



Civilian Services Acquisition Workshops

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What is a CSAW?

Civilian Services Acquisition Workshop (SAW):

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.



Workshop Purpose:

Develop the vision, mission, high-level objectives, performance requirements, measurable standards and performance-based strategies for an agency requirement.



CSAW Objectives:

- ❑ **Understand and Apply** the Performance-Based Acquisition (PBA) process and the Steps to PBA
- ❑ **Utilize** the tools, resources, techniques, innovations and best practices to successfully execute this requirement
- ❑ **Collaborate** as a team through facilitated activities to develop draft documentation for this requirements
- ❑ **Develop** a high-level roadmap for successful implementation of this performance-based acquisition
- ❑ **Gain** consensus on critical decisions and the path ahead



STEPS TO PERFORMANCE BASED ACQUISITION



STEP 1

Form the Team



STEP 2

Identify Objectives



STEP 3

Market Research



STEP 4

Develop Work Statement



STEP 5

Define Measures



STEP 6

Source Selection



STEP 7

Manage Performance



STEP 8

Complete Closeout

PURPOSE:

Establish the team and conduct high-level project planning.

PURPOSE:

Identify why we're doing this in the first place and what are the high-level objectives (HLO).

PURPOSE:

A team approach to market research using available tools and innovative resources.

PURPOSE:

Well-written requirements statements and identifying the appropriate work statement type.

PURPOSE:

What constitutes successful performance and how does the team measure this?

PURPOSE:

Review options for evaluation criteria and think through the source selection process.

PURPOSE:

Managing the contract to ensure performance objectives are met.

PURPOSE:

Considerations for closing out the contract and concluding the project.

POTENTIAL OUTPUTS:

- Project Vision, Mission & Team Success Factors
- Stakeholder ID & Analysis
- High-Level Communications Plan
- High-Level Risk ID
- Project Charter

POTENTIAL OUTPUTS:

- Review/analyze current approach
- Tie project into Agency Mission / Strategy
- Establish High-Level Objective

POTENTIAL OUTPUTS:

- ID Market Research Topics / Questions
- Team market research assignments
- Draft MR document
- Draft IPT Master Schedule

POTENTIAL OUTPUTS:

- Draft Performance Requirements Statements
- Draft Work Statement Template Selection
- ID Solicitation Requirements

POTENTIAL OUTPUTS:

- Develop performance standards and possible incentives
- Review acquisition strategy alternatives

POTENTIAL OUTPUTS:

- Explore innovative source selection approaches
- ID Tech Eval criteria

POTENTIAL OUTPUTS:

- Draft Risk Management Plan
- QASP vs. QAP
- Performance tracking approach
- Roles & Responsibilities
- Change & Transition Management

POTENTIAL OUTPUTS:

- Lessons Learned
- Celebrate Success
- Document in CPARs



Good Fit for a CSAW

Good Fit Customer Requirements

- Preponderance is a **SERVICES** requirement for which there is a clear need/plan to procure
- Full commitment from Agency Leadership + Contracting Office & Program Office
- Total Lifecycle Value **>= \$50M** (or requirement is significantly complex)
 - *Average total lifecycle value of previous requirements is appx. \$100-200M*
- Workshop is **most** effective for acquisition teams that have sufficient lead time (18 months to 2 years)

