

**BY ORDER OF THE COMMANDER  
SPACE OPERATIONS COMMAND**

**SPACE OPERATIONS COMMAND  
MANUAL 63-101**



**18 JUNE 2025**

*Corrective Action, 27 JUNE 2025*

*Acquisition*

**SERVICES ACQUISITION**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

---

**ACCESSIBILITY:** Publications and forms are available for downloading or ordering on the e-Publishing web site at [www.e-Publishing.af.mil](http://www.e-Publishing.af.mil).

**RELEASABILITY:** There are no releasability restrictions on this publication.

---

OPR: SpOC/SAIO

Certified by: SpOC/CC

Pages: 62

---

This Space Operations Command Manual (SpOCMAN) implements Department of the Air Force Instruction (DAFI) 63-138, *Acquisition of Services*, Department of Defense (DoD) 7000.14-R, *Financial Management Regulation*, and Air Force Instruction (AFI) 64-102, *Installation Contracting*, for acquisition and management of contracted services within Space Operations Command (SpOC). This Manual implements the requirements and processes of the Federal Acquisition Regulation (FAR); Defense FAR Supplement (DFARS); Department of the Air Force (DAF) FAR Supplement (DAFFARS). This SpOCMAN applies to personnel in SpOC performing services acquisition responsibilities. It does not apply to the Air National Guard, Air Force Reserve Command, or the United States Air Force. This Manual establishes the structure, process and business rules for the execution of acquisition of services across SpOC. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with (IAW) the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using DAF Form 847, *Recommendation for Change of Publication*, routed through the functional chain of command. Submit requests for waivers through the chain of command to the publication OPR for non-tiered compliance items. This publication may not be supplemented.

**SUMMARY OF CORRECTIVE ACTIONS**

Table 3.1. and hyperlinks have been corrected.

<b>Chapter 1—GENERAL INFORMATION</b>	<b>4</b>
1.1. Purpose.....	4
<b>Chapter 2—OVERVIEW AND APPLICABILITY</b>	<b>5</b>
2.1. Overview.....	5
2.2. Applicability. ....	5
<b>Chapter 3—ROLES, RESPONSIBILITIES, AND AUTHORITIES</b>	<b>6</b>
Table 3.1. Roles, Responsibilities, and Authorities.....	6
3.1. Multi-Functional Team (MFT) Roles.....	11
Table 3.2. Certification Levels for PMs/SALs.....	12
Figure 3.1. SpOC SB Flow of Authority.....	14
<b>Chapter 4—SERVICES ACQUISITION REQUIREMENTS REVIEW AND PORTFOLIO MANAGEMENT / SERVICES REQUIREMENTS REVIEW BOARD (SRRB)</b>	<b>16</b>
4.1. DAF SRRB Process.....	16
4.2. Forecasting/Program Objective Memorandum (POM) Overview.....	16
Table 4.1. Notional POM Timeline.....	17
4.3. Requirements Approval Process.....	18
Table 4.2. HQ SpOC/CC Appointed Roles/Responsibilities.....	18
Table 4.3. Requirements Approval Authority.....	19
Figure 4.1. RAD Approval Process Flow.....	19
4.4. Services Acquisition Process.....	21
4.5. Governance Assessment Process.....	21
4.6. DAF’s Quality Assurance Oversight Process.....	23
<b>Chapter 5—PRE-AWARD SERVICES ACQUISITION STEPS/PROCESS</b>	<b>24</b>
5.1. DoD Seven Steps to Services Acquisition Process.....	24
Figure 5.1. DoDI 5000.74 7-Step Services Acquisition Process.....	24
5.2. Step 1 Form the Team.....	24
Table 5.1. New Acquisitions/Re-acquisitions – Timelines Based on Estimated Value.....	25
5.3. Step 2 Review Current Strategy.....	25
5.4. Step 3 Conduct Market Research (MR).....	26
5.5. Step 4 Define Requirements.....	27
5.6. Step 5 Develop Acquisition Strategy.....	29
Figure 5.2. AF Category Management Process Flowchart.....	30
Figure 5.3. DoD Category Management Categories.....	31
Figure 5.4. OSD Strategic Sourcing Process.....	32
5.7. Step 6 Execute Strategy.....	33
Table 5.2. AFICC/KS Clearance Delegations.....	33

