



Civilian Services Acquisition Workshops (CSAWs)

White Paper

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1. Executive Summary

A Services Acquisition Workshop (SAW) is a facilitated workshop built around a specific acquisition and its multi-functional integrated project team (IPT). The workshop walks the complete team through the performance-based acquisition (PBA) process from beginning to end. This white paper provides background information on SAWs, details key findings from observational research into the Defense Acquisition University (DAU) SAW facilitation process, and outlines recommendations for implementing SAWs for civilian agencies; specifically to:

- Develop a certified cohort of Civilian SAW (CSAW) facilitators
- Establish a centralized CSAW Program Management Office
- Create a CSAW facilitator toolkit of resources and materials
- Leverage and/or enhance existing technology to support CSAWs
- Measure CSAW performance and return on investment

2. Background

SAWs have been used by Department of Defense (DoD) components for more than ten years to mentor and guide integrated project teams (IPTs)¹ in developing their acquisition planning, market research, performance requirements, request for proposal, source selection, contractor performance assessment planning and execution documents.² The goal of the SAW is not to finalize or even complete drafts of any particular documentation, but rather to get the team to collaboratively work through the steps and initialize documentation to the point that the IPT feels comfortable completing the documentation on their own.

While the SAW is primarily focused on facilitating dialogue and collaborative teamwork among IPT members, the role of the SAW facilitator is also that of an instructor, to the degree that he/she must be able to provide high-level training on the steps of Performance Based Acquisition (PBA) and the various tools available to the team, such as DAU's Acquisition Requirements Roadmap Tool (ARRT). ARRT is

FY2017: \$452.80 Billion
in Government-wide
spend under contract
vehicles that reported
some PBA actions

actually a collection of tools that help IPTs to create elements of their acquisition documents by guiding users through a structured process. As users work through the tool, they have the ability to generate work products in MS Word format for further editing.³

Although DoD components are the primary users of SAWs, many civilian agencies have recognized the benefit of conducting SAWs for their projects as well. DAU's certified SAW facilitators have been providing increasing numbers of SAWs over the last several years. In

¹ DoD uses the term Multifunctional Team (MFT) instead of Integrated Project Team (IPT)

² DAU. *Talking Paper on the Defense Acquisition University Services Acquisition Workshop*. Retrieved from <https://www.dau.mil/cop/ace/DAU%20Sponsored%20Documents/SAW%20Talking%20Paper-508.docx>

³ The [ARRT Suite](#) is available for download, but it may not work on some government computers or may require IT Admin support to install DoD PKI/PKE Certificates. GSA's Acquisition Gateway Team is partnering with DoD to develop a version of ARRT on the [Acquisition Gateway](#), though it is still in the early stages of development.



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2018, DAU set aside 20 slots throughout the year for SAWs, with priority given to DoD components. For 2019, DAU has increased the number of available slots to 75 and, as of the writing of this paper, has already filled at least 20 slots. Of the SAWs conducted in 2018, approximately 20% were done for non-DoD agencies. By policy, DAU must provide SAW facilitation first to DoD components, such that, if a civilian agency reserves a slot, they may be bumped for a DoD component that needs the slot.

In December 2012, Defense Procurement and Acquisition Policy (DPAP) issued a [memorandum](#) mandating the use of SAWs or equivalent for DoD components with service acquisition requirements over \$1 billion before an acquisition strategy could be approved. This mandate was later incorporated into [DoD Instruction 5000.74](#) (January 2016). In 2017, another DPAP [memorandum](#) lowered the dollar threshold from \$1 billion to \$500 million.

Breakdown of DAU SAW Delivery by FY		
Fiscal Year	Total SAWs Facilitated	SAWs Valued > \$1 Billion
FY14	43	17
FY15	51	15
FY16	67	10
FY17	41	7
FY18	57	17

DAU provides SAWs organized around the three acquisition life cycle phases (planning, development and execution) consisting of seven (7) steps as described in [Chapter 10 of the Defense Acquisition Guidebook](#) (see *Figure 1*), which correspond to the steps outlined in the [Steps to Performance Based Acquisition \(SPBA\)](#) application⁴ (see *Figure 2*).

Figure 1: DoD Services Acquisition Process Model



⁴ First conceived of in the early 2000s in discussions between acquisition leadership in the Department of Commerce and the Office of Federal Procurement Policy, The [Steps to Performance Based Acquisition](#) is web-based knowledge management tool that connects the web of PBA information together in one place. The application is the product of multi-agency collaboration and was originally known as Seven Steps to Performance Based Acquisition or 7 Steps.

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Figure 2: Steps to Performance Based Acquisition



DAU tailors the SAW based on documentation provided by the IPT for their specific services acquisition through the SAW intake process. Certified DAU facilitators deliver the SAW and often draw upon additional expertise across the DAU faculty representing other career fields and functional areas.⁵

DAU has a cadre of certified SAW facilitators in accordance with [DoDI 5000.74 Enclosure 5, Part 5.d \(p.24\)](#). The instruction does not specify the requirements for certification; however, DAU has established a certification process for the faculty they use to deliver SAWs (see [Section 4.1](#)).

