



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/WESTERN RECRUITING REGION
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SAN DIEGO, CALIFORNIA 92140-5001

DepO 4860.1G

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DEPOT ORDER 4860.1G

From: Commanding General
To: Distribution List

Subj: OPERATION OF COMMERCIAL ACTIVITIES (CA) PROGRAM

Ref: (a) OMB Circular A-76 (NOTAL)
(b) DoD 4100.33 (NOTAL)
(c) MCO 4860.3D (NOTAL)
(d) Federal Acquisition Regulation (FAR) (NOTAL)
(e) Appropriate Ethics Regs (NOTAL)

Encl: (1) Definition of Terms
(2) A-76 Process-to-Organization Matrix

1. Purpose. To disseminate policies and requirements published by the Office of Management and Budget (OMB) as outlined in reference (a) for CA procedures, as further defined by the Department of Defense (DoD) in reference (b) and Headquarters Marine Corps (HQMC) in reference (c). To encourage competition and obtain services at an acceptable price utilizing regulations contained in reference (d), and in direct compliance with laws passed by Congress per reference (e). CA policies and objectives are to be implemented at Marine Corps Recruit Depot (MCRD), San Diego, with best value as the deciding factor.

2. Cancellation. DepO 4860.1F.

3. Summary of Revision. This Order is a complete revision and should be read in its entirety. New requirements, program changes and newly enacted Federal laws that impact the CA program have been incorporated into the order.

4. Scope and Applicability. Enclosure (2) provides the composition of the government CA Study Team.

5. Definitions. The terms used in this Order are defined in enclosure (1).

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6. Policy. Reference (a) states that it is the policy of the United States Government to rely on competitive private enterprise to supply the products/services which can be procured more economically, effectively, and efficiently from commercial sources. References (b) and (c) reaffirm this policy, but also recognize that, some functions must be performed by government personnel to support national defense, or, because they are inherently governmental.

7. Responsibilities. The AC/S, Quality Management (QM) is assigned the overall Depot CA Program Manager responsibilities.

a. Depot QM CA Program Manager

(1) Receive, interpret, be knowledgeable of, and execute CA Program requirements.

(2) Inform the Commanding General and affected Depot managers of changes, status, and responsibilities in the CA program.

(3) Conduct the annual CA inventory, and prepare requisite reports to higher headquarters.

(4) Recommend to the CG which function should be studied.

(5) Coordinate all recommendations for approving and grouping CA functions among the contracting officer, principle staff officer (PSO), and functional managers; the Commanding General will make the final decision on approving and grouping functions for CA study.

(6) Prepare CA reviews for higher headquarters approval of CA studies.

(7) Designate CA Team and assign a CA Advisor devoted to working with the CA team (see enclosure (2)).

(8) Develop the statement of work for contractor support to conduct an A-76 study.

(9) Coordinate the Commanding General's announcement of a CA study to the employees and the subsequent monthly consultations.

(10) Oversee the development of the Performance Work Statement (PWS), Quality Assurance Surveillance Plan (QASP), Most Efficient Organization (MEO), Cost Comparison Package (CCP), and Management Study Report (MSR). Ensure that the government's MEO and resulting cost estimate reflect the government's most competitive position, as well as ensure that the solicitation is structured to

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result in a viable and enforceable contract in the event the function under study is awarded to a contractor. This recognition necessitates the development of an effective procurement strategy in conjunction with the Contracting Officer early in the cost comparison process. Ensure requisite independent review certifications are obtained for the PWS, QASP, MEO, CCP, MSR.

(11) Coordinate the solicitation, QASP, onsite visit/pre-proposal conference, amendments, and the bid opening with the Contracting Officer.

(12) Inform AC/S Staff Judge Advocate and Depot Adjutant, by memorandum, of nonreleasable information to the public if requested under the Freedom of Information Act (FOIA). Such information is normally considered exempt from disclosure under exemption (5) of the FOIA, 5 USC 552 (b) (5). See reference (b) pg 29 & 30, for a list of types of information that may be sensitive in nature during a CA study.

