



Air Force Life Cycle Management Center (AFLCMC)  
Standard Process  
For  
*Contract Award (Source Selection)*  
*Competitive Acquisition Source Selections  $\geq$ \$1M*

Process Owner: AFLCMC/AZ

Date: 21 September 2017

Version: 4.0

<b>Record of Changes</b>		
<b>Version</b>	<b>Effective Date</b>	<b>Summary</b>
1.0	27 August 2013	Basic Process. Approved by S&P Board on 11 July 2013.
2.0	06 March 2015	Incorporated additional detail into the attached Work Breakdown Structure (WBS) and updated process to include information from Process Guide B102, ACE Source Selection Assistance (Deleted). Approved by S&P Board on 26 February 2015.
2.1	17 August 2015	Administratively update the standard process for clarity and consistency
3.0	22 August 2016	Applying standard process to AFLCMC competitions $\geq$ \$1M (previously only for competitive actions $\geq$ \$50M). Incorporated changes to the Multi-functional Independent Review Team (MIRT) policy, incorporated changes from the updated DoD Source Selection Procedures, dated 1 April 2016, and incorporated the SMART Metrics at Paragraph 5. Approved by the S&P Board on 18 August 2016.
4.0	13 Sep 2017	Administrative Change: Changed POC and remove Table 4, Process Quality. Obtained functional approval. Going to S&P Board on 21 Sep 2017

## *Contract Award (Source Selection) Process*

### **1.0 Description.**

- 1.1 The overarching competitive pre-award process consists of two major processes: acquisition strategy development culminating in Request for Proposal (RFP) release and source selection. This document addresses the source selection process. The former is discussed in a separate standard process document ([AFLCMC Standard Process for Pre-Award Acquisition Strategy \(AS\) and RFP Development](#)).
- 1.2 This document describes the source selection process from RFP release to contract award for competitive acquisitions  $\geq$ \$1M conducted in accordance with (IAW) [Department of Defense Source Selection Procedures](#). However, there are unique items that may not be necessary for competitive acquisitions  $<$  \$50M (such as Multi-Functional Independent Review Teams and Source Selection Advisory Councils). This process is comprised of the following top-level Work Breakdown Structure (WBS) events:
  - 1.2.1 Release of RFP (Entrance Criteria)
  - 1.2.2 Initial Evaluation Briefing (IEB)
  - 1.2.3 Final Proposal Revision (FPR) Request
  - 1.2.4 Final Evaluation Briefing/Source Selection Authority (SSA) Decision
  - 1.2.5 Contract Award
- 1.3 For the timeline associated with this process and the assumptions upon which the process timeline is built, see Paragraph 5.0.

**2.0 Purpose.** The purpose of the Standard Source Selection Process is to provide a baseline of key events and timelines for AFLCMC source selections that will ensure consistent, efficient, and effective execution of work. It provides a reference for acquisition personnel to successfully plan, evaluate, document, and award a competitive acquisition. In addition, it provides a standard for collecting performance measurements.

- 2.1 Scope. This standard process applies to AFLCMC only. It does not replace or supersede any existing laws, regulations, directives, policies, or instructions.
- 2.2 Support strategic planning (mission, vision, and objectives).
  - 2.2.1 Air Force Materiel Command (AFMC) Priority 2, “Standardize and continually improve processes...achieve art of possible”
  - 2.2.2 AFLCMC Objective 4, “Standardize and continuously improve center processes”

### **3.0 Entry/Exit Criteria.**

- 3.1 The entry point for this process begins with the release of a competitive RFP. It is assumed the RFP and Source Selection Plan (SSP) reflect the approved acquisition strategy and have completed the required review and approval process (See Chapter 2 of the [DoD SS Procedures](#) for guidance on the SSP). Release of the RFP is accomplished by posting the formal solicitation to the [Federal Business Opportunities \(FBO\)](#) website and a corresponding notice to all government participants that the source selection has officially begun. At that point, all exchanges with industry must be

through the Contracting Officer (CO). Pre-proposal conferences are occasionally scheduled to clarify solicitation requirements. Any revisions to the RFP must be accomplished via an amendment, generally posted on FBO.

3.2 The exit point is the award of a contract.

**4.0 Process Workflow and Activities.**

4.1 Suppliers, Inputs, Process, Outputs and Customers (SIPOC) for contract award source selection process.

*Table 1. SIPOC*

<b>Suppliers</b>	<b>Input</b>	<b>Process</b>	<b>Output</b>	<b>Customers</b>
Providers of the required resources	Resources required to execute process	Description of activity	Deliverables from the process	Anyone who receives output of process
SSEB	SSP, Proposal	Proposal Evaluation	Evaluation Documentation (SSEB Reports), Briefing	MIRT, *Peer Review, ***SSAC, SSA, and Offerors
MIRT**	SSEB Evaluation Documentation	Evaluation Documentation Review	MIRT Report	Clearance Approval Authority
Peer Review (when applicable)	SSEB Evaluation Documentation	Evaluation Documentation Review	Peer Review Report	CO
DCMA	CO Request(s) for Information	Assessment and Analysis	Pre-award Survey Report, Cost Analysis	CO and Pricing Team
Clearance Approval Authority	MIRT Report, Clearance Review	Contract Clearance	Contract Clearance Approval	CO, **SSAC, SSA
***SSAC	Proposal Evaluation Documentation	Evaluation Documentation Review	Recommendation and CAR	SSA
CO	Contract File and Model Contract(s)	Legal and Contract Clearance Review and Approval	Contract Award Recommendation	AFLCMC Acquisition Team, Contractor & User
SSA	SSEB Report, CAR, SSEB Evaluation Briefing	Review Evaluation	SSA Decision, SSDD	SSEB, CO

