

U.S. Department of Veterans Affairs
Office of Acquisition and Logistics



New Jersey Supplier Relationship Management Forum
Report

Submitted by:
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September 28, 2010



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Executive Summary

When: August 12, 2010

Where: Hyatt Regency, New Brunswick, NJ

Number of Attendees: Forty-nine representatives from forty-six companies

Industry Breakout Groups

Pharmaceuticals

Consultants

Medical Manufacturers

Healthcare

Other

Key Findings

Communications

Communication problems – both external and internal - are a recurring theme at the Supplier Forums. There was widespread frustration with the lack of consistency and responsiveness participants experienced from Veterans Affairs (VA) acquisitions staff, especially Contracting Officers (COs). Participants generally had much higher opinions of staff at the national level than those at the field level, indicating the scope of the communications issues.

- External communications issues result in suppliers being unable to obtain information they need. There is no sense of two-way communications with VA acquisitions staff.
 - Suppliers feel there is a lack of engagement and outreach. Supplier input is often viewed with suspicion.
 - Suppliers have difficulty interpreting requirements in solicitations.
 - Suppliers have difficulty identifying and interpreting provisions or disclaimers that may disqualify their companies from bidding or potentially have a negative effect on the company.
 - The scope of work is not clearly defined up front. This can lead to the lengthy process of contract modification or problems within the project. Vendors want to perform the right work for the need but must get paid in parallel.
 - VA staff does not return phone calls or answer e-mails in a timely manner. Some VA officers and liaisons are not easily identified.
 - Suppliers do not know if they are satisfying the needs of their VA clients.
 - Suppliers want to better understand VA business and contracting processes.
- Internal communication issues manifest themselves as a lack of knowledge on the part of VA employees.
 - As noted in other groups, participants felt that the rules and expectations varied widely between COs and the Veterans Integrated Services Networks (VISN), making it difficult for vendors to adjust

accordingly. Participants generally felt there needs to be more consistency in the acquisition process from facility to facility and from contract type to contract type. They encouraged VA to provide more training to COs and contracting staff to help promote this consistency.

- Suppliers see a lack of education in VA's contracting workforce at all stages in the process. Contract employees are generally unfamiliar with the services/products of the companies they do business. There is typically a disconnect between the Request for Information, Request for Proposal (RFI/RFP) and actual on-site needs.
- Too often, new COs are put in place without sufficient knowledge transfer from the previous officer, delaying progress as the client is forced to rebuild a business relationship.

Process

Suppliers feel there is an urgent need within VA to improve the program management processes. Many organizations are intimidated by the complexity of working with VA. Dealing with government contracts always requires more effort than commercial contracts. Doing business with VA feels "cold and impersonal." This is hindering what could result in many beneficial working relationships for VA and potential suppliers.

- Suppliers find changing COs on contracts often results in large delays as new COs often have to learn the details of the contract from scratch.
- Suppliers feel that VA chooses contracting vehicles for the convenience of the government, and not that of industry or the Veteran. Solicitations include too many references to the Federal Acquisition Regulation (FAR).
- The new Consolidated Buy program and the organizational changes at the National Acquisition Center (NAC) appeared to be particularly problematic and are having significant impacts on vendors. Requirements and regulations add difficulty to contracts and imbalance to the playing field for service providers, with little support provided by VA to alleviate these effects.
- Best value does not always equate to lowest cost. Freight-inclusive pricing is typically a bad deal for both the vendor and VA because vendors minimize their own risk by building a substantial cushion into their prices, raising costs for the government.
- VA is often outdated and unwilling to change; VA needs to monitor the market and adapt quickly.
- Slight deviations from industry standards create big problems for suppliers.
- Very rarely is there a contract kick-off meeting after winning an award.
- When the CO and technical staff are well coordinated from the earliest stages of the acquisition process, the whole process runs more smoothly and the client ultimately receives better service. It is especially important that the CO understand the service line and ensure that the contract vehicle, statement of work, and terms of delivery support the needs of the service line and the client.
- During the initiation phase, regular reports are important, even if not mandatory. It is necessary to identify things that need to be ordered upfront, to go through the schedule, and to anticipate problems or issues that may arise.
- Participants worried about how slowly the Department responds to modifications intended to accelerate important services to Veterans.
- Audits and paperwork often slow or stop progress on contracts.