The Civilian SAW (CSAW) initiative was proposed by a member of the the Professional Services Interagency Team who had experienced the benefits of the approach. As a result, General Services Administration (GSA) in partnership with Office of Federal Procurement Policy (OFPP) began research into CSAWs, hosting a webinar and publishing an [article](#) on the topic in the Acquisition Gateway. In FY 2018, GSA aimed to expand the practices more widely in civilian agencies by developing agency facilitators and a capability for support from GSA. The Office of Federal Procurement Policy (OFPP) advocated the initiative to support the increased scaling of new and flexible acquisition practices across government and the initiative was included in the Professional Services government wide category management plan. As a part of that effort, GSA was tasked with researching and observing DAU's approach to delivering SAWs, document findings, and providing recommendations for the implementation of civilian services acquisition workshops.

3. DAU SAW Facilitation Research

3.1. Research Methodology

In order to better understand how DAU manages SAWs and identify how best to implement CSAWs, GSA sent a representative to observe DAU's Services Acquisition Workshop Train the Trainer session for Army, a facilitated SAW for the Bureau of Labor Statistics (BLS), and a facilitated SAW for the Edgewood Chemical Biological Center (ECBC). The GSA representative observed the sessions, spoke with DAU faculty, engaged with participants, gathered relevant session materials, and documented observations and information relevant to implementing

⁵ Services Acquisition Workshop (SAW). (2018, May 16). Retrieved from <https://www.dau.mil/acquipedia/Pages/ArticleDetails.aspx?aid=efc402ba-b276-4531-90e4-f1ee00ed1c0a>



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CSAWs. The information gathered during these observations has led to several key findings upon which the recommendations in this paper are based.

3.2. *DAU's SAW Train the Trainer*

DAU has established a certification process under their DAU Directive 719⁶, where the Deans of their regions and two colleges have approval authority to certify SAW facilitators. DAU has worked with the Army to develop a pipeline of certified facilitators within Army. As a part of that effort, DAU provides a Train the Trainer (TTT) course for prospective Army SAW facilitators. This course provides an overview of performance based acquisition (PBA), the SAW body of knowledge, facilitation basics, lessons learned / best practices from SAWs, current acquisition policy, and basic elements of the ARRT Suite. The four-day course has several participant prerequisites, including:

- **CLC013 Performance Based Services Acquisition** (3 hours online)
- **ACQ165 Defense Acquisition of Services** (8 hours online)
- **ACQ255 Services Acquisition Management Tools** (>18 hours online)
- **ACQ265 Mission-Focused Services Acquisition** (28 hours classroom)

Additionally, DAU assumes that participants are being sent by their respective organizations because they have shown potential acumen for both facilitation and training. The prerequisite courses provide much greater depth of knowledge in the areas of PBA, defense acquisition policy, and acquisition tools such as the ARRT Suite. The TTT provides high-level refreshers on the same topics and ties all the pieces together with an emphasis on the SAW body of knowledge and facilitation practices.

Early on in the TTT, DAU provides participants with access to a folder of resources including presentation decks, templates, tools and other aids that the prospective facilitators may find beneficial to use or to share during workshops.

3.2.1. Observations from TTT

- A SAW is a consulting engagement – each requirement is unique and requires detailed preparation to be successful
- DAU conducts a “Step 0” (see [Attachment A](#)) assessment to collect a baseline status of the project and documentation
- The facilitator(s) should start working with the Project Manager/ Contracting Officer (PM/CO⁷) well before the SAW to develop a logical plan of execution
- It is advisable to have two facilitators for the workshop, one with functional subject matter expertise related to the requirement and the other with performance based acquisition expertise
- A common set of resources for facilitators helps bring some degree of standardization and consistency to otherwise uniquely tailored workshops - in

⁶ <https://www.dau.mil/about/Documents/4%20Faculty%20Performance%20Dev%20BOV%20c1.pdf>

⁷ While DoD uses the abbreviation of KO for Contracting Officer, CO is more commonly used outside DoD.



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addition to DAU's resources, there are a number of additional resources that GSA and its cohort partners could add to the mix

- Facilitation competency is fundamental for SAWs - this is a specialized skill set, not simply training acumen, and can greatly influence workshop outcomes
- The facilitator(s) can be greater assets to the team by being independent (not vested in the outcome) and an outsider (offering a different perspective)
- DAU's certification requires candidate training, observation, co-facilitation/coaching (see [Attachment B](#)), and culminates in a review of the candidates knowledge and skills prior to issuing a certificate

3.3. DAU SAW Facilitated Sessions

GSA observed two SAWs for two different agencies conducted by two different SAW facilitator teams. One SAW was for the Bureau of Labor Statistics (BLS) and the other was for the Edgewood Chemical Biological Center (ECBC). Each workshop was unique due to the specific needs, challenges, and timelines of the respective organizations. As such, each workshop was facilitated differently, partially due to differences in facilitation styles and partially due to unique needs of the team and the individual tailoring of the workshop to meet those needs.