(13) Coordinate, direct, and monitor required post decision changes affecting the MEO staffing, PWS, contract, or QASP.

(14) Provide non-voting member to the Depot Position Management Board (PMB).

b. Commanding Officers (COs) and Principal Staff Officers (PSOs). When requested by the QM CA Program Manager, obtain and develop required data for and assist in CA functional efforts under their cognizance. A copy of any correspondence concerning changes/realignments in the mission, staffing, or organizational lines of an announced CA function will be routed, as information, to the QM CA Program Manager.

c. AC/S, G-1. Responsible for making all necessary Table of Organization (T/O) data available to the QM CA Program Manager.

d. AC/S, Comptroller. Responsible for making all necessary cost data available to the CA Team and adjusting estimated budget requirements in the out-years to cover the results of a completed costs comparison study; i.e., the reduction of the in-house MEO labor costs, conversion of military billets to civilian positions, contract conversion costs, or any additional costs due to the contract operation.

e. Human Resource Officer (HRO). Keep civilian employees and employee organizations apprised of study actions and develop a displaced employee management plan. Additionally, the HRO shall:

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(1) Provide full assistance to affected employees, inform and counsel employees on available options, and identify other government positions available, consistent with applicable regulations.

(2) Participate in the planning to minimize adverse impact, such as employee priority consideration for suitable positions within the DoD, including use of the DoD Priority Placement Program.

(3) Exert maximum effort to find employment by giving employees priority consideration for suitable positions within the DoD, including use of the DoD Priority Placement Program.

(4) Coordinate with the successful contractor, Department of Labor, and other agencies to promote private sector employment to include the Right-of First-Refusal of Employment.

(5) Coordinate with and advise employees and their union officials of CA actions.

(6) Provide input to the QM CA Program Manager to calculate costs (such as training, relocation, and severance) which may be incurred for affected employees.

f. Contracting Office. The primary contracting Office will be Camp Pendleton. The MCRD Contracting Office will administer the contracts unless the Contracting Office determines that because of the size or complexity of the contract, it should be referred to an outside contracting office.

8. Action

a. Inventory

(1) An annual inventory of CA functions (whether performed in-house or by contract) will be conducted in accordance with guidance provided by Logistics and Reform (L&R), HQMC I&L. Functions exempted from the cost comparison study will be included in the annual inventory. This inventory, which will identify information on all completed cost comparisons, will include the data specified at Appendix 2 of Circular A-76 Supplement: Part I, effective March 1996.

(2) The QM CA Program Manager will review, develop, and consolidate the information for the annual inventory, and report the required data to L&R, HQMC I&L.

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b. Organization/Personnel Management

(1) CMC announcement of the decision to schedule a CA function for a cost comparison study will trigger the identification and freezing of vacant civilian positions to minimize the adverse personnel actions, should the function convert to contract performance. Requirements to fill positions should be satisfied with temporary hire employees unless substantial justification is provided for hiring on a permanent basis. Such justification must be forwarded to the QM CA Program Manager.

(2) Organizational changes may not occur to the designated CA function and/or organization from the time it is announced for cost comparison to the time of completion of the study and determination of method (in-house or contract). Any changes contemplated must be forwarded to the QM CA Program Manager.

c. Plan of Action and Milestones. As each study is announced, the basic milestone chart will be developed by the QM CA Program Manager giving an overview of timeframes of major events to be accomplished during the CA process. The QM CA Program Manager will update milestones. A copy of the milestone chart and subsequent updates will be forwarded to all affected parties on the Depot.

d. Job Analysis, PWS, and QASP Development

(1) The performance Work Statement (PWS) is a description of the work to be performed, performance standards and timeframes. The Quality Assurance Surveillance Plan (QASP) describes the procedures the government will use to ensure that the service provider-whether it is government-or a contractor-is meeting the minimum requirements of the PWS.

(2) Job analysis and the development, coordination, and writing of the PWS and the QASP along with the appropriate technical exhibits and standard contract clauses, and the Schedule of Deductions, are the responsibility of the CO/PSO, however, the "essential heavy workload" will be borne by the CA Team Leader, the CA Team, the QM CA Advisor and the Contract Office.