Credentialing and staffing issues

- There was frustration that current rules allow for self-certification of Service-Disabled Veteran-Owned Small Business (SDVOSB) status; participants believed this encouraged widespread fraud.
- The process of checking nurse credentials and references during the hiring process can take months, when the hospital needs them to begin within days. The Contract Officer's Technical Representative (COTR) could be so busy fulfilling various hospital needs that it may take up to six months to staff the hospitals, when the nurses are needed immediately.

Recommendations

VA Action Items: Communications

- VA must work on improvement of communications to suppliers.
 - Open Communications: VA should make more process data available to suppliers.
 - Timely Communications: VA should create and enforce rapid response communications guidelines.
 - Consistent Communications: VA staff training should ensure responses to inquiries are consistent no matter which VA staff member is responding.
 - Clear Communications: Communications must be balanced for both detail and clarity.
- Establish a publicly available VA Acquisitions Knowledge Base
 - Accessible historical data will allow VA staff and suppliers to make better judgments regarding contract requirements and accurate bidding.
- Expand external training.
 - VA should provide ongoing instruction for contractors on the acquisitions process, ensuring the best and most cost effective group of people working efficiently to meet veteran needs.
 - Education should cover all elements and stages of the acquisitions process.
 - Suppliers found great benefit in the discontinued "VA 101" events. VA should reinstate these.
 - Consider online distance learning options to provide 24/7 education options for VA stakeholders.
- Expand internal VA training.
 - Ongoing CO and COTR training should be mandatory.
 - COs must know the products being dealt with.
 - Local site employees must have an understanding of available contracts and open market options.
- Establish Councils and Liaisons
 - Supplier Relations Council at senior level:
 - Meets quarterly, addresses enterprise-level supplier relations issues.
 - Supplier Relations Council at VISN level:
 - Meets monthly, addresses regional supplier relations issues.
 - Encourage companies with multiple VA contracts to assign a VA liaison for coordinating activities.
 - Encourage regional vendors to act as mentors and liaisons.

VA Action Items: Process

- Maintain CO continuity
 - VA should make an effort to maintain the same CO on each contract.

- Standardize the staff transition processes to maintain continuity.
- Improve solicitation development
 - Provide clear outlining and clear requirements.
 - Clearly define contracting and legal requirements, with a focus on conflict of interest and other disqualifying elements.
 - Stop reuse of content regarding requirements.
 - Follow industry standards or state the need for the separate standards.
 - Determine reasonable timelines for RFPs and ensure they are followed.
 - Provide more accurate minimum and a maximum values for Indefinite Delivery/Indefinite Quantity (IDIQ) contracts.
 - Use many conduits for RFIs/RFPs. (eBuy is the supplier recommendation.)
 - Provide more open dialogue throughout the solicitation process so that vendors
 - understand the status of the RFP
 - get questions answered in a timely and accurate way
 - can address issues throughout the life of the contract
- Move the best value determination closer to the end user.
- Maintain dialogue during the contract.
 - Debrief all bidders of a solicitation once an award has been made.
 - Hold a Kick-Off meeting (ideally, face-to-face) for every contract.
 - Define and declare key points of contact at the Kick-Off meeting.
 - Review supplier performance annually during the period of performance.
 - Hold a Contract Closeout meeting for every contract.
 - Streamline reporting and appeals to ease this process for both VA and suppliers.

VA Action Items: Credentialing and staffing issues

- Provide exceptions to standard processes when dealing with emergency situations.
 - Provide priority credentialing to ensure that VA hospitals are staffed in a timely manner.

VA Action Items: Follow-up email to Forum participants with the following information:

- Thank you
- Links & Brief for:
 - SRM Web site
 - Timeline for Action Items
 - Doing Biz with VA <http://www1.va.gov/oamm/oa/dbwva/>
 - Mentor-protégé descriptions, newsletter <http://www.fss.va.gov/> (for smaller businesses)
 - Modification forms <http://www1.va.gov/oamm/oa/nac/fsss/modforms.cfm>

Pharmaceuticals Breakout Group

Key Themes

- There is poor communication between VA and the suppliers and between VA departments and programs.
- Suppliers feel that VA chooses contracting vehicles for the convenience of the government, and not that of industry and the Veteran.
- Suppliers do not know if they are satisfying the needs of their VA clients.
- Scope of work is not clearly defined up front. This can lead to the lengthy process of contract modification or problems within the project. Vendors want to perform the right work for the need but must get paid in parallel.
- There is a lack of education in VA's contracting workforce; they are generally unfamiliar with the services/products of the companies they service.
- There is a lack of medical industry engagement and outreach.
- Suppliers want to better understand VA business and contracting processes.
- Suppliers have difficulty interpreting what it is that VA requires in solicitations and any provisions or disclaimers that may disqualify their companies from bidding or potentially have a negative effect on the company.

