



# ***Executing VCSA Guidance on Service Contracts***

***12 July 2006***



---

# ***The Operational Environment***



# Objective

---

- **Training objective: Understand the contracting officer's working environment and available tools that facilitate mission success**



# ***Contracting Officer***

---

- **Many stakeholders in the contract management process**
  - Requiring activity
  - Resource managers
  - Legal
  - Contractor
  - Chain of command
  
- **The KO has many roles to play in relation to the stakeholders**
  - Facilitator
  - Networker and coalition builder
  - Business advisor
  - Persuader
  - Innovator



# *The Requiring Activity*

---

- **Responsible for the requirement**
  - **May not accept that responsibility or understand what it means**
- **KO must lead the customer to the information needed to make an informed decision about service contracts**
  - **Contracting expertise and experience**
  - **Data analysis**
    - × **Contracting databases, spend analysis**
  - **Customer must understand the benefits to him associated with actions we want him to take**
    - × **High contract quality**
    - × **Cost avoidance or cost savings**
    - × **Timely contract award**



# *The Requiring Activity (Cont)*

---

## ➤ **Discuss with customer**

- **Expectations from chain of command**
- **View of the future**
- **Courses of action**
- **Flow of work**

## ➤ **Talk with co-workers**

- **Impacts of your actions, actions that others are taking and their impact on the customer**



# ***Contractor Community***

---

- **Contractor is often in the best position to understand where efficiencies exist**
- **Contractor has a vested interest in continuity of work and excellent performance**
- **Tap into the contractor's expertise to assist in the decision-making process**
  - **Provide customers' goals and objectives surrounding the termination**
  - **Cost as an independent variable**



## ***Contractor Community (Cont)***

---

- **Define the range of options**
  - × **What makes sense to curtail or reduce**
  - × **Possible strategies**
  - × **Impacts**
    - **Task execution/workflow**
    - **Workforce**
    - **Funding**
    - **Facilities/equipment**
    - **Supplies/equipment issues that impact third parties**
- **Evaluate contractor's input and consider it carefully**
  - **Coordinate with customer**
  - **Ensure input is consistent with customer's goals**



# ***Contracting Chain of Command***

---

- **The current situation is stressful**
- **The chain of command is there to run interference when you are at an impasse or reach a barrier**
  - **Recognize when you need to raise an issue to your chain of command**
    - ✘ **Capture the issue concisely**
    - ✘ **Develop the business case to support what you are asking your chain of command to do**
    - ✘ **Ensure you have all appropriate participants on your team**
  - **Understand levels of authority**
    - ✘ **Work issues at the appropriate level**
  - **Ensure customer and contracting chains of command understand all decisions made, the basis for decisions, risk assumed, and possible impacts**
  - **Pass lessons learned up both customer and contracting chains**



# PARC

- **PARC acts as advocate for the contracting organization and raises issues to higher level organizations for resolution**
  - Resources
  - Command focus
- **PARC can provide implementing guidance on service contract issues**
- **PARC is conduit to other contracting organizations**
  - PARCs, DASA (P&P)
    - × Ideas
    - × Resources
- **PARC can evaluate and eliminate barriers**
- **PARC can distribute lessons learned across the organization**



# ***One Army Contracting Community***

---

- **It often makes sense to see what the extended contracting community has to offer**
  - **Existing contract vehicles**
  - **Specific expertise**
  - **Overflow or reachback capacity**
  - **Lessons learned**
  - **A new perspective**
- **Consider the enterprise solution when working requirements and strategies**



# ***One Army Contracting Community (Cont)***

---

- **How can you tap into the community?**
  - **Network with people you meet in training, at conferences**
  - **Contractor organizations**
    - × **Contract Services Association (CSA)**
    - × **Professional Services Council (PSC)**
  - **Ask your chain of command for contacts**
  - **Websites**
    - × **“Ask the Professor,” “Where in Federal Contracting”**
  - **Contractor organizations**
  - **NCMA**
  - **Chambers of Commerce**