<b>Chapter 6—POST-AWARD SERVICES ACQUISITION PROCESS</b>	<b>35</b>
6.1. Post-Award Processes.....	35
6.2. Quality Oversight/Manage Performance. ....	35
6.3. Program Management Review (PMR).....	35
6.4. Continuous Process Improvement. ....	36
6.5. Small Business Office Reporting.....	36
<b>Chapter 7—TRAINING</b>	<b>37</b>
7.1. Training Requirements.....	37
7.2. Acquisition Position Training.....	37
<b>Chapter 8—PROFESSIONAL DEVELOPMENT/CERTIFICATIONS</b>	<b>39</b>
8.1. Acquisition Professional Development Program (APDP).....	39
Table 8.1. SpOC Functional Managers.....	39
8.2. Professional Development. ....	40
8.3. Acquisition Leadership Program. ....	40
Table 8.2. ALP Criteria – SL / SSLs.....	41
8.4. Certifications.....	41
<b>Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>	<b>42</b>
<b>Attachment 2—TRAINING AND TEMPLATES</b>	<b>49</b>
<b>Attachment 3—SPOC’S SRRB IMPLEMENTATION PROCESS</b>	<b>52</b>
<b>Attachment 4—URL LINKS</b>	<b>56</b>

## Chapter 1

### GENERAL INFORMATION

**1.1. Purpose.** The purpose of this manual is to establish the governance structure, processes, and business rules for the execution of Space Operations Command (SpOC) services acquisitions, to include organizations receiving execution support from a SpOC acquisition organizations. The objectives are to:

- 1.1.1. Create consistency and transparency.
- 1.1.2. Increase visibility of and collaboration on, services requirements among all stakeholders.
- 1.1.3. Improve strategic acquisition business decisions.
- 1.1.4. Assess acquisitions against approved cost, schedule, and performance metrics.
- 1.1.5. Foster active management, analysis, and reporting of services acquisition portfolio.
- 1.1.6. Use the requirements review and prioritization to support funding strategies.

## Chapter 2

### OVERVIEW AND APPLICABILITY

**2.1. Overview.** The Space Operations Command (SpOC) is comprised of a variety of functional specialists forming a collaborative group of expertise performing services acquisition (e.g., contracting, finance, acquisition program management, technical experts, operations, etc.). These experts respond to the day-to-day taskings while assuring adherence to the professional, legal, and regulatory standards of their respective disciplines. Disciplined collaboration across SpOC is essential to executing successful acquisitions. Should there be inconsistencies between this Manual and formal law, regulation, or policy, SpOC personnel must adhere to the formal law, regulation, or policy and should notify the Space Acquisition and Integration Office (SAIO) of the inconsistency for manual update.

**2.2. Applicability.** This publication applies to all SpOC organizations acquiring services and applies to all services acquisitions greater than or equal to the Simplified Acquisition Threshold (SAT). Reference DAFI 63-138, paragraph 1.2.3., for categories of services that are exempt from this guidance.

## Chapter 3

## ROLES, RESPONSIBILITIES, AND AUTHORITIES

Table 3.1. Roles, Responsibilities, and Authorities.

Role	Responsibility	Authority
Assistant Secretary of the Air Force (Space Acquisition and Integration) (SAF/SQ)	SAF/SQ serves as the Services Acquisition Executive (SAE) for space systems and programs. The SAE is responsible for the management of acquisition of contract services for or on behalf of that military department.	Serving as the SAE, SAF/SQ is the Services Acquisition Decision Authority (SADA) with authority to assign responsibilities. SAF/SQ SAE has delegated SADA authorities to Department of the Air Force Program Executive Officer (DAF PEO) for Services ( <i>except for programs assigned to Systems Program Executive Officer (S-PEOs)</i> ) who can further delegate those authorities.
Deputy Assistant Secretary (Contracting), Assistant Secretary of the Air Force (Acquisition, Technology, & Logistics) (SAF/AQC)	SAF/AQC is responsible for the planning and implementation of Air Force-wide contracting policies and procedures. SAF/AQC is also the senior contracting advisor to the Assistant Secretary of the Air Force.	Serves as the Air Force Head of Contracting Activity (HCA) and delegates some authority to the designated Senior Contracting Official (SCO).
United States Space Force (USSF) FLDCOM Head of Contracting Activity (HCA)	SSC/PK designated at the HCA for all USSF FLDCOMS	Serves as the Space Force Head of Contracting Activity (HCA) and delegates some authority to the designated Senior Contracting Official (SCO).
Senior Services Manager (SSM)	The DAF PEO for Services is the SSM and acquisition expert responsible for assisting with planning, strategic sourcing, execution, and management of services acquisitions for the Department of the Air Force. Within SpOC, the SSM serves as the principal advisor to the SAE for services acquisitions.	The SAE specifically appoints the DAF PEO for Services as the SSM.