Recommendations

- VA must work on improvement of communications to suppliers. VA should encourage open, timely, and consistent communication.
- VA solicitation development needs improvement. Improvement recommendations include the following:
 - Clear outlining.
 - No reuse of content regarding requirements.
 - VA develops generous lead times for coordination of requirements and acquisition packages so that suppliers have the opportunity to respond with quality and compliant proposals.
 - VA includes a brief explanation of contracting and legal requirements and what would disqualify a company from bidding in "layman's terms."
- Suppliers found great benefit in the discontinued "VA 101" events. VA should reinstate these.
- For every contract, VA should hold a Kick-Off meeting (ideally, face-to-face) and a contract closeout meeting.
- VA should debrief all bidders of a solicitation once an award has been made.
- VA should provide contractors with reviews of their performance during the period of performance, not just at the end of the contract.

Other Comments

- The suppliers recognize that VA is attempting to infuse the Department of Defense (DoD) acquisitions processes and practices. To their knowledge, DoD does acquisitions well, and they appreciate the efforts to standardize and improve VA acquisitions.

- Some suppliers expressed concern that people claim to be Service-Disabled Veterans but in reality are not. These companies are then taking away opportunity from those who became disabled while serving their country. They do not know how to report when they see this happen.
- Mr. Glenn Hagstrom informed the attendees that if they suspect an illegitimate Service-Disabled Veteran-Owned claim they can submit a 109-61, contact the appointed CO, or call the Inspector General hotline. The reporter must come prepared with a concrete explanation of their accusation.
- Suppliers are pleased that VA pays them on time.
- Regarding the SRM Forum, one supplier stated that they came “expecting to stay an hour and ended up staying the entire day.”

Consultants Breakout Group

Key Themes

- There is not enough communication within the various levels of management at VA.
- There is an urgent need within VA to improve program management processes.
- Very rarely is there a contract kick-off meeting after winning an award.
- VA staff does not return phone calls or answer e-mails in a timely manner.
- Too often, new COs are put in place, making it more difficult to establish a business relationship.
- Solicitations include too many references to the FAR.
- There has been an issue staffing VA hospitals with nurses. The process of checking nurse credentials and references during the hiring process can take months, when the hospital needs them to begin within days. The COTR could be so busy fulfilling various hospital needs that it may take up to six months to staff the hospitals, when the nurses are needed immediately. Also, the nurse staffing liaison is not always easily identifiable.
- During the initiation phase, regular reports are important, even if not mandatory. It is necessary to identify things that need to be ordered upfront, to go through the schedule, and to anticipate problems or issues that may arise.
- Most breakout participants have not dealt much with contract modifications, but those who have say that modifications are time consuming and it's important to stay on top of the process. COs are usually open to the modifications.
- Thousands of organizations are intimidated by the complexity of working with VA. This is hindering what could result in many beneficial working relationships for VA and potential suppliers.
- VA should make an effort to study their suppliers to better understand their needs and to produce more cost effective relationships.
- Doing business with VA feels "cold and impersonal, which is not a good business philosophy".

Recommendations

- There is a need for plain language within the federal government and VA. VA should take steps to improve their writing so that it is clearly understandable. It is important to convey to the client that we understand their issue and how we are going to resolve it.
- There needs to be accessible historical data from VA regarding past supplier relationships in order to make better judgments regarding numbers to provide and accurate bidding.
- VA should take steps to clarify the requirements listed within a solicitation. Too much time is spent searching for them. Also, solicitations make too many references to the FAR—this should be avoided. The process is time consuming enough, without having to go back and look up each individual reference.
- VA should establish more realistic timelines regarding RFPs.
- VA should have a structured procedure in place for contract kickoff meetings. For most breakout participants who have dealt with VA, there has not been a formal kick-off meeting, resulting in unclear expectations.