Who Should Attend

- ❑ Program / Project Manager (PM) - **MUST ATTEND**
- ❑ Contracting Officer (CO) and Specialist (CS) - **MUST ATTEND**
- ❑ Contracting Officer's Representative (COR) - **MUST ATTEND**
- ❑ Customer Representatives (Requirements Owners / Key-Users) - **MUST ATTEND**
- ❑ Technical Representatives / SMEs - **MUST ATTEND**
- ❑ External Support (ex. Assisted Acquisition Support, or external SMEs) - **SHOULD ATTEND**
- ❑ Small business representative(s) - **REALLY SHOULD ATTEND**
- ❑ **OPTIONAL: IT Support** (ex. Enterprise Architect, ISSM, ISSO, System/Product Owner) - **SHOULD ATTEND FOR IT REQs**
- ❑ **OPTIONAL: Oversight/Management Personnel Representatives** (ex. Quality Assurance Specialist, Inspector) - **MAY ATTEND**
- ❑ **OPTIONAL: Budget / Finance Office Representative** (when needed – cost type or fixed price incentive contracts) - **MAY ATTEND**
- ❑ **OPTIONAL: Legal Counsel** (if there are known legal complexities requiring significant input and participation) - **GENERALLY DON'T ATTEND, BUT ARE ENGAGED**





CSAW Benefits

Post-Workshop Feedback

“We now have a common vocabulary and common understanding to work together as a team on our requirements. We've started to dispel the myth that writing requirements is not the 'real work' for the full team (vs a smaller subset of the team).”

- **GSA ETS Next (2023)**

“We went from perhaps not being able to complete this requirement - at least not without a lot of blood on the floor - to not only being able, but knowing how and maybe even looking forward to working together.”

- **Pension Benefit Guaranty Corporation (2023)**

“Lots of takeaways from this will help greatly with this and future acquisitions. Too often the documentation doesn't have the kind of feedback and consensus that make effective procurements. This methodology starts everything off on the right foot.”

- **FirstNet Authority (2023)**

“From a contracting perspective, this workshop highlighted the need to incorporate PBA in acquisitions, where applicable, and to leverage existing government contracts (category management) and use market research and source selection innovation tools available.”

- **USDA (2022)**

I don't know if I can say enough about how useful this was. I appreciate learning about the tools and the methods that are available. As a program person, we tend to know what we want, but not how to get it. I also really valued the feedback on the ARC statements and the added clarity for how to create those in tandem with performance standards and incentives.”

- **Bureau of Labor Statistics (2021)**

We could not have prepared a PWS without this workshop! Would not have been able to get team together without this class - this definitely laid the foundation and look forward to complete this project and a new vendor for our exams. This class has given us the encouragement to continue to fight for what we need. Thanks so much! Both [facilitators were] extremely enthusiastic and encouraging - gave excellent feedback and made us think.

- **USMS Medical (2021)**



Program Overview

CSAW Program - Our Vision, Mission, & Goals

VISION:

Making excellence in performance-based acquisition attainable, understandable, and applied across government

MISSION:

To continuously develop exceptional talent and tools that facilitate performance-based acquisition excellence and innovation. We are reimagining acquisition in ways that produce better performance outcomes and save taxpayer dollars.

Goals:

1. **For Program Impact**, we will generate demand through effective marketing, developing a reputation of excellence, matching resources to the demand, and leading CSAWs government-wide
2. **For Talent Excellence**, we will recruit, train, and certify an inter-agency facilitation network to deliver effective workshops
3. **For Operational Excellence**, we will be flexible, adaptable and agile in delivering high quality services to meet established program performance metrics
4. **For Tools and Resources**, we will create, curate and facilitate easy-to-access applications, trainings, consultation, and workshops to support our customers' acquisitions.
5. **For Innovation**, we will be recognized as a government-wide leader in Performance Based Acquisition by continuously iterating and evolving our service offerings and innovative practices.
6. **For Impact on Acquisitions**, we will provide high quality workshop methodologies that accelerate team performance and lead to better performance-based outcomes.

ACCOMPLISHMENTS

- 33+ successful CSAWs for customer agencies
 - 2 CSAWs in FY20
 - 11 CSAWs in FY21
 - 10 CSAWs in FY22
 - 10 CSAWs in FY23
- \$12B+ in affected services spend
- Over 37,000 CLPs issued in just 3 years
- [CSAW Facilitator and Co-Facilitator Certifications](#)
- Federal Observers welcome!