Role	Responsibility	Authority
<p>Department of the Air Force Program Executive Officer for Services (DAF PEO for Services)</p>	<p>The DAF PEO for Services has acquisition authority through the assigned SADA role and is responsible for the execution of services requirements. The DAF PEO for Services executes the roles and responsibilities described in DAFI 63-138, paragraph 2.3, and SSM duties. The PEO is also co-chair at the Annual Execution Review (AER) and Effectiveness Review (ER) with the SpOC/CC.</p>	<p>Air Force Service Acquisition Decision Authority as outlined in DAFI 63-138.</p>
<p>Systems Program Executive Officer (S-PEO) for Space Systems and Programs</p>	<p>The PEOs for Space Systems Command include 1) Assured Access to Space; 2) Battle Management Command, Control, and Communications (BMC3); 3) Space Domain Awareness &amp; Combat Power; 4) Communications &amp; Positioning, Navigation, and Timing (PNT); and 5) Space Sensing. Within SpOC, the S-PEO may be the SADA For Space Systems mission-related program services delegated to and executed by SpOC, the S-PEO is the SADA.</p>	<p>For programs assigned to the S-PEO (formerly referred to as Weapon Systems Program Executive Officer), the S-PEO reports directly to the SAE.</p>
<p>Services Leader/ Senior Services Leader (SL/SSL) for Service Program</p>	<p>SLs/SSLs serve as Services Program Manager Community Leaders collaborating with and mentoring Services Acquisition professionals while continuously improving the services tradecraft as a whole.</p>	<p>The SL/SSL Program is governed by the Program Management Advisory Council (PMAC) comprised of senior DAF acquisition leaders; SL/SSLs are selected through the Acquisition Development Team within MyVector.</p>

Role	Responsibility	Authority
SpOC Services Advocate (SA)	<p>The SpOC/CC is the SA for SpOC and delegated chair, in collaboration with DAF PEO for Services, of the AER. Finally, SpOC/CC presents an assessment of the command's acquisition governance structure to DAF PEO for Services through an annual ER.</p> <ol style="list-style-type: none"> <li>1. SpOC/CC will maintain engagement with the SSM as needed to facilitate continuous communication throughout the year.</li> <li>2. Concerns regarding cost, schedule, or performance should be highlighted by the SA for engagement and consultation with DAF PEO for Services when discovered.</li> <li>3. The SA will continuously monitor and test established governance processes within the Command and make needed adjustments to positively influence service acquisitions.</li> </ol>	<p>The DAF PEO for Services appointed the SpOC/CC as the SA via the Services Management Agreement (SMA) IAW DAFI 63-138.</p>

Role	Responsibility	Authority
<p>SpOC Services Acquisition Decision Authority (SADA)</p>	<p>The SADA is the senior leader responsible for the execution, management, and oversight of his/her designated services acquisition portfolio. Within SpOC the SADA shall participate in the DAF PEO for Services and SpOC/CC-chaired AER for programs/contracts in their portfolio. The SADA shall also ensure adequate internal governance policies and procedures are in place to measure the success of services acquisition process and execute their roles and responsibilities as described in DAFI 63-138, paragraph 2.5. The SADA is responsible for exercising authority as the Source Selection Authority (SSA) as described in FAR 15.303(b) Responsibilities, this also applies to FAR 16.505(b)(1) Fair Opportunity. Notify SAIO when delegated SADA responsibilities.</p>	<p>The authority is provided by the DAF PEO for Services to the SpOC/CC through the Services Management Agreement (SMA). SpOC delegations for SADA authority can be found in the SpOC/CC Delegations and Withholdings of Authorities document. (See <a href="#">Attachment 4</a>)</p>