(3) The QM CA Program Manager will designate those government employees (military or civilian) who are involved in the final review/approval process, source selection, or who helped to develop or developed the MEO or performance standards as procurement officials (see FAR 52.207-3). The functions these employees perform may or may not be announced for CA study.

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(a) Determine which employees within the Function Under Study (FUS) may risk their Right-of-first-refusal by participating as a procurement official.

(b) Offer, in writing, to each employee, an opportunity to refuse.

(c) Designate each employee as a procurement official for the specific CA FUS (The number of procurement officials will be limited).

(4) CO/PSO'S will advise the QM CA Program Manager of any change, addition, or deletion in the work duties, workload, personnel skill directly or indirectly supporting the FUS.

(5) Regardless of whether the government or contractor personnel ultimately perform the service, the PWS work specifications must be performed to the stated standards. All required changes will be coordinated with the QM CA Program Manager and must be justified, documented, and supported, in writing.

e. Most Efficient Organization (MEO) and Management Study Report (MSR)

(1) The completed job analyses are described in reference (a), as well as manpower surveys, previous management studies, union and workforce involvement, intra/interservice support agreements, audit reports, etc., and should all be considered in the development of "the optimum organization".

(2) The CO/PSO has responsibility for developing the MEO with the "essential/heavy workload" shared by the QM CA Advisor, the CA Team Leader, Cost Analyst and HRO. Final approval authority for the MEO is the CG. The MEO will be considered confidential and shall not be made public until the final cost comparison is accomplished.

(3) If the government MEO is different from the current authorized organization, and the decision is to continue in-house performance, action must be initiated within 30 calendar days after the cancellation of the solicitation, and completed within 180 calendar days, to implement the new MEO organization.

f. Additional Funding Requirements. When the FUS contains military billets which will need to be converted to contract dollars or civilian positions, action in the early stages of the study will be initiated by the QM CA Program Manager to notify both the AC/S,

Comptroller and LFR, HQMC I&L to assure that the MCRD resources (contract dollars or civilian funding and ceiling) will be increased and available when the cost decision is made and implemented, and, for the subsequent out-years. If more resources are required than are available and partial implementation is directed, the PWS and MEO must be revised to enable partial implementation. The QM CA Program Manager will coordinate and obtain CMC approval prior to initiation of any such effort.

g. Preparation and conduct of the In-House Government Cost Estimate

(1) Preparation of the in-house government cost estimate is the responsibility of the CO/PSO, however, the CA Team Leader, the CA Team, the cost analyst and the QM CA Advisor prepare the cost estimate for CG approval.

(2) The cost analysis will be conducted and the cost estimate will be prepared in accordance with references (a) and (b) and all subsequent updated guidance.

(3) The government cost estimate will be based on the most efficient, cost-effective organization and the work and standards described in the PWS.

(4) The government cost estimate is considered confidential and procurement sensitive and shall not be made public until the final cost comparison is accomplished.

(5) The government cost estimate will be delivered to the Contracting Office, with Navy Audit Service's or independent reviewer's certification (encompassing all amendments), on or before receipt of proposals or bids. Failure to do so will constitute a late proposal/bid and will eliminate the government's cost estimate from being considered during the cost comparison. The government's cost estimate, with supportive data and original certification, will be sealed in an envelope and addressed to the Contracting Officer and will remain sealed until the cost comparison (bid opening) occurs.

h. Independent Review. The QM CA Program Manager will ensure an independent review of the cost estimate is made. The independent reviewer will certify that the cost was prepared according to requisite guidance and that the government estimate is based on the MEO and the work described in the PWS. Any subsequent changes to the cost estimate, MEO, or PWS will invalidate this certification and necessitate recertification.

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(1) The Navy Audit Service shall review and certify cost estimates for functions involving 41 or more announced billets/positions and for complex cost estimates involving 21 to 40 announced billets/positions.