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Benefits

What happens in a CSAW?	Resulting in...
Workshops bring the right team of people together based on pre-workshop engagement with executive sponsor(s) and project manager	Reduced lead times and better team dynamics
The highly structured, facilitated workshop is built around the specific needs of the team while walking them through all the steps in the PBA process	Greater participation and accelerated team performance
Teams collaborate to develop the mission, vision, high-level objectives, and team success factors	Clarity of purpose that is shared among all members
Teams identify market research needs, high-level risks, key stakeholders, and a high-level communications strategy	Better overall project management
Teams will identify and refine performance requirements with associated performance standards, AQLs, and quality assurance approach	Better performance outcomes
Teams work together on each step in the PBA process and document the additional actions that will need to be taken after the workshop to complete each step	A high-level roadmap for working together to accomplish the project
Throughout the workshop, teams will gain consensus on their work products and path ahead	Increased stakeholder buy-in the end product

1+ Year Post-Workshop Feedback

Of teams that responded 1+ year after their CSAW:

- 50% of team had awarded a contract, 12.5% were executing, 25% were pre-award, and 12.5% had been deferred
- Greater than 87% of teams reported that CSAW did not extend their timelines
- Over half of the teams strongly agreed or agreed that their CSAW helped them form as a team and has accelerated their performance, 25% somewhat agreed, 12.5% of teams said they formed before the workshop and their was some additional value, and only one team stated that their team fell apart post-workshop

“[The CSAW] helped to preserve the tight timeline that we were on because everyone on the team was trained with the same level of understanding at the kick-off.”

- NASA

“Definitely a 7 out of 7-- the workshop helped us form as a team especially with respect to including team members from our procurement shop.”

- DOL

“The workshop helped us to see the value in engaging all stakeholders - PM, IT, Functional, Technical, and Contracts - early in the process and established relationships/partnerships that we continue to leverage in acquisition planning.”

- DOI

“Overall performance of the RDT and eventually SEB was enhanced by considering some of the CSAW solutions and using portions of these solutions to improve the SEB product that thus led to an increase in SEB performance.”

- NASA

Participant Survey Results*

92% Agree or Strongly Agree that they accomplished Workshop Purpose

92% Agree or Strongly Agree that they met all 5 Workshop Objectives

Appropriate to Project Needs	Logically Organized	Positive Virtual Experience	Effective Facilitated Activities
Agree	Strongly Agree	Agree	Agree
Useful Materials Provided	Will Result in Better Outcomes	Accelerated Team Performance	Conducted Early Enough to Help
Agree	Agree	Agree	Slightly Agree
Effective Facilitation of Process	Facilitators Helped Understand Steps to PBA	Facilitators Encouraged Participation	
Strongly Agree	Strongly Agree	Strongly Agree	
Facilitators Responsive to Needs & Questions	Facilitators Engaging Energy & Enthusiasm	Helped Reach Consensus	
Strongly Agree	Strongly Agree	Strongly Agree	

"[The facilitators] explained a step then sent us to breakout groups to actually apply the tool(s) to get started on the particular task/step. We then came back together for constructive critiques and refinements to make the work that we did better."

"The facilitator was absolutely amazing. I was extremely impressed at how he was able to keep the entire team engaged throughout the week long workshop, especially in a virtual environment."

"What I liked best was the flow of instruction and how one aspect builds upon the other. I also appreciate having facilitators so the group maintains focus and avoids going off in tangents."

"I think that having an outside facilitator made it really easy to work together amongst the offices. We were able to speak openly but respectfully and work on things that needed improvement. We also learned a lot of things that we will all be able to take back to our offices and utilize for future requirements."

* Includes 288 participants from 25 workshops

Other Benefits

- 40 CLPs to each participant (5-day workshop)
- Promote CM principles, acquisition innovations, and market research tools
- As facilitated requirements development workshop, CSAWs are tool to achieve PALT
- Reduced agency administrative costs (travel) due to effective virtual delivery approach
- GSA is currently offering CSAWs at NO COST

Q&A / Contact



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