While the workshops were conducted in two very different approaches, there were commonalities and each workshop appeared to result in positive outcomes for the team. One commonality was that on Day 1 the facilitators walk the team through an overview of the steps, providing the team with a common understanding of the process and a shared vocabulary around which to discuss their unique requirements. This first-day training component was done from DAU SAW facilitation slide decks that are a part of SAW Facilitator resources. It should be noted that in both SAWs, the facilitators gathered pain points, challenges, and specific needs of the team and tailored the decks to support the team throughout the remainder of the week (adding topical slides or removing slides or including additional detail as needed).

Getting the team to engage with each other around each step (or at least around those steps of most relevance to the team) is the primary objective of the facilitator. The facilitator is not there to provide a solution or direction to the team. It can be particularly valuable for the facilitator to offer different perspectives for consideration, encourage the team to consider alternative approaches supported by acquisition regulation and policy that may be beneficial, and ask probing questions to engage the team in critical thinking about their requirements. Equally important, is for the facilitator to know when to pull back and let the team run and occasionally spin their wheels. As an outsider being empowered by the sponsoring organization, the facilitator is also a potentially valuable resource to the team for overcoming barriers or constraints in their ability to ask organizational decision-makers or leaders to attend and help the team to present concepts or ideas to them or even ask them difficult questions when necessary.

Every facilitator will have inherently different strengths that they will leverage to support the workshop, so techniques will vary. However, certain best practices, tools and techniques for facilitation are critical to successful workshop outcomes. Simple practices such as conducting



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introductions, setting ground rules, and reviewing the agenda make a significant difference in how quickly and productively the team engages with each other.

Regardless of the custom tailoring of the workshop and the varying approaches to facilitation, team members who participate all seemed to walk away with positive reactions to the process. Each participant is asked to complete an evaluation of the SAW on the last day of the workshop (see [Attachment C](#)).

3.3.1. Insights on the ARRT Suite

DAU's ARRT is downloadable from the Services Acquisition Mall (SAM). The tools are robust MS Access databases that guide users through a structured process to develop performance-based requirements statements, which may be used to generate outputs such as a Performance Work Statement (PWS), a Quality Assurance Surveillance Plan (QASP), and Performance Requirements Summary (PRS). Additionally, the suite of tools may support users working on developing evaluation criteria, independent government cost estimates and inputs for Contractor Performance Assessment Reporting System (CPARS).

The ARRT Suite was developed for use on DoD computers by DoD users. Recognizing the value of the tool, DAU made the Suite available to non-DoD users. However, ARRT does not always work on non-DoD computers and many instructors have their own copy that they take with them because the current downloadable version does not always work. ARRT also requires some degree of training to use efficiently and is most effectively used when an experienced user can guide a new user through the process.

Recently, DoD revoked ARRT's Certificate of Networkiness and DAU no longer provides technical support for the tool. For this reason some DAU facilitators do not use the ARRT as a part of their workshops.

An effort is currently underway to develop a web-based version of ARRT on the Acquisition Gateway that focuses on ease of use. DoD has provided funding to GSA's Gateway Team and initial research and planning for the Agile⁸ development of this new tool is underway.

3.3.2. Findings from Facilitated SAWs

- Facilitators need a core set of SAW tools and resources such as a SAW slide deck that can be tailored to the team
- Effective facilitation skills helps the team generate momentum and engage earlier in the workshop
- Knowledge of the federal acquisition environment and to a degree, the functional area of the team's requirement, helps facilitators guide the team to consider additional angles and approaches they may overlook

⁸ Agile is a set of methods and practices based on the values and principles expressed in the Agile Manifesto: <https://www.agilealliance.org/agile101/>



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- Significant facilitator preparation ahead of the SAW in coordination with the team's functional project manager or POC yields better outcomes
- Team members may be unfamiliar with existing tools and resources that could support their work - facilitators can help by being familiar with existing acquisition tools and introducing these to the team
- The ARRT Suite can be a helpful aide to the team - though it is not critical to the outcome of the workshop