Role	Responsibility	Authority
SpOC Requirements Approval Authority (RAA)	<p>SpOC/CC is the SpOC RAA. The RAA is the senior official with delegated authority to approve Requirements Approval Documents (RAD) or other methods for vetting clearly written services requirements. The RAA will ensure the following is considered with each RAD:</p> <ol style="list-style-type: none"> <li>1. Prioritized among mission needs</li> <li>2. Requirement is valid and necessary to meet the mission needs</li> <li>3. Requirement cannot be fulfilled by other means</li> <li>4. Strategic sourcing opportunities were considered</li> <li>5. Requirement is not inherently governmental</li> <li>6. Understands the RAD is not a document to approve funding, nor does it include an acquisition strategy</li> </ol>	<p>SpOC/CC has delegated RAA authority based on dollar value. Delegations are located within the SpOC CC Delegations and Withholdings of Authorities document. (See <a href="#">Attachment 4</a>)</p>
Senior Contracting Official (SCO)	<p>The Air Force Installation Contracting Center Operating Location – Space (AFICC/KS) is the SCO for SpOC (21 Contracting Squadron (CONS), 50 CONS, 460 CONS &amp; SAIO) (See DAFFARS Mandatory Procedure – <a href="#">Attachment 4</a>).</p> <p>The SCO holds acquisition approving authority unless otherwise designated in DAFI 63-138, Acquisition of Services. Unless otherwise prohibited by regulation or policy, the acquisition approving authority may delegate acquisition plan approval to one level above the contracting officer for other than firm-fixed-price contracts and the contracting officer for firm-fixed-price contracts.</p>	<p>The requirements aligned SCO maintains the guidance and procedures required for SpOC compliance for delegated contract actions, regardless of contracting procedures utilized. For the AFICC/KS SCO, guidance on AFICC/KS authorities, delegations, and deviations can be found on the AFICC/KS SharePoint site. (See <a href="#">Attachment 4</a>) Clearance thresholds are in accordance with DAFFARS 5301.9001, <i>Objectives, Approval Thresholds, and Procedures</i>, and have been further delegated by the SCO (see current SCO clearance delegation memorandum).</p>

### 3.1. Multi-Functional Team (MFT) Roles.

3.1.1. Multi-Functional Team (MFT) Overview. The MFT is led by a Program Manager (PM), Services Acquisition Lead (SAL), or Requiring Activity Representative.

3.1.1.1. Responsibilities. The MFT is typically comprised of the PM, SAL, Requiring Activity Representative, Contracting Officer (CO), and Contracting Officer's Representative (COR), functional/technical Subject Matter Experts (SMEs), price analyst, contract specialist, AFICC/KS Action Officer, labor advisor, safety representative, logistics representative, and/or Defense Contract Management Agency (DCMA) representative, Quality Assurance Program Coordinator (QAPC), legal advisor, security representative, cybersecurity representative, finance representative, COR supervisor, functional commander/director, and/or small business representative, etc. The MFT is responsible for developing contract requirements, assessing contract performance, and managing service delivery. The MFT must ensure duties within the Seven Steps to the Services Acquisition Process are followed IAW DoD Instruction (DoDI) 5000.74, *Defense Acquisition of Services*.

3.1.1.2. Authorities. The SADA ensures the formation of the MFT. MFT members must adhere to their responsibilities as outlined DAFI 63-138, paragraph 2.10.

3.1.2. DAF PEO for Services.

3.1.2.1. Responsibilities. DAF PEO for Services is a stakeholder and MFT contributor as the SADA for Services Category (S-CAT) requirements (see [Table 3.2](#) for S-CAT Program Value thresholds).

3.1.2.2. Authorities. DAFI 63-138, paragraph 2.5 and Table 2.2.

3.1.3. Program Manager (PM) / Services Acquisition Lead (SAL). A PM is an acquisition-coded 1101 or 63A individual with the responsibility and authority for managing cost, schedule, performance, and risk of services acquisitions. A SAL describes functionals who perform the duties of a PM.

