government evaluates a vendor's methodology for effectively attracting and retaining a highly qualified workforce while also sustaining competencies and certifications.

### Transition Plan

-The vendor's proposed approach is evaluated to determine if it will result in full performance within <x> days after contract award.

### Quality Control

-The vendor's ability to demonstrate a sound process for a quality program and procedures that meet or exceed industry standards is assessed

### Past Performance

-Past performance evaluates the quality of past work  
-Use as a factor or sub factor, but not both

### Price Realism

-An analysis is applied to measure the offeror's understanding of the requirements and/or to assess the risk inherent in an offeror's proposal if the price is too low

Click Alt+Note to drag a copy of the note to the evaluation factor

Oral  
Pres.

Demo

Coding  
Challenge

Written  
Response

Agile  
Challenge

Design  
Challenge

Prototype

(Enter  
Method)

# Why won't the helicopter start?

**A**

Every morning for 30 YEARS the engine wouldn't start. The Government thought it was a maintenance issue. Time to award a NEW Maintenance contract!

**B**

Ask other users if they have the same performance issue with their helicopters and maintenance contracts.



**It took a helpful PAW to fix it.**

PIL Acquisition Workshop

**C**

Some users have the same problem, but some do not! WHY???

**D**

It was NOT a maintenance issue after all! It was a PRODUCTION issue!!!!

# PAW Take-aways



PAWs can be used for entire pre-solicitation process or individual segments:

- ☐ Procurement Strategy
- ☐ SOO/SOW/PWS development
- ☐ Market Research development
- ☐ Evaluation Criteria development



More efficient and better requirements.

## The Facilitator



# PIL Acquisition Workshops



**Amy Knight**