\*Applies to acquisitions ≥ \$1B

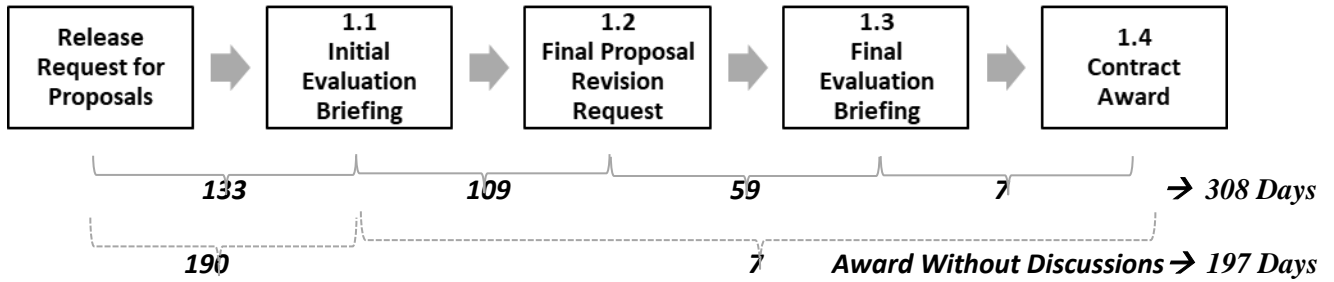
\*\*Applies to acquisitions ≥\$50M

\*\*\*Applies only if an SSAC is appointed (≥ \$100M)

4.2 Process Flow Chart. The Process Flow Chart identifies the tasks that must be completed from RFP release to contract award for competitive acquisitions ≥ \$50M.

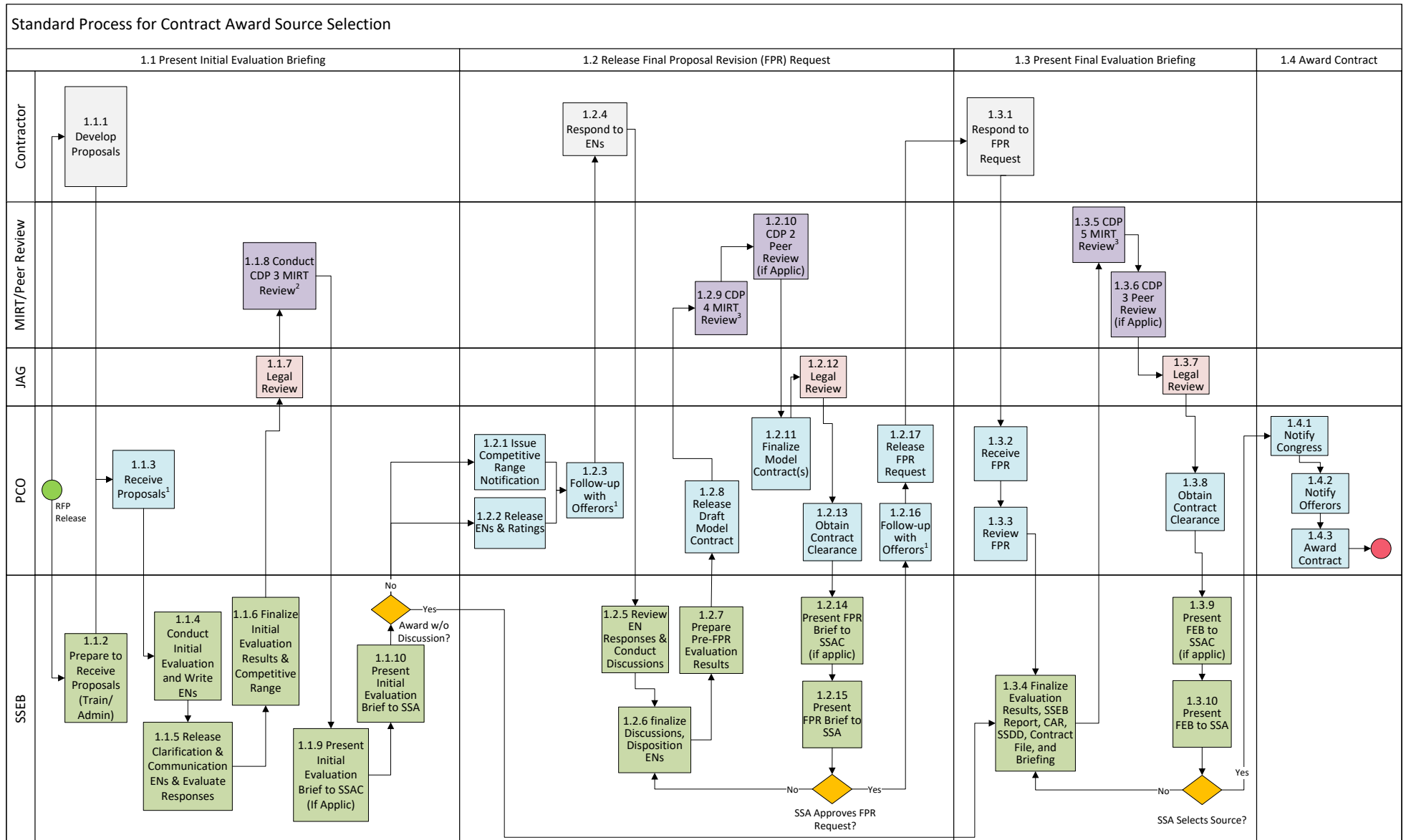
**Figure 1** identifies key decision events and standard calendar days to complete the event. All timelines are based on the assumptions at Paragraph 5.0 below.