- During the initiation phase, it is imperative for the supplier to know who to go to for specific information regarding questions and problems that may arise. This designated person should be accessible at all times by promptly returning phone calls and e-mails.
- VA should have a permanent school in place to instruct contractors to deal with VA's needs. It should be a real part of the business since they should want to have the best and brightest and most cost effective group of people working on their needs.
- There are 21 VISNs, with vendors in each one. There should be at least one vendor in each region that is there as an advisor so that suppliers can reach out to this person within their geographic territory to offer council on relationship problems. They would act as a third party and would be there to help you delve into the system and understand it better.
- There should be process improvements put in place regarding getting VA hospitals staffed with nurses in a timely manner. It is taking too long to get these nurses accredited. When the hospital gets a request for nurses, these nurses have to go through four or five approval processes to get credentialed to work in the hospital. Often these nurses have to call and verify employment at places that may not even exist anymore.
- VA should make an effort to maintain the same COs on each contract.

Medical Manufacturers Breakout Group

Key Themes

- A lack of training is apparent in VA staff at all stages of the process.
- There is typically a disconnect between the RFI/RFP and actual on-site needs.
- VA COs seem to lack knowledge compared to commercial COs.
- Supplier input is often viewed with suspicion.
- Requirements and regulations add difficulty to contracts and imbalance to the playing field for service providers, with little support provided by VA to alleviate these effects.
- Slight deviations from industry standards create big problems for suppliers.
- VA is often outdated and unwilling to change; VA needs to be more agile.
- There is no sense of two-way communications with VA acquisitions staff.
- Dealing with government contracts always requires more effort than commercial contracts.
- Audits and paperwork often slow or stop progress on contracts.
- Best value does not always equate to lowest cost.

Recommendations

- VA should be more business friendly, or at least less business adversarial.
- VA should emulate the General Services Administration (GSA) as an example of good acquisitions process and policy, as they are very proactive, seem to work to police both sides of the contract, and standardize well.
- VA should use many conduits for RFIs/RFPs. (eBuy is recommended. It is less cumbersome than FedBizOps and others.)
- VA should develop internal consistency. If you ask 20 COs the same question, you should get the same answer every time.
- VA should focus on training and experience. COs must know the products being dealt with.
- VA should follow industry standards or state the need for the separate standards.
- Company-specific 'point men' would be appreciated for companies with multiple VA contracts.
- VA should improve local site employee understanding of available contracts and open market options.
- VA should move the best value determination closer to the end user.
- VA should streamline reporting.
- VA should improve the VA Web site, as the current site is very difficult to navigate.

Healthcare Breakout Group

Key Themes

- When the CO and technical staff are well coordinated from the earliest stages of the acquisition process, the whole process runs more smoothly and the client ultimately receives better service. It is especially important that the CO understand the service line and ensure that the contract vehicle, statement of work, and terms of delivery support the needs of the service line and ultimately the client.
- People's experiences with COs varied, but participants generally felt that there needs to be more consistency in the acquisition process from facility to facility and from contract type to contract type. They encouraged VA to provide more training to COs and contracting staff to help promote this consistency.
- The new Consolidated Buy program and the organizational changes at the NAC appeared to be particularly problematic and are having significant impacts on vendors.
- Participants generally had much higher opinions of staff at the national level than those at the field level.

Recommendations

- There should be more open dialogue throughout the solicitation process so that vendors understand the status of the RFP, get questions answered in a timely and accurate way, and can address issues throughout the life of the contract.
- VA should implement an extensive acquisition academy.
- VA should provide education to potential contractors on the Consolidated Buy processes.
- VA should provide more accurate minimum and a maximum values for IDIQ contracts. This range significantly impacts the overhead and administrative costs that would be included in a vendor's bid.
- VA should have more consistency in proposal processes, especially for IDIQ contracts.
- There should be closer coordination between contracting staff and technical staff to ensure that questions about RFPs are answered quickly and accurately and that RFPs reflect the needs of the end user.
- The VA must provide exceptions to standard processes when dealing with emergency situations.
- VA should make project kickoff meetings mandatory.

Overall Suggestions or areas of concern:

- VA should hold additional vendor meetings at the NAC.
- Additional CO and COTR training should be mandatory.
- VA should return to centralizing the contracting function and reinstate a line of authority of the national contracting offices over local offices.

Discussion Topics or Questions for VA

- Is VA restructuring? If so, what are their goals and reasoning behind it?
- Are there any plans to modify the Consolidated Buy process?
- What is VA's timeframe for implementing the changes that may emerge from this process?