3.4. Summary of Key Findings

AREA	FINDING	NEED
FACILITATION	The quality and effectiveness of facilitation will have the greatest impact on the outcomes and success of a CSAW	A formal process for developing and certifying CSAW facilitators
MANAGEMENT	Familiarity with the customer's program, its challenges, its prior acquisition history as well as researching similar programs for best practices provides the inherent knowledge and credibility that result in superior impact and successful outcomes for the customer	Program management support to standardize processes (including initial intake requests), schedule best-fit facilitators, and maintain a network of qualified facilitators and the resources needed in order to support the level of preparation necessary to ensure successful workshop outcomes
RESOURCES	Providing a wide array of tools and resources for facilitators to use and to share - before, during and after workshops - enhances the value of the workshop to the customer	A standardized set of helpful tools, templates, guides, and other resources built upon DAU's existing resources to support the CSAW Facilitators
TECHNOLOGY	Web-based tools and resource repositories would provide a significant advantage over files stored on computer drives or removable media	Online interfaces to share CSAW program information, provide repository access to facilitators and provide CSAW participants with a leave-behind
PERFORMANCE	We know anecdotally that SAWs have added value and been beneficial to those who have been through them, though there has not been much data collected to analyze their efficacy	A set of Key Performance Indicators (KPIs) showing ROI, in addition to collecting evaluations and feedback from participants to support buy-in and help to identify ways to improve CSAWs



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4. CSAW Implementation Recommendations

4.1. *Develop a Certified Cohort of CSAW Facilitators*

SAW facilitation requires three major competencies:

- **Facilitation** - demonstrated ability to lead groups to consensus decisions using best practices and techniques in facilitation
- **Instruction** - demonstrated ability to deliver effective training and coaching on the subject of performance based acquisitions, current federal acquisition environment, and various acquisition tools and resources
- **Consultation** - demonstrated ability to quickly develop an understanding of an organization's unique challenges and needs and provide tailored guidance as appropriate

DAU has already established a relatively simple, though not easy, process for becoming a certified facilitator. This process includes several online courses and one to two classroom courses (including their Train the Trainer session), observation of multiple workshops done by an experienced facilitation team, and co-facilitating multiple workshops with an experienced, certified facilitator. Upon completion of these steps, the candidate's knowledge and skills are reviewed by DAU faculty before a certificate is issued.

Recommendation 1-1: GSA, in partnership with OFPP, should establish a CSAW Facilitation Certification.

4.1.1. Near-Term CSAW Certification Elements

One or both of these courses:

- **ACQ255 Services Acquisition Management Tools** (>18 hours online)
- **ACQ265 Mission-Focused Services Acquisition** (28 hours classroom)

And all of the following:

- **CLC013 Performance Based Services Acquisition** (3 hours online)
- **GSA/OMB provided Facilitation Training** (~32 hours classroom)
- **CSAW Facilitator Train the Trainer** (~24 hours classroom)
- **Observation of at least 2 SAWs or CSAWs** (~64 hours of observation)

The governmentwide Professional Services Category has established a cohort of potential CSAW facilitators who have completed ACQ265 and will likely participate in the GSA/OMB provided Facilitation Training in FY19. Completion of the above elements may be sufficient to issue an interim certification.



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4.1.2. Mid-Term CSAW Certification Elements

Same requirements as for the near-term and add:

- **Co-Facilitation of at least 2 SAWs or CSAWs** (~64 hours of facilitation)

After the initial cohort of facilitators is active, future facilitator candidates should follow the same certification requirements with the addition of co-facilitating with a certified lead facilitator. The lead facilitator should observe the candidate and provide a written evaluation using a form similar to that used by DAU (*see Attachment B*). This element is recommended as an addition for the mid-term (sometime in the next 1-2 years) as it will require:

- a cadre of experienced CSAW Facilitators who are capable of co-facilitating and providing constructive feedback and evaluation of prospective candidates, and
- establishing a process through which to match up candidates and evaluators and a process for documenting feedback will take some time.

4.1.3. Long-Term CSAW Certification Elements

All courses to be offered through FAITAS registration:

- **Customized non-DoD Mission-Focused Services Acquisition course** (*classroom or online*) - tailored to emphasize the array of current acquisition tools available to support IPT members through their process
- **Customized non-DoD Performance Based Services Acquisition course** (*online*)
- **Customized Facilitation Training course** (*classroom*)
- **CSAW Facilitator Train the Trainer workshop** (*classroom or possibly online*)
- **Observation of at least 2 SAWs or CSAWs** (~64 hours of observation)
- **Co-Facilitation of at least 2 SAWs or CSAWs** (~64 hours of observation)
- **Certification Application Submission**, including:
 - Course completion certificates
 - Documentation of observed workshops
 - Co-facilitator feedback forms
 - Agency/supervisor endorsement

In the long-term (3-5 years), repackaging the DoD-policy heavy courses into more general courses for civilian agencies could make them more digestible and relevant to the civilian application of SAWs. Further exploration and research into formal certification should be done by a multi-agency sub-team.

Recommendation 1-2: Form an interagency sub-team on CSAW certification.

An interagency sub-team should be formed with representatives from GSA, OFPP and possibly FAI to do further research into developing a formal certification. The team should explore using



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a model similar to what DAU uses for their certification while establishing a process that could be coordinated online in the long-term.