*Figure 1. Standard Source Selection Process--Key Decision Events*



**Figure 2** expands the overarching events to identify required subordinate tasks. Please note that a **Source Selection Advisory Council (SSAC)** is required for competitive acquisitions with a total estimated value  $\geq$  \$100M and optional for acquisitions with a total estimated value  $<$  \$100M ([DoD SS Procedures 1.4.3.1.2](#)). **Peer reviews** are required for competitive acquisitions  $\geq$  \$1B ([DoD SS Procedures 2.1.1.3](#)).

Figure 2. Standard Source Selection Process—Detailed Flow Chart



<sup>1</sup> PCO Must Ensure Verbal Exchanges Are Documented in Contract Files

<sup>2</sup> This Event is Incorporated into 1.3.5 if Team Anticipates Awarding Without Discussions

<sup>3</sup> Utilizing existing processes in lieu of CDP 4 and 5 MIRTs (see AFLCMC/PK memo)

4.3 **Work Breakdown Structure (WBS).** The WBS, **Table 2**, provides additional detail for the activity boxes in the flowchart above. The MS Excel version of this WBS with more detail is at **Attachment 1**. All timelines are based on the assumptions at Paragraph 5.0 below.

4.4 Additional work tables, figures, or checklists.

4.4.1 [Source Selection File Checklist](#)

**Table 2. WBS**

<u>Lvl</u>	<u>WBS</u>	<u>Activity</u>	<u>Description</u>	<u>OPR</u>	<u>Time (Days)</u>
1	1	Conduct Source Selection	The Source Selection Process is a mandatory DoD process (as supplemented by the AFFARS MP5315.3) for competitive acquisitions using FAR Part 15 procedures. The AFLCMC Standard Process is uniquely tailored for those source selections > \$50M.	SSA	308
2	1.1	Present Initial Evaluation Briefing	<b>Source Selection Evaluation Board (SSEB) reads each offeror's proposal and completes an initial evaluation, to include writing evaluation worksheet findings and Evaluation Notices (ENs). This phase of a source selection culminates in an Initial Evaluation Briefing (IEB) to the SSA.</b>	SSEB Chair	133
3	1.1.1	Develop Proposals	All potential offerors finalize their proposals in response to the solicitation. There may be remaining questions from the offerors necessitating amendments to the RFP or other clarifying responses being posted to www.fbo.gov to ensure all offerors propose to the same requirements and under the same assumptions.	Offeror(s)	45

<u>Lvl</u>	<u>WBS</u>	<u>Activity</u>	<u>Description</u>	<u>OPR</u>	<u>Time (Days)</u>
3	1.1.2	Prepare to Receive Proposals (Train/Admin)	During this event, the SSEB Chair must ensure the team is properly trained for the source selection. This includes Phase II Source Selection Training (conducted only by certified source selection trainers), EZ Source Training, and any additional training deemed necessary by the Chairperson. Many teams also conduct a mock evaluation prior to proposal receipt in order to put the Phase II training concepts and EZ Source training into practice.	SSEB Chair	Concurrent with other Elements
3	1.1.3	Receive Proposals	The CO conducts a "quick look" at the proposals to ensure all parts of the proposals were received and that the offeror's have complied with the more administrative instructions in the Instructions to Offerors (ITO).	CO	3
3	1.1.4	Conduct Initial Evaluation and Write ENs	This is one of the more difficult events within the source selection process. Typically teams will review one offeror at a time in order to protect against comparing offerors to each other. The key to conducting the initial evaluation is following Sections L & M verbatim and sticking to the solicitation requirements documents. A best practice is to complete a small portion of the first offeror's evaluation in each factor and ask for ACE review of that early increment of documentation. This will help facilitate quality documentation of the record, while minimizing the amount of scrap and rework.	SSEB Chair	50
3	1.1.5	Release Clarification & Communication ENs & Evaluate Responses	Certain types of exchanges with the offerors may be performed prior to opening discussions. Typically these exchanges are limited to adverse past performance information or to resolve minor or clerical errors.	Past Perf. Factor Chief and CO	Concurrent with other Elements