3.1.3.1. Responsibilities. The PM or SAL performs the duties of the Functional Services Manager (FSM) as defined in DoDI 5000.74 and leads the MFT through the Seven Steps to the Services Acquisition Process. The SAL describes functionals (i.e., personnel from the requiring activity, COR, or any non-acquisition-coded individual) who perform the duties of a PM. In addition to leading the MFT through the Seven Steps to the Services Acquisition Process, the PMs/SALs will also brief their respective programs for the AER/ER (IAW DAFI 63-138, paragraph 5.2.2.2). The PM/SAL must have the functional expertise to develop requirements, assist with acquisition strategy development, and conduct source selection evaluations. The PM/SAL may also be responsible for post-award surveillance and reporting functions.

3.1.3.2. Authorities. For acquisitions greater than or equal to \$100M, a Defense Acquisition Workforce Improvement Act (DAWIA) certified PM must be appointed. A SAL describes a functional who performs the duties of a PM. A SAL is required for all services acquisitions greater than or equal to the SAT and less than \$100M.

**Table 3.2. Certification Levels for PMs/SALs.**

<b>Services Category</b>	<b>Role</b>	<b>Program Value</b>	<b>Certification/Credential</b>
S-CAT I	Program Manager	Est > \$1B or > \$300M in any one year	DAWIA PM Advanced Certification
S-CAT II	Program Manager	Est. total value: $\geq$ \$250M but < \$1B	DAWIA PM Practitioner Certification
S-CAT III	Program Manager	Est. total value: $\geq$ \$100M but < \$250M	DAWIA PM Practitioner Certification
S-CAT IV	Services Acquisition Lead	Est. total value: $\geq$ \$10M but < \$100M	Defense Acquisition University (DAU) Services Acquisition Team Member Credential
S-CAT V	Services Acquisition Lead	Est. total value: $\geq$ SAT but < \$10M	DAU Services Acquisition Team Member Credential
<p>Notes:</p> <ol style="list-style-type: none"> <li>1. Personnel appointed as PMs, as required by this table, must occupy an Acquisition Position Category billet, coded "A" (Program Manager) within the Manpower Programming and Execution System (MPES). (T-1)</li> <li>2. SADAs may appoint DAWIA-certified Program Managers to S-CAT IV and V requirements based on risk, complexity, and availability.</li> <li>3. SALs should achieve credential No Later Than (NLT) six months after designation.</li> <li>4. Visit <a href="http://dau.edu">dau.edu</a> for current Certification and Services Acquisition Team Member credentialing requirements.</li> </ol>			

#### 3.1.4. Contracting Officer (CO).

3.1.4.1. Responsibilities. The CO is the only person with the authority to obligate the Government and direct contractor personnel. The CO carries out the requirements identified in the FAR and its supplements. The CO provides business advice, plans, awards, administers, modifies, interprets, takes corrective action, and terminates a contract on behalf of the Government commensurate with the limitations specified on the CO's warrant.

3.1.4.2. Authorities. The CO can execute contract authority on behalf of the Government commensurate with the limitations specified on the CO's warrant. For orders under multiple award contracts (FAR 16.505, *Ordering*) the contracting officer may act as the decision-making authority if designated by the SADA.

#### 3.1.5. Contracting Officer's Representative (COR).

3.1.5.1. Responsibilities. The COR is the appointed individual responsible for pre-award execution support (i.e., requirements development, source selection evaluation) and post-award oversight and surveillance as a representative of the CO. The COR executes the duties and responsibilities detailed in FAR 1.604 Contracting Officer's Representative (COR), DFARS PGI 201.602, DAFFARS Mandatory Procedure (MP) 5301.602-2(d), and

DoDI 5000.72, *DoD Standard for Contracting Officer's Representative (COR) Certification*. Specific duties are outlined in the Contracting Officer's COR designation letter.

3.1.5.2. Authorities. The mission partner or customer receiving the services will typically identify the same person who has been working pre-award support as the COR. A Request for COR Support letter is completed by the unit or the contracting officer/program manager. The letter is sent to the QAPC prior to contract award. The QAPC will contact the potential COR to determine the appropriate training is completed and assist in the appointment/nomination process using the Procurement Integrated Enterprise Environment (PIEE) system. CORs are nominated by the requiring activity and, upon contract award, appointed by the CO.