(2) AC/S Comptroller will review and certify cost estimates for functions involving less than 41 announced billets/positions, unless the cost estimate is complex and involves 21 to 40 announced billets/positions, then it will be referred to the Navy Audit Service.

i. Solicitation. The QM CA Program Manager, CO/PSO, and the Contracting Officer will coordinate the dates and times for the pre-proposal conference, industry forum, on-site visit, and receipt of bids/proposals.

j. Cost Comparison. The cost comparison shall be conducted only after the final selection of best value bidder is completed.

(1) In the case of the Request for Proposal (RFP), the opening shall be private and attended by the Contracting Officer, QM CA Program Manager, and the CO/PSO. It is recommended that additional attendees include the CG, C/S, AC/S, G-1, and a representative from the Staff Judge Advocate's Office. RFP are opened by the Contracting office before being evaluated.

(2) The Contracting Officer shall open and read the bids and enter the price of the low offer or on the Cost Comparison Form (CCF).

(3) The QM CA Program Manager shall complete the CCF using the automated cost comparison package and obtain the necessary signatures.

(4) A letter, notifying the affected parties of the tentative outcome and the appeal period, will be finalized and signed for immediate distribution. The letter should specify that all appeals should be well supported and submitted to the Contracting Officer, in writing, by a stated time and date, as was designated in the solicitation.

k. Tentative Decision Notification. The QM CA Program Manager will submit a Tentative Decision Notification to CMC within three working days of the cost comparison.

l. Appeals/Review/Protest. Upon receipt of an appeal, the Contracting Officer shall notify the QM CA Program Manager and

provide copies of the appeal and supportive data.

(1) Appeals. Affected parties may file appeals. The appeals procedure shall be used only to resolve questions concerning the calculation of the cost comparison and shall not apply to questions concerning selection of one contractor in preference to another.

(a) The QM CA Program Manager shall notify CMC immediately, by message, that an appeal has been filed.

(b) Within two working days of receipt of the appeal, the QM CA Program Manager shall express mail to CMC, two copies each of the cost comparison package, the PWS with all the amendments, MSR, and all Navy Audit or independent reviewer correspondence.

(c) The QM CA Program Manager shall prepare a letter notifying all affected parties that an appeal has been received, copies are available in the Contracting office, and comments regarding the appeal may be submitted to the QM CA Program Manager for forwarding to the reviewing official (CMC).

(d) The QM CA Program Manager shall prepare a response to each item appealed within seven calendar days with supporting data, and express mail to CMC.

(2) Reviewing Official. The appeals procedure shall provide for an independent, objective review of the tentative decision by an official at the same level as, or at a higher level than, the official who approved the tentative decision. The Reviewing Official will independently and objectively review each question raised and render a decision, in writing, to the objecting party and the CG within 30 calendar days.

(3) Protest. A contractor may protest the decision of the reviewing official and file a protest with the General Accounting Office (GAO). A contractor may also disagree with GAO's decision and file for reconsideration with the Circuit Court of Appeals. Should either of these occur, the QM CA Program Manager will work closely with CMC and provide requisite support and documentation, as requested.

m. Final Decision. The QM CA Program Manager will submit a Final Decision Notification to CMC within three working days of the receipt of the Reviewing Official's decision. The Final Decision is in the same format as the Tentative Decision.

n. Authorization of MEO Implementation/Contract Conversion. CMC will authorize the cancellation of the solicitation and MEO implementation if the outcome is to retain the function in-house or will authorize contract award, if the outcome is to convert to contract. The QM CA Program Manager will prepare a letter for CG signature, notifying appropriate offices on the Depot of the authorization.

(1) MEO Implementation. Under the provisions of reference (a), MEO implementation must begin within 30 calendar days, and be completed no later than 180 calendar days of approval. The QM CA Program Manager will provide the appropriate offices with a copy of CMC's approval to cancel the solicitation. Necessary steps to implement the MEO will begin as rapidly as possible, however, no adverse personnel action can be taken earlier than 90 calendar days as per the provision of the Master Labor Agreement (MLA).