<u>Lvl</u>	<u>WBS</u>	<u>Activity</u>	<u>Description</u>	<u>OPR</u>	<u>Time (Days)</u>
3	1.1.6	Finalize Initial Evaluation Results & Competitive Range	The CO writes the Competitive Range Determination and the SSEB ensures proposal evaluations, ENs, and the Initial Evaluation Briefing (IEB) charts are completed. The SSEB Chairperson will draft the SSEB Initial Report and may request an IEB dry-run with the ACE.	SSEB Chair	8
3	1.1.7	Perform Legal Review	CO provides access to all contract files so attorney advisor can review the IEB and supporting documentation.	JAG	Concurrent with other Elements
3	1.1.8	Conduct CDP 3 MIRT Review	MIRT reviews evaluation, ENs, and Briefing.	AFLCMC/ PZC	14
3	1.1.9	Present Initial Evaluation Briefing to SSAC (If applicable)	SSEB Chair presents IEB to SSAC	SSEB Chair	8
3	1.1.10	Present Initial Evaluation Briefing to SSA	SSAC and SSEB present IEB to SSA	SSAC Chair	4
3	Decision Point	Obtain SSA Preliminary Decision	SSA decides to either approve Competitive Range and go into discussions, or to proceed to contract clearance and then contract award	SSA	1
<b>2</b>	<b>1.2</b>	<b>Issue Final Proposal Revision (FPR) Request</b>	<b>During this phase the SSEB conducts discussions with offeror(s) in the competitive range. This phase ends with a decision brief to the SSA to request the FPR.</b>	<b>CO</b>	<b>109</b>
3	1.2.1	Issue Competitive Range Notification	Notify offerors excluded from the competitive range. Prepare pre-award debriefing as applicable.	CO	1
3	1.2.2	Release Discussion ENs & Initial Ratings	ENs & Initial Ratings are transmitted to each respective offeror remaining in the Competitive Range.	CO	Concurrent with other Elements

<u>Lvl</u>	<u>WBS</u>	<u>Activity</u>	<u>Description</u>	<u>OPR</u>	<u>Time (Days)</u>
3	1.2.3	Follow-up with Offeror(s)	Best practice is to meet with each offeror a day or so after they get their ENs to give them a chance to ask questions - makes sure they completely understand the issues. It is advisable to extract the initial ratings information directly from the IEB slides (appropriately redacted) and provide it to each respective offeror after converting to .pdf or some other read-only file format.	CO	5
3	1.2.4	Respond to ENs	All offerors remaining in the competitive range will generate responses to the ENs given them. Some may have questions or need additional time before they can respond. While waiting for the EN responses, the SSEB can ensure they are ready to receive the responses by getting some just-in-time training from the ACE as a refresher on how to disposition EN responses.	Offeror(s)	7
3	1.2.5	Review EN Responses, Conduct Discussions	This event is also a lengthy event within the source selection process. Typically teams will review one offeror at a time in order to protect against comparing offerors to each other. The central purpose of this event is to conduct "meaningful discussions" and document the rationale for dispositioning each EN as either "resolved" or "unresolved."	SSEB Chair	51
3	1.2.6	Finalize Discussions, Disposition ENs	SSEB Ensures Proposal Evaluations, ENs, FPR Briefing are all complete. EN dispositions are typically approved by the same individuals who approved their release (within the SSEB).	SSEB Chair	4
3	1.2.7	Prepare Pre-Final Proposal Revision Evaluation Results	Update Evaluation Documentation and Complete Pre-Final Proposal Revision Requests as well as briefings to present SSEB's evaluation results.	SSEB Chair	8
3	1.2.8	Release Draft Model Contracts	Provide the draft model contract (to each offeror) incorporating any changes that resulted from discussions.	CO	Concurrent with other Elements

<u>Lvl</u>	<u>WBS</u>	<u>Activity</u>	<u>Description</u>	<u>OPR</u>	<u>Time (Days)</u>
3	1.2.9	Conduct CDP 4 MIRT Review (if applicable)	MIRT reviews evaluation, ENs, and FPR Briefing. This is only applicable to acquisitions >\$1B or those teams who have requested of the Clearance Authority to conduct a CDP 4 MIRT. (See AFLCMC/PK MIRT Policy memo)	AFLCMC/ PZC	N/A, Applies to Programs >\$1B
3	1.2.10	Conduct OSD Peer Review 2 (if applicable)	OSD Peer Review is a team of DoD reviewers for all competitive acquisitions over \$1B (with some exceptions). The team will review the evaluation, ENs, and FPR Briefing.	OSD Defense Procurement and Acquisition Policy (DPAP)	N/A
3	1.2.11	Finalize Model Contracts	Resolve any issues identified with model contracts upon return of the model contracts from the offerors.	CO	Concurrent with other Elements
3	1.2.12	Perform Legal Review	CO provides access to all contract files so attorney advisor can review for legal sufficiency. CO responds to all comments and documents the file accordingly.	JAG	4
3	1.2.13	Obtain Contract Clearance Approval	CO provides access to all contract files for Clearance Review Authority IAW AFMCMP Appendix L. Contract Clearance Review and Approval is required in order to issue the request for FPR.	AFLCMC/ PZC	8
3	1.2.14	Present FPR Briefing to SSAC (If applicable)	SSEB Chair presents FPR Briefing to SSAC	SSEB Chair	8
3	1.2.15	Present FPR Briefing to SSA	SSAC and SSEB present FPR Briefing to SSA	SSAC Chair	4
3	Decision Point	SSA Approves FPR Request	SSA decides to request Final Proposals	SSA	1
3	1.2.16	Follow-up with Offeror(s)	Best practice is to meet with each offeror the day after they get their post-discussion ratings - makes sure they completely understand how their proposal is being evaluated. It is advisable to extract the ratings information directly from the FPR slides (appropriately redacted), providing it to each respective offeror after converting to PDF or some other read-only file format.	CO	7