### 3.1.6. Quality Assurance Program Coordinator (QAPC).

3.1.6.1. Responsibilities. The QAPC is responsible for the coordination and management of the organization's contract quality assurance program. The QAPC is appointed by the COCO (Chief of the Contracting Office) or Chief of Performance Management Office and properly trained to integrate quality contract requirements into the quality assurance program, act as the liaison between the contracting and functional organization and provide training and record keeping IAW DAFFARS MP 5301.602-2(d). The QAPC also participates as part of the MFT.

3.1.6.2. Authorities. The QAPC is appointed and must complete the appropriate training as required by DAFFARS MP5346.103. Refer to DoDI 5000.72, DAFFARS MP5301.602-2(d), and DAFFARS MP5346.103, *Contracting Office Responsibilities*, for additional QAPC responsibilities.

### 3.1.7. Small Business Professional (SBP).

#### 3.1.7.1. Responsibilities.

3.1.7.1.1. The Small Business (SB) representative is a stakeholder and MFT contributor. The SB office should be consulted during the early stages of acquisition planning. It is important for the MFT to engage with industry early and often to inform acquisition strategies that maximize competition, consider opportunities for small business and AbilityOne non-profit agency participation, and increase reliance on commercial capabilities and technologies. As part of the MFT, the Small Business Office will assist with the team in Market Research, assist in the development of the Early Strategy and Issues Session (ESIS) and assist as part of the Acquisition Strategy Panel (ASP).

3.1.7.1.2. The SpOC Director of SBPs (see [Figure 3.1](#)) is responsible for managing the small business program on behalf of their SBD Commander (CC). The SBPs are Air Force employees and the SBPs are aligned under SBD Director of Staff. Their guidance for program execution is contained in DoDI 4205.01, *DoD Small Business Programs (SBP)*, Headquarters Air Force (HAF) Mission Directive (MD) 1-30, *Director, Small Business Programs*, DAF Policy Directive (DAFPD) 90-18, *Small Business Programs*, and AFI 90-1801, *Small Business Programs*. Their primary duties are listed in Table 1 of AFI 90-1801. The SBPs are responsible for reviewing acquisitions in accordance with applicable FAR regulations and supplements and serve

as the primary point of contact between the acquisition team and the Small Business Administration (SBA). The SBPs are also responsible for reviewing/approving the DD Form 2579, *Small Business Coordination Record*, and coordinating with the SBA if needed.

3.1.7.1.3. The HQ SpOC Director of Small Business Programs Reports to the Director of Air Force Small Business Programs (SAF/SB) and serves the functional manager for all SpOC SBPs. The HQ SpOC Director of Small Business Programs provides functional oversight of the SpOC Small Business Programs, provides SME and guidance on small business matters to SpOC Leadership, the SBD 1 and 2 small business offices, buying units, SAF/SB, Apex Accelerator's, and the SBA. The Director carries out statutory mandates to maximize small business opportunities in all acquisitions: (a) promoting efficiency and innovation; (b) fostering best value/competition and lower prices; and (c) expanding the defense industrial base. The Director also develops small business goals and objectives to ensure small business, small-disadvantaged business, service-disabled veteran-owned small business, historically underutilized business zone, and women-owned small businesses are provided with maximum practicable opportunities to participate as a small business prime contractor or small business subcontractor.

3.1.7.1.4. For Market Research and DD Form 2579 coordination, Small Business Coordination is internal to SpOC. Other coordination may be required by established ordering procedures. On matters requiring SAF/SB coordination i.e. substantial bundling, consolidation, etc. the local small business office will support the acquisition team in obtaining higher level coordination with SAF/SB, while AFICC/KS will coordinate with SAF/AQC as required. Any correspondence being provided to SAF/SB will be coordinated on by the local SB Office and the SpOC SB office. **Note:** SAF/SB may periodically request information on acquisitions where they have been invited to acquisition meetings.