(2) Contract Award. Under the provisions of reference (a), contract award must begin within 30 calendar days of CMC approval. However, no adverse personnel action can be taken earlier than 90 calendar days as per the provisions of the MLA. The QM CA Program Manager will provide the appropriate offices with a copy of the CMC's approval to award the contract. Necessary steps for the conversion will begin as rapidly as possible and include the immediate hiring and training of the contract administration staff.

o. Post-Decision Performance, Changes, and Review. The QM CA Program Manager shall coordinate, direct, and monitor required post-decision changes affecting the MEO staffing, PWS or the contract conversion and QASP; maintain documentation of operational changes or costs; and justification of any cost increase or decrease. CA studies which have been decided to either retain the function in-house or to convert to contract will be identified by LFR, HQMC I&L as candidates for post-decision review by the Navy Audit Service. This audit is not scheduled until after one year of full implementation of the MEO or contract award.

(1) In-House Performance

(a) The QM CA Program Manager will be responsible for being the central clearing point for all changes and/or modifications made to/on the in-house organization.

(b) The CO/PSO will have the responsibility for assuring that the CA functions follow the prescribed guidance, accomplishing the work described by the authorized PWS, as well as assuring that manning levels comply with the MEO. The CO/PSO shall also be

responsible for assuring that functional expenditures and funding limitations remain within the approved boundaries established within the cost package. The AC/S, Comptroller will provide assistance, when requested, to accomplish these responsibilities.

(c) The Assistant Chief of Staff who has cognizance for the function studied will assure that the PWS requirements and standards are being met with the associated resources (personnel, material, equipment, etc.) identified in the MSR, MEO, and CCP. Required changes to the PWS and associated resources (additions, deletions, or changes) will be reviewed by the QM CA Program Manager to assure the concurrence of the action with the CA Program requirements prior to approval and accomplishment.

(d) HRO shall ensure that no personnel actions are taken that have not been approved by the QM CA Program Manager as being in compliance with audit requirements (clearance provided by QM CA Program Manager's signature in the Review and Approval part of the Standard Form 52).

(e) The QM CA Program Manager will establish a tracking system which identifies information concerning the staffing, operations, and expenditures of the in-house functions in preparation for a post-decision review by the outside audit agency.

(f) The AC/S, Comptroller will notify the QM CA Program Manager when an outside audit service is scheduled to conduct a post decision review. The QM CA Program Manager will provide documentation regarding the CA being reviewed and coordinate any auditor's requests with the appropriate CO/PSO or office.

(g) The AC/S, Comptroller, when requested by the QM CA Program Manager, will review records maintained by the CO/PSO, workload, scope, or monetary expenditures to ensure that an adequate audit trail has been established. In addition the AC/S, Comptroller will advise/assist the QM CA Program Manager in preparing the CA functions for outside audit and will be the initial point of contact for any subject outside audit service.

(h) The CO/PSO will assure that data is organized and maintained in support of the functional effort in accordance with the requirements of this Order. Additionally, the CO/PSO will provide all data requested by the audit agency tasked with a post-decision review.

(i) Should it be desirable/necessary to restructure the work efforts/workforce or budget support within the in-house function

after study completion, the CO/PSO will provide any/all appropriate data and justifications to the QM CA Program Manager for review and approval prior to making any changes to standards/methods.

(2) Contract Performance

(a) The on-site Contracting Officer/Contracting Officer's Representative will have the responsibility for administering the contract.

(b) The Quality Assurance Evaluation (QAE) team will have the responsibility for assuring that the contractor complies with the standards established in the PWS.

(c) The AC/S, Comptroller will be responsible for ensuring that the monthly payment to the contractor does not exceed the amount authorized by the contract.

(d) The on-site Contracting Officer/Contracting Representative will assure all changes (unless deletions of effort) to the contract contain complete standards to which the contractor must perform.

(e) The QAE team will document all discrepancies, utilizing the same justification for deductions submitted to Disbursing personnel against the contractor's monthly invoice.

(f) The AC/S, Comptroller will ensure that the approved/justified deductions are subtracted prior to forwarding monthly payment to the contractor.