<u>Lvl</u>	<u>WBS</u>	<u>Activity</u>	<u>Description</u>	<u>OPR</u>	<u>Time (Days)</u>
3	1.2.17	Request Final Proposals	Request FPR and transmit model contracts to Offeror(s)	CO	1
<b>2</b>	<b>1.3</b>	<b>Present Final Evaluation Briefing</b>	<b>During this phase the SSEB conducts a final evaluation of offerors' submitted FPRs. This phase ends with a decision brief to the SSA to report the results of the final evaluation (FEB).</b>	<b>SSEB</b>	<b>59</b>
3	1.3.1	Respond to FPR Request	Offeror(s) transmit FPR to CO	Offeror(s)	Concurrent with other Elements
3	1.3.2	Receive FPR	CO officially closes discussions.	CO	10
3	1.3.3	Review Final Proposals	CO accomplishes another "quick look" similar to WBS 1.1.3.	SSEB Chair	1
3	1.3.4	Finalize Evaluation Results, SSEB Report, CAR, SSDD, Contract File and Briefing	SSEB Evaluates Final Proposal Revisions, creates FEB charts, then summarizes the evaluation in the SSEB Final Report, Comparative Analysis Report (CAR) (if applicable), and the Source Selection Decision Document (SSDD).	SSEB Chair	20
3	1.3.5	Conduct CDP 5 MIRT Review (if applicable)	MIRT reviews evaluation worksheets, summary evaluation documentation (SSEB Final Report, CAR, SSDD), and FEB. This is only applicable to acquisitions >\$1B or those teams who have requested of the Clearance Authority to conduct a CDP 5 MIRT. (See AFLCMC/PK MIRT Policy memo)	AFLCMC/ PZC	N/A, Applies to Programs >\$1B
3	1.3.6	Conduct OSD Peer Review 3 (if required)	OSD Peer Review is a team of DoD reviewers for all competitive acquisitions over \$1B (with some exceptions). The team will review all evaluation documentation, and Final Evaluation Briefing.	OSD DPAP	N/A
3	1.3.7	Perform Legal Review	CO provides access to all contract files so attorney advisor can review for legal sufficiency. CO responds to all comments and documents the file accordingly.	JAG	4
3	1.3.8	Obtain Contract Clearance Approval	CO provides access to all contract files for Clearance Review Authority IAW AFMCMP Appendix L. Contract Clearance Review and Approval is required in order to issue the request for FPR.	AFLCMC/ PZC	7

<u>Lvl</u>	<u>WBS</u>	<u>Activity</u>	<u>Description</u>	<u>OPR</u>	<u>Time (Days)</u>
3	1.3.9	Present FEB Briefing to SSAC (If applicable)	SSEB Chair presents FEB to the SSAC	SSEB Chair	11
3	1.3.10	Present FEB Briefing to SSA	SSAC and SSEB present FEB to SSA	SSAC Chair	3
3	Decision Point	SSA Selects Source	SSA selects awardee and signs SSDD which contains his/her independent, integrated, comparative assessment and decision.	SSA	3
<b>2</b>	<b>1.4</b>	<b>Award Contract</b>	<b>This phase comprises the final steps a team (predominantly the CO) must accomplish in order to award the contract and complete the source selection process.</b>	<b>CO</b>	<b>7</b>
3	1.4.1	Notify Congress	Send 1279 Report to SAF for Congressional Notification	CO	5
3	1.4.2	Notify Offerors	SSA, and/or SSEB Chair, and CO Notify Offerors	CO	1
3	1.4.3	Award Contract	CO Distributes Contract	CO	1

**5.0 Measurement.** The timeline of 308 calendar days has been established based on a “bottoms-up” review of the tasks necessary to complete a source selection. The standard times are the amount of time it should take to complete a high quality source selection for services or supplies, given the assumptions at Paragraph 5.1. The standard durations may need to be adjusted up or down if there are significant differences in an acquisition and the assumptions listed below.

