

Fort Hood uses Partnering to Reinvent Its Commercial Activities (CA) Process

Through an acquisition initiative of "partnering," Fort Hood reinvented its Commercial Activities Program. The goals of the CA Program are to implement the national policy defined in Office of Management and Budget Circular A-76, and to obtain effective service through competition. Fort Hood formed a partnership between its in-house Governmental activities and the support contractor who created all the products used in the cost competition. With the help of a professional facilitator, the Fort Hood CA Fiscal Year (FY) 99 Partnering Team implemented a partnering program that highlighted program expectations, issues, concerns and problems. As problems were discovered, the CA Team developed action plans that resulted in the identification of solutions. Moreover, the CA Partnering Team created an Issue Resolution Process and a Partnership Monitoring Plan. The Monitoring Plan provided team members with a vehicle that monitored the partnership by sending quarterly surveys to team members that uncovered program-delaying problems before they reach the crippling stage. When a critical problem surfaced, the Issue Resolution Process provided team members with an instrument that helped solve the problem in a timely manner. The Partnering Agreement between the Government and the support contract was the first created by the Fort Hood contracting community.

This Partnering relationship reduced time and cost of contract performance, which increased productivity. By establishing open communications as the guiding principle, the CA FY 99 Partnering Team found that when issues were raised they were discussed and resolved most expeditiously. This enabled the partners to meet and in some cases exceed schedule requirements. All 4 commercial activities under study for FY 99 (Provost Marshall's Office (PMO), Assistant Chief of Staff Resource Management (ACSRM), Directorate of Aviation Operations (DOA), and Directorate of Information Management (DOIM)) have received their study product deliverables on time from the support contractor. None of these activities will exceed their legally mandated time limits for completion.

To show how partnering saved taxpayer dollars, the Partnering Team compared the prior CA studies conducted at Fort Hood and the FY 99 CA studies. Contractor support for these prior studies lasted 15 months on average. The average cost per manpower space for these prior studies amounted to \$1,400.00. In contrast, the average cost for all of the studies initiated in FY99 was \$1,330.00 per manpower space resulting in a \$70.00 per space savings. Thus, based on 474 manpower spaces studied, this amounted to a total savings of \$33,180.00. Additionally, the study support contractor effort for the FY 99 studies lasted only 11 months rather than the 15 months required before partnering was implemented. This equates to a 4 months saving achieved through the use of a formal partnering program.