Demand for SAWs is growing and it will take some time to develop a robust certification process and have it vetted and approved through the appropriate channels.

Recommendation 1-3: Develop a CSAW Facilitator Train the Trainer course.

A CSAW Facilitator Train the Trainer course should be developed as a learning capstone for all aspiring facilitators to tie all of the elements together. This would provide candidates with access to CSAW resources, offer an opportunity to practice facilitating with feedback, and provide assistance getting on a schedule of observations and co-facilitations.

4.2. Establish a Centralized CSAW Program Management Office

DAU's success in delivering SAWs to over 225 teams in the last five years has been supported by many aspects of DAU's mission to "Provide a global learning environment to develop qualified acquisition, requirements and contingency professionals..." and DAU's existing infrastructure.

Recommendation 2-1: Establish a Civilian SAW Program Management Office.

A Civilian SAW Program Management Office (PMO) should be established. The PMO would serve multiple functions including:

- Serve as a single entry point for CSAW requests
- Establish standardized processes for intake and workshop preparation
- Maintain and update the body of knowledge contained in SPBA and provided through the CSAW Train the Trainer
- Create and manage a schedule of CSAWs and matching facilitators to the requirements
- Provide support for CSAW Facilitator Certification by matching candidates with co-facilitators, and potentially establishing or being the review body for certification applications
- Establish, review and refine measures of CSAW effectiveness and ROI

While many cohort members may go on to deliver CSAWs within their organizations on an ad-hoc basis, the demand for CSAW facilitators is likely to outgrow a single individual as the value is realized. Demand for CSAWs is also likely to grow from agencies that do not have the capability in-house to facilitate. Furthermore, based on DAU's experience, there is almost always an advantage to the workshop if the facilitators are independent of the organization and can bring an outside perspective. This creates a need for program management support capable of coordinating intake, responding to increasing demand, and scheduling CSAWs across the network.

A CSAW PMO, with the ability to distribute work across a growing network of certified facilitators, would streamline the intake process and balance the workload among the available facilitators. For CSAWs to achieve the same success that DAU has had with DoD components,



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there will need to be sufficient administrative and management support. Establishing a CSAW PMO will also be important (if not absolutely necessary) if CSAWs are to be provided a reimbursable service.

Recommendation 2-2: Develop and implement a centralized intake process for CSAWs.

With or without the establishment of a PMO to support CSAWs, appropriate preparation - understanding the customer's requirement, bringing appropriate functional expertise, and delivering an effective workshop tailored to the specific needs of the project team - is crucial to successful outcomes for the customer. Creating a standard intake process to collect certain baseline information about the project requirement provides the foundational elements that facilitators will need to begin their research, engagement and workshop preparation ahead of the CSAW.

4.3. Create a CSAW Facilitator Toolkit of Resources and Materials

The resources that DAU provides to their SAW facilitators are extremely valuable and should be adapted for CSAWs. Many of their resources would need to be revised to remove DoD specific policies, shift the focus from DoD's 7 Steps to PBA to the current SPBA application and to replace DAU branding.

Recommendation 3-1: Revise and re-package the existing repository of DAU's SAW support materials for the CSAW initiative.

4.3.1. Resources supporting SAW Facilitator

- Standard slide deck(s) for facilitators to work through during a workshop
- Civilian SAW Slip Sheet, FAQ or Talking Paper⁹
- CSAW Workshop Plan - sent to the IPT members in advance and provides high-level workshop information and logistics (see [Attachment D](#))
- Overview of Facilitation Techniques Slide Deck
- Step 0 Assessment Form
- Co-Facilitator Observation Form
- Workshop Feedback and Evaluation Form

4.3.2. Resources for the SAW Facilitator to use/share with the IPT:

- Team Charter Template¹⁰
- Stakeholder Analysis Worksheet
- Communications Plan Template
- Project Plan Template
- Requirements Roadmap Worksheet

⁹ DAU's SAW Talking Paper provides helpful answers to questions about what a services acquisition workshop is, what's involved and a number of other topic areas that interested parties may be seeking answers to. Source: DAU. *Talking Paper on the Defense Acquisition University Services Acquisition Workshop*. Retrieved from <https://www.dau.mil/cop/ace/DAU%20Sponsored%20Documents/SAW%20Talking%20Paper-508.docx>

¹⁰ Most of the template documents may be found at: <http://sam.dau.mil/conveniencestore.aspx>



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- Sample Performance Objectives and Standards
- Integrated Master Schedule +RACI Template
- Quality Assurance Surveillance Plan Template
- [SPBA Application](#)
- Annotated list of web-based Acquisition Support Tools¹¹

Recommendation 3-2: Collect additional resources from the CSAW cohort.

Recommendation 3-3: Curate and regularly update the repository of resources that is ultimately created.