Other

Key Themes

- There was enormous and widespread frustration within this group about the lack of consistency and responsiveness participants experienced from COs. There were repeated complaints that phone calls went unanswered, and it was sometimes impossible to get timely answers to straightforward questions.
- Participants felt that the rules and expectations varied widely between COs and VISNs, making it difficult for vendors to adjust accordingly.
- A number of participants worried about how slowly the Department responds to modifications intended to accelerate important services to Veterans.
- There was frustration and concern that current rules allow for businesses to self-certify their SDVOSB status; two participants believed this encouraged widespread fraud.
- There was a sense that contracts with cemetery projects are typically better-run and administered than those with medical facilities.
- Freight-inclusive pricing is typically a bad deal for both the vendor and VA because vendors minimize their own risk by building a substantial cushion into their prices, raising costs for the government.

Recommendations

- Reduce paperwork where possible.
- Standardize processes both within and across VA groups.
- Standardize staff transition processes to maintain continuity.
- Produce clear and detailed RFIs and RFPs.
 - This will also ensure detailed CO knowledge of the contract and goals.
- Improve communications at all points in the process.
- Center for Veterans Enterprise (CVE) program should become official policy.
- Introduce an appeal process for performance reviews.

Closing Remarks and Roundtable Discussion

Closing Remarks and Next Steps

- Vince Pontani of VA briefly walked the forum participants through the 16 Greatest Challenges Web site. This is VA's a strategic effort to integrate innovative ideas into the goals and tactics to resolve the challenges.
- He reviewed the workflow manager and application, which allows electronic submission of industry ideas for consideration.
 - Submissions are sent directly to his inbox, and he ensured a response within 24-48 hours.
 - The submission portal is only open until November 2, 2010.
 - VA will not share the information with other members of the industry; these are considered proprietary and sensitive documents.
- The Web site also contains a list of upcoming VA events.
- As Supplier Relationship Management (SRM) is the strategic initiative, VA Innovation Initiative (VAI2) – an internal and external “virtual office of acquisition” initiative – is the tactical effort. This includes innovations such as Telehealth and Telemedicine.
- Also included on the Web site is a Bidders Library containing a list of information needed to do business with VA.
- VA executives would like to meet with some conference attendees separately to address some specific supplier issues. There will soon be a scheduled session for Federal Supply Schedule holders with VA having some different issues that need to be resolved.
 - Currently looking at an October timeframe.
 - This will be held at the NAC in Chicago. This event is open to all suppliers and is not “by invite only.”

Final Comments

- There is a quarterly Senior Procurement Contracting Forum, which is committed to improvement. Three major goals of the attendees (and the VA enterprise) are as follows:
 - Ensure adequate acquisition workforce.
 - Get the best return on investment as a government buyer and reduce high risk investments.
 - Reduce reliance on the contracting workforce; applied to DoD, other civilian workforce.

Appendix A: Agenda

Time	Session
8:30 AM – 9:00 AM	Registration and Informal Interaction – Morning Beverages
9:00 AM – 9:30 AM	Opening Remarks in General Session Room
9:30 AM – 11:45 AM	Supplier Focus in Assigned Break Out Rooms Acquisition business processes <ul style="list-style-type: none"> ▪ RFI / RFP ▪ Bids / Proposals ▪ Award and Kickoff ▪ Delivery ▪ Contract Modifications ▪ Closeout
11:45 AM – 1:15 PM	Lunch
1:15 PM – 1:45 PM	Afternoon Opening Remarks in General Session Room
1:45PM – 3:00 PM	Treats & Beverages Available in Conference Overlook Outside General Session Room.
1:45 PM – 3:45 PM	Supplier Focus Sessions in Assigned Break Out Rooms <ul style="list-style-type: none"> ▪ Themes (not all inclusive) <ul style="list-style-type: none"> ▪ Contract type (FFP, T&M, CP, etc.) ▪ Challenges with unclear requirements ▪ COTR concerns
3:45 PM – 4:30 PM	Closing Remarks and Next Steps in General Session
4:30 PM – 5:30 PM	Informal Interaction and Mixing - Cash Bar
11:45 AM – 1:15 PM	Lunch
1:15 PM – 1:45 PM	Afternoon Opening Remarks in General Session Room – Conference Room B
1:45PM – 3:00 PM	Treats & Beverages Available in Conference Overlook Outside General Session Room.
1:45 PM – 3:45 PM	Supplier Focus Sessions in Assigned Break Out Rooms <ul style="list-style-type: none"> ▪ Themes (not all inclusive) <ul style="list-style-type: none"> ▪ Contract type (FFP, T&M, CP, etc.) ▪ Challenges with unclear requirements ▪ COTR concerns
3:45 PM – 4:30 PM	Closing Remarks and Next Steps in General Session

