



Mission & Installation Contracting Command

Industry Council
29 April 2009



MICC Source Selection SMEs

Mr. Patrick Hogston
Procurement Analyst-Source Selection
Army Contracting Command
Mission and Installation Contracting Command
Phone: 210-295-4978 DSN 421
Email: patrick.hogston@us.army.mil

Ms. Kimberly Wentrcek
Procurement Analyst-Source Selection
Army Contracting Command
Mission and Installation Contracting Command
Phone: 210-221-5177 DSN 471
Email: kimberly.wentrcek@us.army.mil



Purpose

- **Interactive communication with Industry Council on the following topics:**
 - ✓ **Focus on STEPS**
 - ✓ **Balanced Scorecard Approach**



S tandardize

T rain

E ngage

P lan

S implify



Standardize

- 1. Source Selection procedures lack a certain level of consistency across MICC**
 - Procedures lack consistency across contracting offices and even within the same office
 - ✓ Evaluation Methodology varies significantly for similar/same requirements
 - ✓ Evaluation Criteria is vastly different for like requirements
 - ✓ Rating schemes vary significantly
 - ✓ Proposal Preparation Instructions are inconsistent, etc
 - The lack of consistency and standardization results in increased resources for both government and industry
 - Some major customers are working towards standardizing requirements or developing enterprise solutions



Train

2. Skill gaps exist across MICC

- A majority of the contracting offices are experiencing a skill gap due to:
 - ✓ The amount of new people being brought in
 - ✓ The ever changing acquisition environment
- Due to budgetary constraints limited tailored training on source selection issues has been provided
- Customers not familiar with or trained in the source selection process



Engage

3. **Teaming approach to design effective and efficient acquisition strategies not being utilized**
 - Use of “stovepipe” approach has led to ineffective and inefficient acquisitions
 - ✓ Miscommunication plagues the acquisition
 - ✓ Playing “catch-up” with problems leads to lengthy milestones
 - “Forming” phase typically commences at the evaluation process
 - Often times we remain stuck in the “storming” phase even through contract administration



Plan

4. Time is not being invested upfront to properly plan the acquisition and source selection strategy

- Acquisition professionals are not taking the time upfront to:
 - ✓ Perform robust market research
 - ✓ Perform program risk assessment
 - ✓ Encourage industry feedback
- The strategy/approach is not being tailored to the complexity of the requirement, resulting in:
 - ✓ Ineffective source selection process
 - ✓ Cumbersome and lengthy source selections



Simplify

- 5. Source selection strategy is not consistent with the complexity of the acquisition (Overcomplicate the process)**
- Not selecting the appropriate evaluation methodology
 - Evaluation factors are not true discriminators
 - ✓ Too many evaluation Factors/Subfactors
 - ✓ Evaluation Factors/Subfactors are too broad
 - ✓ Evaluation Factors/Subfactors overlap
 - Not understanding or clarifying the Basis for Award
 - Evaluation Boards are too complex or too many evaluators
 - ✓ Use of SSAC when not necessary