4.4. *Leverage and/or Enhance Existing Technology to Support CSAWs*

Technology support for CSAWs is three pronged:

1. A web-based platform for potential CSAW customer to find information, get an understanding of the process and easily request a workshop
2. A web-based repository of CSAW Facilitator resources that can be accessed from any location with an internet connection
3. A web-based guide and resource repository that supports team members post-workshop such as the SBPA application

Recommendation 4-1: Create a simple website for general information about the Civilian SAW Program.

This informational site would provide interested users with information on CSAWs; what they are, how the process works, the potential benefits, etc. The website could potentially also support the initial request and intake process.

Recommendation 4-2: House the repository of resources for CSAW facilitators online.

Facilitators are likely to encounter facilities with limitations on connecting devices or removable media, but generally still have access to the Internet. By creating an online repository of CSAW resource, facilitators could then access and share resources with CSAW teams from any web-enabled location. There may still be a benefit to loading the repository of resources on removable media (e.g. CDs, USB Drives, etc.) though many government networks do not allow USB Drives to be plugged into their connected hardware.

Recommendation 4-3: Regularly review and update SPBA application content to reflect changes in the federal acquisition environment and add new case studies and lessons learned as more CSAWs are conducted.

SPBA guides users through the steps covered during the CSAW. It can serve as a robust take-a-way for workshop participants and includes links to additional tools and resources, as

¹¹ A list of web-based tools with brief descriptions of what they are and their URLs would need to be created



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well as providing a resource library of PBA specific samples, examples, templates and guidance. As CSAW facilitators conduct more workshops and see the needs and pain points of various organizations, their ability to contribute valuable insights to the SPBA content will increase the overall value of SPBA to users. They should be regularly involved in reviewing and updating application content.

Recommendation 4-4: CSAW PMO (if established) should have a stakeholder interest in the development of ARRT on the Gateway.¹²

Recommendation 4-5: CSAW and DAU facilitators should be extensively involved in user testing of the ARRT on the Gateway.

4.5. *Measure CSAW Performance and Return on Investment*

How do we know if a workshop results in better outcomes than would have been achieved without one? This may be one of the most challenging questions facing CSAWs, though if successfully answered, may be one of the most beneficial to the long-term success of the program.

Recommendation 5-1: Form a sub-team to further research and establish baseline performance indicators for CSAWs.

Specific effort should be given on how to assess the return on investment (ROI) of workshops. This team should collaborate with DAU so that ROI might be measured for all workshops being conducted across government.

Recommendation 5-2: Collect feedback and evaluation from all workshop participants.

CSAW facilitators should provide feedback and evaluation forms to all workshop participants that collect data on participants' perception of the workshop's value. Data from these forms, and any other sources that may be identified, should be pulled together in a database where it can be analyzed both at the workshop level and in aggregate. It is recommended that simple, follow-up questionnaires be sent out to workshop participants at 6 months, 1 year and 18 months.

Example follow-up questions:

- Where are you at in the acquisition process now?
- What decisions, directions or outcomes were arrived at during the SAW that you might not have otherwise reached?
- Is there anything that could have been done (from a facilitation standpoint) to have added more value or otherwise improved the session?

¹² PSHC, as the organizational owner of SPBA, has requested to be a stakeholder for the application and is awaiting engagement by the Gateway Team.



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- Was the facilitated SAW a worthwhile investment of your time? If so, why? If not, why not?

Data collected from participants may help to identify opportunities for workshop improvement. If effective KPIs are created that can show ROI, that would demonstrate value to prospective customers and may support future policy decisions regarding the use of CSAWs for non-DoD acquisitions.



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5. Appendix of Attachments

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- 5.4. [Attachment D - SAW Workshop Plan](#)



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5.1. Attachment A - DAU SAW Intake Form (Step 0 Assessment)

Pre-SAW review sheet. Please complete and email this Step 0 Assessment to: [\[INSERT APPROPRIATE EMAIL\]](#) Define the nature of the service acquisition that the SAW will address:

This acquisition is to award a follow-on, recompetition or new contract for _____

What is the estimated total life-cycle dollar value of this requirement: \$_____ S-CAT: _____

Completing this assessment will give the SAW facilitators a picture of where you are in the Service Acquisition process to be better able to assist you.