Appendix B: Attendees

First Name	Last Name	Organization or Agency
Gabe	Andre	EMC Rascal
Bill	Balleste	Enterprise Engineering Services
Andy	Bogart	Teknion LLC
Colin	Ceperich	Booz Allen Hamilton
Dean	Monica	Siemens Healthcare
Vincent	Disteso	Hydro Service And Supplies Inc.
Timothy	Emo	Vernacare Inc.
Adrienne	Fessler	Timothy Haahs & Associates, Inc.
Rob	Freedman	Blickman Inc.
Thomas	Fricke	Alan E. Fricke Memorials Inc.
James	Gallagher	Pennoni Associates Inc.
Michael	Gorman	NK Architects
Beth	Hendershot	Life Cell Corperation
Christopher	Herbert	MedStaff Healthcare Solutions
David	Herron	David Consulting Group
Gerald	Johnson	Foundation Radiology Group
Stephanie	Jomisko	Hi-Tech Pharmacal, Co. Inc.
Tim	Karp	Otis Elevator
Sherice	Koonce	DAVA Pharmaceuticals, Inc.
Charles	Leutner	Carestream
Tom	Lingle	Maxim
Kevin	Link	Humana Veterans Healthcare Services, Inc.
Jason	Maass	2 Brothers Industries Inc
Brian	McQuestion	Pride Mobility Products
Bill	Metil	Auxilium Pharmaceuticals
Jeremy	Mock	Maxim
Stewart	Nutis	Carrier Corporation
Steve	Oettinger	Nuclear Diagnostic Products, Inc
Delwinski	Powell	Pll Services
Jennifer	Rector	New Jersey Association of the Deaf-Blind, Inc.
Kevin	Reilly	Pride Mobility Products
Frank	Remick	Miller-Remick LLC
Haley	Schmidt	Miller-Remick LLC
Lydia	Sison	New Grove Manor
Julie	Steadman	DAVA Pharmaceuticals, Inc.
Robert	Stepling	
Dorothy	Sweet	Schuylkill Medical Center
Robert	Szczykowski	PRN Consultants Inc
Patricia	Szczykowski	PRN Consultants Inc.
Kurt	Twiford	Conexus, Inc.
Richard	Walker	PathLight Partners, LLC
Steven	Wendt	Olympus Corporation of the Americas
Michael	Williams	Telmek LLC
Mike	Wintjen	Nuclear Diagnostic Products, Inc
Wayne	Wong	Nuclear Diagnostic Products, Inc
Edward	Ziek	Savant Services Corp.
Mantega	Manny	Two Brothers
Sharpiro	Lenny	L&R Ultrasounds
Shaw	Dawn	Coling Medical

Appendix C: Focus Group Protocols

Morning Session

Focus on the Acquisition business processes:

- RFI / RFP: When you look at the way VA considers bids and proposals, what would you say works and what doesn't work?
- Bids / Proposals: When you look at the way VA administers its awards and kickoffs, what would you say works and what doesn't work?
- Award and Kickoff: When you look at the way VA administers its awards and kickoffs, what would you say works and what doesn't work?
- Delivery: When you look at the way VA administers the delivery of its contracts, what would you say works and what doesn't work?
- Contract Modifications: When you look at the way VA administers its contract modifications, what would you say works and what doesn't work?
- Closeout: When you look at the way VA administers the closeout of its contracts, what would you say works and what doesn't work?

Afternoon Session

Afternoon sessions varied from planned session topics based on challenges and topics discovered in the morning session. Individual Office of Acquisition and Logistics (OAL) leaders attended some sessions relevant to their areas of expertise.

Closing remarks and OAL Leadership Roundtable Discussion

OAL leadership hosted a roundtable discussion with all participants after the closing remarks. This discussion was in response to interest from participating suppliers, and detailed notes may be found in the *New Jersey Supplier Relationship Management Forum Detailed Breakout Session Notes*.