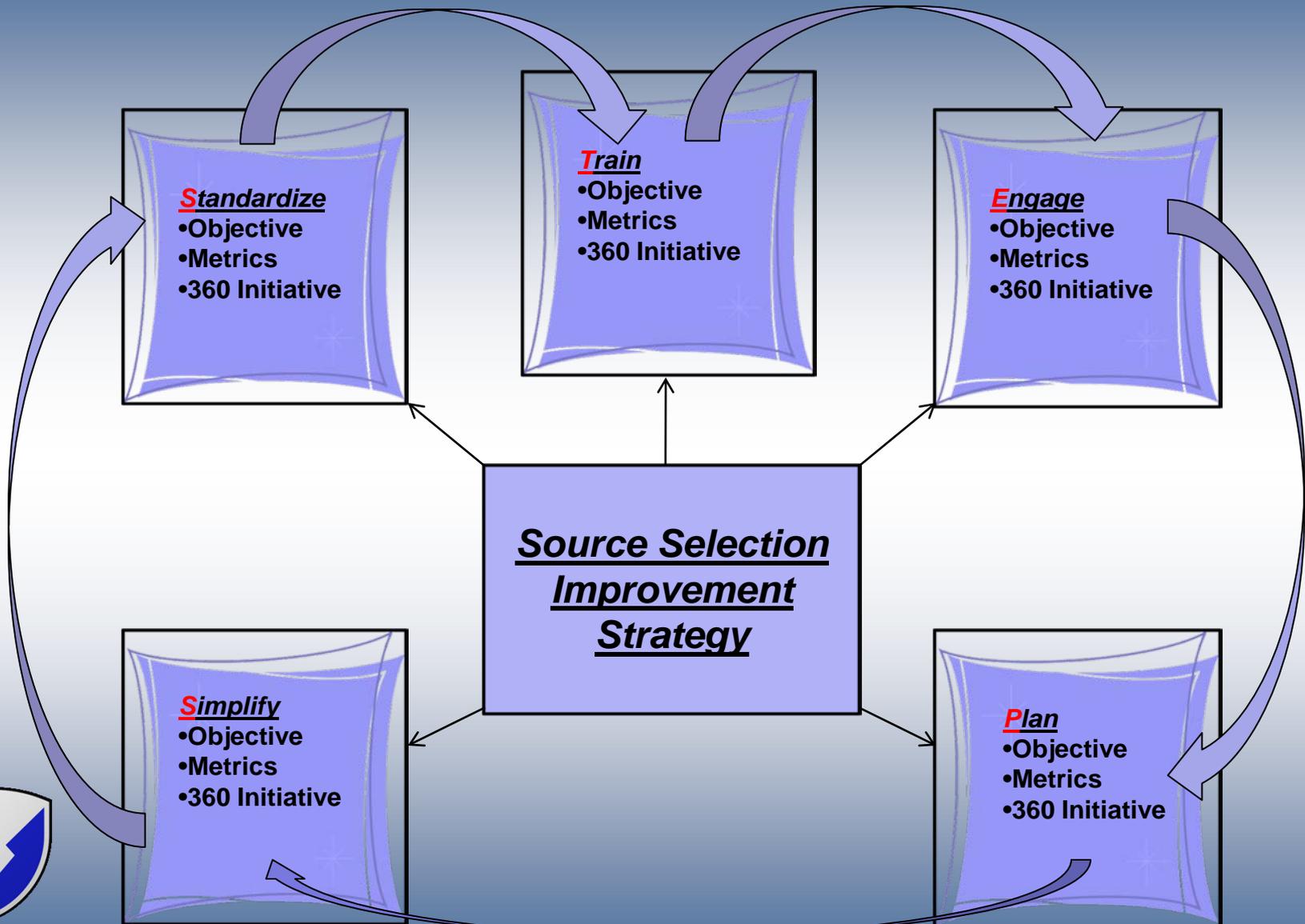


What we see from Industry

- **Not providing adequate detail (parroting back PWS)**
- **Proposals don't match evaluation criteria in Sections L & M**
- **Inconsistencies between price and technical proposal**
- **Lack of crosswalk between the various pieces of the proposal (QC)**
- **Not submitting price info IAW Section L or equivalent – forces discussions**



Balanced Scorecard Approach



Standardize

- 1. Objective: Develop consistency in the way source selections are conducted across MICC**
 - **Metrics: Reviews, Trends & Feedback**
 - **360 Initiatives:**
 - ✓ MICC Guidebook
 - ✓ Templates
 - ✓ Standardized Evaluation Criteria
 - ✓ Standardized Adjectival Definitions
 - ✓ Standardized SS Language (Eliminates confusion between FTO & LPTA)
 - ✓ Standardized evaluation methodology (how we conduct our boards)



Train

2. Objective: Recognize and improve skill gaps where they exist

➤ **Metrics: Improved source selections**

➤ **360 Initiatives:**

- ✓ Tailored training for MICC Contracting Professionals
 - Source Selection Overview
 - Risk Assessment
 - Facilitating Your Source Selection
 - BV Full Trade Off
 - Conducting Debriefings
 - Cost and Price Analysis
- ✓ Training Core Customers
- ✓ Providing just-in-time SSEB Training



Engage

3. Objective: Formulate an acquisition team early in acquisition process

➤ Metrics: Improved strategies (proposals)

➤ 360 Initiatives:

- ✓ Contracting professionals formulate IPT early in the process
 - Moving towards PROACTIVE contracting
 - Team approach in MICC ensures we identify projects early
 - Team with contracting professionals to facilitate risk assessment and market research
 - MICC SMEs assist with Source Selections
 - Improve communication – team building

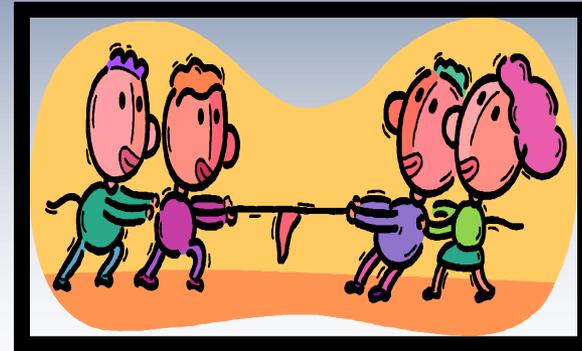


Engage

Forming



Storming



Norming



Performing



Plan

4. **Objective: Invest time upfront to properly plan the acquisition and source selection strategy**
 - **Metrics: Reduced cycle time & sustained protests**
 - **360 Initiatives:**
 - ✓ Increased emphasis on developing strategy
 - ✓ Decreased reliance on outdated methods and templates
 - Centers (leverage core competencies)
 - Emphasis is on coordinated market research/risk assessment
 - Encourage industry feedback



Simplify

- 5. Objective: Simplify the process, do not overcomplicate it**
- **Metrics: Reduce cycle time & sustained protests**
 - **360 Initiatives:**
 - ✓ MICC Guidebook offers 4 evaluation factors
 - Factor 1 Mission Capability
 - Factor 2 Past Performance
 - Factor 3 Price/Cost
 - Factor 4 Small Business Participation (when applicable)
 - ✓ Limiting the number of subfactors
 - ✓ Limiting the number of evaluators
 - ✓ Streamlining evaluation approach
 - ✓ Standardized language- templates for Sections L&M



Conclusion

- **MICC procurements will improve by using the STEP Process**
 - ✓ **MICC Guidebook & Templates – standardize methodologies**
 - ✓ **MICC tailored SS Training**
 - ✓ **MICC initiatives on Site Visits to encourage early/open dialogue (all stakeholders)**
 - ✓ **MICC initiative for robust market research & risk assessment**
 - ✓ **MICC Guidebook & Templates - simplify evaluation process**