1. Why are we having this workshop? (fill in Table 1 Below and provide documents).

2. What key results would you like to achieve (products)?

3. Who will be attending? (PM, contracting officer, CORs must attend) (fill in Table 2 below).

4. What are the probable issues that will need to be discussed to create the product and achieve the purpose?

5. What thoughts do you have about the steps that should be taken in the workshop to achieve the purpose?

6. Where will the workshop be held, and with whom should I speak to about the needs for the room?

Step 0 Self-Assessment – as of: _____[Date]



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Table 1 Step 0 Checklist

Yes	No	Task
Yes	No	Reviewed the Defense Acquisition Guidebook, Chapter 10 , Acquisition of Services
Yes	N/A	If Applicable, Reviewed the Defense Acquisition Guidebook, Chapter 6 , Information Technology (IT) and Business Systems
Yes	No	Determined who the “must” participants are for this acquisition team [PM/FSM, KO, COR] Please provide list by name and organization (see list below)
Yes	No	Has a program/project manager, Function Services Manager, planner or other responsible official been assigned? DoDI 5000.74 , FAR 7.101 and DFARS 207.105 DFARS 207.103(g) Name and Phone Number: _____
Yes	No	Has a contracting officer/buyer been assigned? FAR Part 1. Name and Phone Number: _____
Yes	No	Developed a Vision Statement and Team Charter for the project: http://sam.dau.mil/Content.aspx?currentContentID=team_charter
Yes	No	Developed a Project Plan covering steps 1 thru 7 of Service Acquisition Process: http://sam.dau.mil/Content.aspx?currentContentID=project_plan
Yes	No	Completed a Stakeholder Analysis: http://sam.dau.mil/Content.aspx?currentContentID=stakeholder_analysis
Yes	No	Developed a Communication Plan to keep key stakeholders and participants informed: http://sam.dau.mil/Content.aspx?currentContentID=communication_plan
Yes	No	Defined/documented problems with current requirement and business processes
Yes	No	Reviewed previous contracts to provide history or background
Yes	No	Developed presentations/briefings/meeting minutes about this acquisition requirement
Yes	No	Conducted spend analysis
Yes	No	Determined the Key project performance metrics
Yes	No	Developed an initial list of potential risks facing this acquisition
Yes	No	Developed an agreed to list of high level outcomes validated by stakeholders
Yes	No	Started conducting market research for this service requirement
Yes	No	Completed market research for this requirement (see Market Research Report Guide version March 2017)
Yes	No	Started a draft of the PWS or SOO
Yes	No	Started a draft Acquisition Strategy



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Yes	No	Completed a draft PWS or SOO
Yes	No	Completed an Acquisition Strategy
Yes	No	Reviewed the DoD Handbook on the Training and Development of the SA Workforce for recommended training

Table 2. MFT Members

Name	Role, organization, office location
[Insert Name]	Functional Service Manager, [Insert Organization, Office Location, Phone Number]
[Insert Name]	Contracting Officer, [Insert Organization, Office Location, Phone Number]
[Insert Name]	COR(s) [Insert Organization, Office Location, Phone Number]
[Insert Name]	Other Key Members (Technical Leads, Finance, Legal, Small Business, etc....)

Additional information may be found in the [SAW](#) ACQuipedia article.



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5.2. Attachment B - Facilitator Candidate Feedback Form

Instructor Observation Form

Primary Facilitator: NAME

Candidate Facilitator / Observer: NAME

Date: 30 Mar – 2 Apr Feedback Provided: Yes
Europe

SAW Customer: US Army

Sections Facilitated below: AP=Actively Participated; L=Led; O=Observed, Tailored Out-TO (This Step was tailored out of the event due to customer request)

Evaluation Factors	Comments/Best Practice/ Improvement Needed	Sections Facilitated						
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Presence								
1. Presents a professional appearance.	Dressed professionally.	AP	AP	O	O	AP	AP	TO
2. Speaks clearly & audibly. Varies position, voice and eye content to enhance learning	Clear, concise and changed audible to stress key points or observations.	AP	AP	O	O	AP	AP	TO
3. Presents material in a well-organized manner.	Presented material in a logical and organized manner.	AP	AP	O	O	AP	AP	TO
Interaction								
1. Asks a variety of questions to promote thought, discussion and sharing of information.	Demonstrated ability to peel the onion back and ask leading questions.	AP	AP	O	O	AP	AP	TO
2. Establishes rapport and encourages all learners to participate	Established a rapport and credibility with the customer enabling the customer ask tough questions.	AP	AP	O	O	AP	AP	TO
3. Gives constructive feedback	Provided both quality and timely feedback.	AP	AP	O	O	AP	AP	TO
4. Collaborates well with other faculty / facilitators	Due to being identified as a participant 10 days prior to the SAW, unable to collaborate with DAU faculty until the day prior to the event. Worked well with DAU faculty during execution.	AP	AP	O	O	AP	AP	TO
Knowledge								
1. Demonstrates sufficient knowledge of the subject matter.	Due to being identified as a participant 10 days prior to the SAW, did not review supporting documents provided by DAU SAW team. *Utilized knowledge of internal US Army policy and process and experience with like/similar programs when	AP	AP* /O	O	O	AP	AP	TO



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	discussing challenges with program execution.							
2. Answers questions accurately.	Questions answers were IAW with DOD and Army policy and procedures.	AP	AP	O	O	AP	AP	TO
3. Demonstrates current knowledge of DoD tools and online resources.	Did not have knowledge or experience with ARRT.	O	O	O	O	O	O	TO

Overall, name actively participated in the identified steps as well as assisted in facilitating discussions with the participants. In steps 2 and 5, name walked the participants through the slides; however his lack of knowledge of the program due to late involvement did not allow him to lead discussions outside of the slide information. Those discussions and tie-in to the customer program were led by lead facilitator, resulting in a tag team approach for those particular efforts.