5.1 The assumptions utilized in the development of the standard lead time for completion of a source selection (RFP issuance through Contract Award) are the following:

5.1.1 Best Value – Limited Trade Off source selection with no “Cost/Price Realism” Assessment

5.1.2 Four (4) offerors - no elimination of offerors in competitive range briefing

5.1.3 No RFP amendments (RFP/requirements well-defined)

5.1.4 No more than two (2) follow-up Evaluation Notices (ENs) for any issue

5.1.5 \$500M in evaluated price (no peer reviews)

5.1.6 Adequate, dedicated manning with experience

5.1.7 Facilities available to support entire team

5.1.8 SSAC, Peer Review, and MIRT personnel available when needed

5.1.9 5-day work-weeks standard (50%, 6-day week during surge)

5.1.10 Evaluation “learning curve” recognized

5.1.11 Draft RFP provided to potential offerors with sufficient time allotted to incorporate comments/changes as appropriate

5.1.12 No “technical surprises” (impacts to technical evaluation timeline) upon receipt of FPR

5.1.13 Schedule based on work days

5.2 Baseline Schedule. Each acquisition team’s Source Selection Evaluation Board (SSEB) Chair will work with the Acquisition Center of Excellence (ACE) to develop a draft source selection schedule. The SSA will ensure that a realistic schedule is established ([DoD SS Procedures 1.4.1.2.5](#)) considering the number of potential offerors, complexity of the source selection, and other pertinent factors (such as unique mission requirements). The final schedule shall be included in the SSP and approved by the SSA.

5.3 Process Initial Baseline Measurement.

5.3.1 As the team progresses through the source selection process, the SSEB Chair will ensure the actual dates of completed events are documented. The SSEB Chair shall document and explain to the SSA schedule variances from the approved Baseline Schedule for these key events:

- 5.3.1.1 Present IEB
- 5.3.1.2 Issue FPR Request
- 5.3.1.3 Present Final Evaluation Briefing
- 5.3.1.4 Award Contract

5.4 Process Evaluation. The SSEB Chair will document, assess, measure, and recommend specific continuous improvements as an output of the results of this process evaluation. There will be a review at the conclusion of the source selection with source selection team leadership: ACE, SSA, Program Manager, CO, and Program Executive Officer (if applicable) to address lessons learned, process improvements, and best practices.

5.5 Metric Attribute Tables

**Table 3 – Cycle Time**

Metric Attribute	Description
APD Ref No	A05
Process Name	Contract Award (Source Selection)
Process Lead	Jason Cadek
Metric POC	Jason Brunie
Date Completed	28 July 2016
<b>S</b>	<p>Metric Name/Description</p> <p>Standard Source Selection Process--Key Decision Events Total Cycle Time</p> <p>A. Measures the acquisition cycle time between the following events:</p> <ol style="list-style-type: none"> <li>1) Request for Proposal (RFP)</li> <li>2) Initial Evaluation Briefing (IEB)</li> <li>3) Final Proposal Revision Requested (FPRR)</li> <li>4) Final Evaluation Briefing (FEB)</li> <li>5) Contract Award</li> </ol> <p>B. Measures the total acquisition cycle time between:</p> <ol style="list-style-type: none"> <li>1) RFP</li> <li>2) Contract Award</li> </ol>

M	Calculation	A. Event Cycle Time 1) RFP – IEB = XX Calendar Days (Standard = 133 or 190 if Awarding w/o Discussions) 2) IEB – FPRR = XX Calendar Days (Standard = 109) 3) FPRR – FEB = XX Calendar Days (Standard = 59) 4) FEB – Contract Award = XX Calendar Days (Standard = 7) B. Total Acquisition Cycle Time 1) RFP – Contract Award = XX Calendar Days (Standard = 308)	
	Business Rules	- AFLCMC competitive acquisitions using FAR Part 15 procedures (all values) - Entry Point to the process is release of the Final Request for Proposal - Exit Point of the process is Contract Award	
	Data Source	Metric POC utilizes FPDS and Contract Writing Systems to populate AFLCMC Process Metrics Portal	
	Process Owner	AFLCMC/AQ	
	Decision Maker	AFLCMC/CV	
	Review Forum / Governance Body	AFLCMC/ Standards & Process Board	
	A	Target	A. Event Cycle Time – No Target B. 80% of Source Selections (SS) completed within standard Total Acquisition Cycle Timeframe
		Thresholds (R/Y/G)	GREEN: 80% of SS completed within 308 days YELLOW: 60-80% of SS completed within 308 days RED: Less than 60% of SS completed within 308 days
		Baseline Performance	69%
R	Enterprise Impact / Process Purpose	To consistently conduct source selections that can withstand any protest, and to conduct those source selections in a reasonable amount of time.	
T	Baseline Date	FY16Q3	
	Review Frequency	Quarterly	
	Update Frequency	Quarterly	

**6.0 Roles and Responsibilities.** The roles and responsibilities for key leadership positions in executing a source selection are prescribed in the [DoD SS Procedures](#) (excerpts below) as supplemented by [AFFARS Subpart 5315.3 Mandatory Procedures](#). Source Selection team leaders must completely understand these procedures. In addition, the following guidance is provided:

- 6.1 AFLCMC Standard Process Owner. AFLCMC/AQ is responsible for maintaining the accuracy and currency of this document.
- 6.2 Source Selection Authority (SSA) Responsibilities:
  - 6.2.1 The SSA should select an SSAC Chair outside the chain of command of the SSA.
  - 6.2.2 The SSA will outline expectations of the SSEB Chair in the SSP or other document.
  - 6.2.3 The SSA will direct the CO to inform offerors in the competitive range of their respective initial evaluation results. In addition, ratings that reflect the result of subsequent discussions will also be provided.