9. Required Reports. Reports required by reference (b) will be prepared by the QM CA Program Manager for submission to the LFR, HQMC I&L.


JOHN B. SOLLIS
Chief of Staff

DISTRIBUTION: A

DEFINITION OF TERMS

1. Commercial Activity (CA) Function: A function operated and managed by the government that provides a product or service obtainable from a commercial source. A CA function can be identified with an organization or a type of work, but must be able to be separable from other functions so as to be suitable for performance either in-house or by contract. And, is a regularly needed activity or a continual operational nature, not a one-time activity or short duration associated with support of a particular project.
2. Commercial Activities Review: The process of evaluating a CA for the purpose of determining whether or not a cost comparison study will be conducted.
3. Commercial Source: A commercial source is any business or other concern that is eligible for contract award in accordance with Federal Acquisition Regulation.
4. Contract: A binding agreement. In a CA, the PWS is the contractual statement of work requirements and standards and applies to both contract and in-house performance.
5. Contract Performance: Accomplishment of a CA by contract (private industry) employees.
6. Conversion to Contract: The transfer of a CA from performance by an in-house government work force to performance under contract by a commercial source.
7. Conversion to In-House: The changeover of a CA from performance under contract by a commercial source to a government work force.
8. Cost Comparison Package: In-house bid, by line items, with supporting information, and certified by separate audit.
9. Cost Comparison Form: Certified by the CG. In-house performance costs compared to contract performance and decision based on cost comparison as whether to accomplish in-house or contract.
10. Cost Study/CA Study/Cost Comparison Analysis: The process of comparing the costs of performing CA in-house by government employees with the costs of obtaining the same services from a

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private contractor or ISSA source and selecting the most economical alternative.

11. Deduction (deduct): Money deducted from the contractor's monthly invoices amount for non-compliance with contractual requirements/standards.

12. Direct Conversion: The act of converting an activity to or from an in-house, contract, or Interservice Support Agreement (ISSA) performance without first conducting a cost comparison.

13. Directly Affected Parties: Government employees, their representative organizations, or representatives and bidders or offerors on the solicitation.

14. Displaced Government Employees: Any government employee adversely affected by conversion to contract operation. This may include such actions as job elimination, grade reduction, or reduction in rank.

15. Expansion: The modernization, replacement, upgrading, or enlargement of a CA function that involves a cost increase exceeding either 39 percent of the total capital investment or 30 percent of the annual personnel and materials cost. A consolidation of two or more CA functions is not considered an expansion unless the proposed total capital investment, annual personnel and materials costs, or consolidation exceeds the total of individual activities by 30 percent or more.

16. Government Function: A function that is related so intimately to the public interest as to mandate performance by government personnel. These functions require either the exercise of discretion in applying government authority or the use of value judgements in making decisions or policy for the government.

17. In-House Performance: Accomplishment of a CA by government employees. Prior to a CA study, in-house performance refers to a CA function which is performed by military or civil service personnel (or a combination of the two). After the CA study, in-house performance occurs when there has been a decision to implement the MEO whereby the CA function will be performed solely by a civil service work force.

18. Management Study Report (MSR): A documentation of management decision regarding the specific improvements on which the optimum organizational structure is based. It includes a

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description of the current organization and operation, a discussion of alternative ways to accomplish work, recommendations for the optimum organization and operation, and analysis of the resources impact. The MEO is included in the MSR.

19. Master Labor Agreement (MLA): MCRD, San Diego, CA., is under a MLA between the United States Marine Corps and the American Federation of Government Employees, (AFGE).
20. Most Efficient/Effective Organization (MEO): The governmental manpower requirements identified as a result of a CA study. The MEO is a statement of the minimum number, skill level, and grade of civil service employees that can meet the requirements and standards of the PWS.
21. New Requirements: Newly established need by the government for a commercial product or service.
22. Performance Work Statement (PWS): A document that accurately describes essential requirements (work specifications, standards of the PWS).
23. Post-Decision Review: A review conducted by the Navy Audit Service (or other outside agency) subsequent to contract award or MEO implementation. The purpose of the audit is to assure compliance with the PWS and the estimated costs identified in the formal bid package. This post-review will apply to both in-house and contract performance.
24. Quality Assurance Surveillance Plan (QASP): The method by which Federal employees will supervise in-house or contract performance to ensure that the standards of the PWD are met within the costs bid.
25. Quality Assurance Evaluator (QAE): The Contracting Officer's representative who normally performs surveillance of the contract effort. Also called Quality Evaluator (QE).