Two key areas of success for a SAW, based on DAU experience, is complete familiarity and knowledge of the ARRT both in terms of navigating inside the tool as well as the benefits of using the tool – how it allows for the hierarchy in the objectives as well as the linkage to additional documents such as the QASP and PRS. The second area is the pre-event research and customer relationship building that occurs in the weeks and months prior to the event. Familiarity with the program, its challenges, its prior acquisition history as well as researching similar programs for best practices provides the inherent knowledge and credibility that result in superior impact and successful outcomes for the customer. Name will need to focus on these two areas to successfully lead and actively participate in future SAW events.

A final area of consideration for Name is the development/refinement of facilitation skills. As a workshop facilitator, listening and redirecting skills are more critical than teaching or talking skills. Asking thought provoking questions with follow up questions pushes the SAW participants to hold frank, candid and meaningful discussions among the team members who will be executing the program. This approach helps the participants develop their team relationships and voice concerns and/or alternatives. It is more important that the team members hear each other than hear the facilitators. A more beneficial event can be realized when the facilitators listen, restate, question or redirect as needed in order to keep the participant communication meaningful and on track.

Thank you,
Facilitator



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5.3. Attachment C - Workshop Evaluation & Feedback Form

[INSERT AGENCY] Workshop [INSERT DATES]

Services Acquisition Workshop Feedback

Please give us feedback on your Services Acquisition Workshop. **All scoring uses a scale from 1 (terrible) to 7 (good).**

General Feedback

Score: 1 to 7

1. The scope of the workshop was appropriate to my needs.

Comment: _____

2. The workshop was organized logically.

Comment: _____

3. The facilitators helped me understand the process.

Comment: _____

4. Working on our product added value to my learning.

Comment: _____

5. Materials provided (samples, resources, ARRT) will be useful on the job.

Comment: _____

6. This workshop will improve my job performance.

Comment: _____

7. This workshop was conducted early enough in our process to help us.

Comment: _____

Facilitator Feedback - Score 1 (terrible) to 7 (good)

[INS NAME]

[INS NAME]

1. The facilitator was knowledgeable about the subject.

2. The facilitator was helpful in getting me to understand the subject.

3. The facilitator encouraged participants to take part in discussions.

4. The facilitator was responsive to participants' needs and questions.

5. The facilitator's energy and enthusiasm kept the participants engaged.

Comments about the facilitators: _____

What did you like best about the workshop?

Do you have any suggestions to make the workshop more effective?



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5.4. Attachment D - SAW Workshop Plan

Service Acquisition Workshop (SAW)

Purpose: The SAW provides an opportunity for a service acquisition team to come together and focus on the actions ahead required to effectively plan, develop and execute their requirement. It provides the team with training and tools to assist them in developing and executing their requirement. The workshop is conducted at the earliest stage in the acquisition planning process, before the team has started developing their requirements package.

Dates: Oct 9-12, 2018

Location: [INSERT ADDRESS]

Daily Time Schedule: Tuesday: 1230-4:30
 Wed and Thursday: 0800-4:30*
 Friday: 0800-1200
 *includes 1 hour lunch break

Materials/Computers/Projection: DAU will provide all the materials via soft copy at the event. The customer is responsible for providing adequate conference space that has projection capability. Use of whiteboards and/or easels with butcher paper should be available.

Pre-workshop Preparations: Please read the attached DoD Guidebook and become familiar with The Services Acquisition Process (seven-steps). Team members can also visit the Service Acquisition Mall, <http://sam.dau.mil/conveniencestore.aspx> and become familiar with the reference items listed.

Additional Notes:

All key members of the acquisition team should plan to participate in the full event: Program/project manager (or Functional Services Manager), requirements developers, contracting officer, subject matter experts, contracting officers representatives. Participation by higher headquarters and key stakeholders is encouraged, including Portfolio Manager from the MILDEP Senior Services Manager's (SSM's) office.

- Senior leadership from the requirements community should kick off the SAW with their vision for the requirement and how it fits into their organization's mission.
- SAWs are conducted in a 4 day workshop with two facilitators at the location where the requirement is being developed.



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- The workshop guides the team through the seven-step service acquisition process from step one, team formation to step seven, performance management following award of a contract.
 - SAW utilizes the requirements roadmap process for developing performance based requirements. A SAW involves several interactive exercises in which the team develops key documents to support their service acquisition such as their team charter, project plan, PWS structure, QASP, business strategy and performance assessment methodology.
 - This SAW will devote significant time to requirements and the acquisition strategy, based on customer needs.
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