- 6.2.4 The SSA will ensure that those assigned to the Source Selection Team understand that this is their number one work priority.
- 6.3 CO Responsibilities:
- 6.3.1 The CO must ensure the SSP includes a plan for protection, control and disposition of source selection documentation.
- 6.3.2 The CO will provide a draft model contract to each offeror remaining in the competitive range to review prior to requesting a formal FPR.
- 6.4 Source Selection Advisory Council (SSAC) Responsibilities:
- 6.4.1 Regardless of dollar value, high visibility/high risk source selections will establish an SSAC of senior leaders from outside organizations. Recommend including an ACE representative on the SSAC.
- 6.4.2 Either the SSAC Chair or one or more of the SSAC members should draft the comparative analysis report of proposals and award recommendation for the SSA's consideration.
- 6.5 Source Selection Evaluation Board (SSEB) Chair Responsibilities:
- 6.5.1 An attorney will be embedded with the SSEB for ACAT I, non-delegated II, and high visibility/high risk acquisitions.
- 6.5.2 The SSEB Chair will contact the ACE at appropriate times throughout the source selection to obtain advice and feedback on various evaluation methodologies, approaches, and documents prior to final reviews and decision briefings.
- 6.5.3 The SSEB will request the ACE to review draft source selection documentation and briefings. This feedback will enable the team to better understand expectations prior to final reviews and decision briefings.
- 6.5.4 The SSEB Chair will invite the ACE to pre-briefs and decision briefings in order to provide the SSEB, SSAC, and SSA with source selection expertise and policy guidance.
- 6.6 Multi-functional Independent Review Team (MIRT) (see [AFFARS 5301.9001\(b\) Mandatory Procedures](#) and AFLCMC/PK 3 June 2016 Memorandum for more guidance)
- 6.6.1 The MIRT, if applicable according to the above-referenced guidance, provides an independent and objective review of competitive acquisitions  $\geq$  \$50M by employing cross-functional subject matter experts. The MIRT team reviews and assesses the acquisition at Critical Decision Points (CDPs) within the business and contract clearance process. It operates in an advisory manner and facilitates candid discussions regarding the business, technical, and contracting approaches employed.
- 6.6.2 The MIRT will be formed at the beginning of each competitive acquisition with membership approved by the Clearance Approval Authority. The MIRT will have representation from the technical or requirements activity (e.g., engineering, program management, logistics), legal (e.g., other program counsel, SAF/GCQ), contracting (e.g., Contracting Officer, Chief of Policy, Technical Director/Advisor, etc.), and others as applicable (e.g., ACE Advisor,



finance/cost, small business, DCMA, SAF/AQC, test and evaluation). More guidance can be found at [AFFARS MP5301.9001\(b\)](#).

## 6.7 Clearance Approval

6.7.1 In accordance with AFFARS 5301.9001, the Clearance Approval Authority must ensure that:

6.7.1.1 Contract actions effectively implement approved acquisition strategies;

6.7.1.2 Negotiations and contract actions result in fair and reasonable business arrangements;

6.7.1.3 Negotiations and contract actions are consistent with laws, regulations, and policies; and

6.7.1.4 An independent review and assessment (e.g., by the clearance authority) for the proposed contract action is accomplished.

## 6.8 Peer Review Team (see [DFARS 201.170](#) for more guidance)

6.8.1 The Peer Review Team, established by OSD, has three objectives: 1) to ensure that Contracting Officers are implementing policy and regulations in a consistent and appropriate manner, 2) to continue to improve the quality of contracting processes, and 3) to facilitate cross-sharing of [best practices and lessons learned](#) for competitive acquisitions  $\geq$  \$1B. The recommendations of the Peer Review Team shall be advisory in nature. Contracting Officers will ensure they document the disposition of all Peer Review Team recommendations in the contract file prior to contract award for a particular procurement.

6.8.2 The Peer Review Team consists of members of the Senior Executive Service (SES) within DoD and will generally consist of at least four members with an SES DPAP Deputy Director as chair. For continuity, the same members of each peer review team will participate throughout the various phases of a particular program.

## 6.9 Program Counsel

6.9.1 The program counsel, or other attorney, will conduct source selection team ethics training

6.9.2 The program counsel will participate in source selection document management, retention, and disposition.

6.9.3 The program counsel will provide legal advice during all phases of the source selection in accordance with AFFARS 5301.602-2(c)(i)(A)(8).

## 6.10 ACE Source Selection Assistance

6.10.1 In addition to the ACE's role as outlined in the [Acquisition Strategy Request for Proposal \(AS RFP\) Standard Process](#), the ACE will continue to support each team throughout the source selection process.

6.10.2 The ACE will secure space in the source selection facility if applicable and available. The ACE will help teams identify the roles and responsibilities of the evaluation team via training and set-up of the team's documentation and workflow tool (EZ Source).

6.10.3 The ACE will advise teams on writing evaluation worksheets, Evaluation Notices (ENs), conducting EN boards, and developing the IEB. The ACE will also periodically review evaluation documentation and briefings, and support pre-briefings and decision briefings, as requested. The ACE reviews help ensure that the record is in agreement with the RFP evaluation criteria and supports the evaluation results to be briefed to the SSA.