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**A-76 PROCESS-TO-ORGANIZATION
MATRIX**

OSO Key steps	DESCRIPTION	CG	RESP CO/ PSO	Team Leader	CA Team	QM CA MANG	QM CA Advisor	Cost Analyst	HRO	Legal	PAO	Union	Contract Office	Source Selection Board	Source Selection Auth.	Audit Team	Key Description
1	Depot CA Management					*											* Primary Responsibility
2	Primary Liaison with HQ on A-76 policy Procedures					*											x Essential/Heavy Workload / Moderate Work Load/Approval
3	CA Inventory					*											
4	CA Review					*											
5	PLAN FOR CA STUDY	*				*											
6	Link Pin with CG and HQ re. Command Interest	*	*			X											
7	Propose Policy Options to CG	*	*			X											
8	CA Announcement	*	*			X											
9	Assign CA Advisor					*											
#	Provide Draft Charter to CO/ PSO					X	*										
#	Designate Team Leader		*				X										
#	Designate CA Team		*	X			X										
#	Charter Command Interest	X	*	X	X	X	X	/	/	/	/		/				
#	Announce CA Study to Press and Employees	*	*	X	X	X	X		X		/	/					
#	Coord/conduct Monthly Employee/Union Briefings		*	*	/	/	/		*	/	/						
#	Provide CA Technical Support					X	*										
#	Provide Functional Expert(s) for PWS Input		*														
#	Coordinate Assistance Needed from Functional Experts		*	*													
#	Coordinate Overall Study Process		X	*	X	/	*										
2	# DEVELOP STUDY DOCUMENTS AND																
3	# REVIEW/REVISE STUDY DOCUMENTS																
#	Performance Work Statement (PWS)		*	X	X	/	X	/		/			X				
#	Quality Assurance Surveillance Plan (QASP)		*	X	X	/	X	/		/			X				
#	Management Study Report w/MEO	/	*	X		/	X	X	X								
#	Cost Comparison	/	*	X		/	X	X					/				
#	Ensure Employee Right of Refusal not Violated	X	X	X	X	X	*	X	X	X	X	X	X				
#	Ensure Study Documents Adhere to A-76 Guidelines	X	X	X		*	*	X		/			/			*	
#	Request Resources			*			/	/									
#	Provide Resources		*														
4	# OBTAIN HIGHER LEVEL APPROVAL	/	*	X		/	X										
5	# CONDUCT PRESOLICITATION ACTIONS		X	X			X						*				
6	# PREPARE AND ISSUE SOLICITATION		/	/			/						*				
7	# FINALIZE THE MANAGEMENT PLAN																
#	Technical Performance Plan		*	X			X		X								
#	Transition Plan		*	X			X		X								
8	# RESPOND TO SOLICITATION (GOVT/CONTRACTOR)		*	X			/						/				
9	# PERFORM INDEPENDENT REVIEW		X	X			*	/								*	
10	# EVALUATE PROPOSALS												*	*	*		
11	# OBTAIN INITIAL CLEARANCE APPROVAL												*				
12	# CONDUCT DISCUSSIONS WITH OFFERORS												*		*		

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13	# OBTAIN FINAL CLEARANCE APPROVAL											*				
14	# COMPARE GOVT /CONTRACTOR PROPOSALS	/	/		/	/						*	*			
15	# ANNOUNCE TENTATIVE DECISION	*	X							/		*				
	# Maintain Study Documentation For Audit Certification		/		*	X	/								*	
	# Provide Requisite Reports to Headquarters	/	/		*											