6.10.4 The ACE will collect and publish any lessons learned and best practices identified by SSEBs for use by future teams. As source selection policy is updated, all tools, training, templates and guides will be revised accordingly and posted to the [ACE website](#).

## **7.0 Tools.**

7.1 Source Selection Documentation and Workflow Tool. SAF/AQC directed EZ Source as the documentation and workflow tool for teams conducting source selections greater than or equal to \$50M. The OPR for EZ Source is Mr. Kerry Estes, AFLCMC/AZA, [kerry.estes@us.af.mil](mailto:kerry.estes@us.af.mil), DSN 785-5471.

7.2 Contract award progress and timeline data is currently collected from the Federal Procurement Data System (FPDS) as well as various contract writing systems.

## **8.0 Delivery Approach.**

### **8.1 Training.**

8.1.1 The AFLCMC Standard Process for Competitive Acquisitions must be followed by each new source selection team within AFLCMC.

8.1.2 In accordance with [AFFARS Mandatory Procedures, AFFARS 5315.3](#), Chapter 6.2, the Senior Contracting Official (SCO)/Senior Center Contracting Official (SCCO) shall ensure that a source selection training program is in place for all applicable acquisitions as required in Paragraph 1.4 of the [DoD SS Procedures](#) and shall ensure that a training manager/Point of Contact (POC) is designated. The SCO or SCCO shall ensure that individual(s) are designated to be trainer(s) and may include individuals assigned to the local ACE or from within an acquisition organization. The SCO or SCCO shall ensure that the designated trainers have the requisite experience and capability to successfully conduct source selection training.

8.1.3 Formal source selection process training is available from SAF/AQC Certified Source Selection Trainers, typically located within the ACE (AFLCMC/AZA) or the Contracting Directorate (AFLCMC/PK). Source selection team members must complete all formal training (see AFFARS MP5315.3, Chapter 6). Training certificates will be provided in accordance with AFFARS MP5315.3, Chapter 6.

8.1.4 Training on the use of the EZ Source tool will be provided by an ACE EZ Source trainer. Source selection teams are encouraged to include a mock proposal evaluation exercise as part of their Phase II and EZ Source training in order to become more familiar with the tool, documentation

workflow, and the overall source selection process. The ACE has developed a Red Flag Exercise that can be tailored for any program and the Defense Acquisition University has developed a Source Selection Simulation. Both courses allow the source selection team to conduct a “mock proposal evaluation” before entering into the actual evaluation. Contact the local ACE Source Selection Advisor for more information.

8.1.5 Ethics training and training on the protection, control, and disposition of source selection documentation will be provided by an attorney or the CO.

8.1.6 Specialized executive level training for the SSA and SSAC is available from the ACE or PK by request.

8.2 Change Management Plan. The Change Management Plan is located at Attachment 3 and describes the approach and methods used for implementing and institutionalizing this SP.

**9.0 Definitions, Guiding Principles, Ground Rules & Assumptions, and/or Acronyms.** This process requires appointment of a source selection team that is tailored for that particular acquisition. The Source Selection Team members must have the requisite experience, skills, and training necessary to execute the source selection. In addition, team leadership should have previous source selection experience with similar types of acquisitions, considering complexity, ACAT level, etc. Training must be available so that each member fully understands the source selection process and their role in the source selection. These fundamental principles, as outlined by SAF/AQC, are the foundation for all acquisitions.

- *“Stand up and do the right thing to ensure integrity and fairness of the procurement system*
- *Never award a contract at the expense of integrity*
- *Know the fundamentals, think innovatively, and remain focused on the details*
- *Care for one another by sharing our knowledge and experiences*
- *Passionately protect the image of our Nation, our Air Force, and our contracting profession”*

**10.0 References to Law, Policy, Instructions, or Guidance.** All referenced law, policy, instructions, and guidance are available via the websites listed below. Deviations to any regulation, policy, or procedure must be approved by the appropriate department/agency authority ([FAR Subpart 1.4](#) as supplemented).

10.1 Federal

10.1.1 [Federal Acquisition Regulations](#)

10.2 Department of Defense (DoD)

10.2.1 [DFARS](#)

10.2.2 [Defense Procurement and Policy](#)

10.2.3 [Under Secretary of Defense for Acquisition, Technology and Logistics](#)

10.3 Department of the Air Force

10.3.1 [AFFARS](#)

10.3.2 [AF Contracting Central \(AFCC\) \(SAF/AQC website\)](#)

10.3.3 [AFCC AFFARS Library](#)

10.4 Air Force Materiel Command (AFMC)

10.4.1 [AFMC Mandatory Procedures and Informational Guidance](#)

10.5 Air Force Life Cycle Management Center (AFLCMC)

10.5.1 [AFLCMC Process Directory \(APD\) Resource Center](#)

10.5.2 [Acquisition Center of Excellence - Wright Patterson](#)

**Attachment 1: Work Breakdown Structure (WBS)**



WBS Atch 1 to  
AFLCMC Process for

**Attachment 2: DoD Source Selection Procedures, Memorandum dated 1 April 2016**



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Procedures.pdf

**Attachment 3: CASS Change Management Plan**



CASS\_ChgMgmtPla  
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