3.1.7.2. Authorities. The Small Business Act requires the SSM involvement in projecting contract opportunities for small businesses IAW DoDI 5000.74.

**Figure 3.1. SpOC SB Flow of Authority.**



3.1.8. Legal (JA).

3.1.8.1. Responsibilities. The legal office is a stakeholder and MFT Contributor. There are several legal offices that support SpOC: SBDs utilize their respective SBD/JA offices. SpOC/SAIO utilizes SpOC/SAIO DRJ as it's legal advisor which is assigned under SpOC/JA. It's important to involve your assigned legal advisor early in the acquisition process. The legal advisor ensures that the commercial practices, and terms and conditions contemplated are consistent with the Government's legal rights, duties, and responsibilities. They are also responsible for reviewing the acquisition documents for legal sufficiency and they provide advice on acquisition strategies and contract terms. It is the responsibility of the CO to ensure legal review is received at the required acquisition phase IAW DAFFARS 5301.602-2. AFICC/KS has provided a Legal Review Deviation (see [Attachment 4](#)) for certain circumstances which the CO can leverage during the acquisition process. Please read this deviation carefully to ensure you are complying with all of its provisions. In addition to acting as an MFT contributor, each organization's assigned legal advisor is also responsible for providing ethics training and reviewing their respective organization's Office of Government Ethics (OGE) Form 450s, *Confidential Financial Disclosure Report Executive Branch*, as required. For questions on whether or not an individual is required to submit an OGE Form 450 contact the organization's assigned legal advisor.

3.1.8.2. Authorities. The legal office is an MFT contributor as Legal review is required IAW DAFFARS 5301.602-2 and the AFICC/KS Legal Review Deviation (see [Attachment 4](#)).

### 3.1.9. AFICC/KS Action Officer (AO).

3.1.9.1. Responsibilities. AFICC/KS AO may be a stakeholder and MFT contributor depending on the dollar value and complexity of the acquisition (see [Table 5.2.](#), AFICC/KS Clearance Delegation). AFICC/KS AO serves as business advisors and are responsible for the MFT exercising acquisition authorities and responsibilities according to regulation and policy. AFICC/KS will be involved as a member in the MFT when AFICC/KS is the SCO, AFICC/KS is the competition advocate, higher-level approval is required on contracting documentation, or when an action is designated as a special interest item. AFICC/KS supports formal and informal reviews for advice or guidance. For formal reviews, reference the AFICC/KS Process Guide below to adhere to the AFICC/KS review process. COs are required to respond to all comments on the Comment Review Matrix (CRM) and provide updated copies of documents that were revised based upon the review.

3.1.9.2. Authorities. AFICC/KS AO involvement is required IAW the AFICC/KS Process Guide (See [Attachment 4](#)).

## Chapter 4

### SERVICES ACQUISITION REQUIREMENTS REVIEW AND PORTFOLIO MANAGEMENT / SERVICES REQUIREMENTS REVIEW BOARD (SRRB)

**4.1. DAF SRRB Process.** The DAF implements the requirements of the SRRB process (IAW DoDI 5000.74) through a multi-faceted approach. First, the requirements approval process addresses the SRRB elements of “mission need, strategic alignment, workforce analysis, relationship to other requirements, projected cost of requirement, and contract and work functions. Next, the services acquisitions process which includes the ESIS and the ASP address the SRRB elements of issue, risk, and prioritization. Additionally, the governance assessment process, provides comprehensive annual reviews of both the performance of individual programs and the effectiveness of organizations’ management and oversight of services. Finally, the Quality Assurance oversight process addresses the SRRB element of metrics.

**4.2. Forecasting/Program Objective Memorandum (POM) Overview.** The Forecasting/POM process is used to secure funding for future service requirement needs. Requirements Owner (RO) are required to utilize the Forecasting/POM process to forecast new and reoccurring service requirements.

4.2.1. Forecasting (5-Year Forecast). SpOC/S8 develops a projection for the Future Year Defense Program (FYDP) 5-year outlook as part of the POM. The current Fiscal Year (FY) POM inputs include budget projections for the future 5-year forecast. The forecast is built from a baseline of current contracts and projection for recompetes.

4.2.2. POM Timeframe.

4.2.2.1. Services and Agencies submit their POM annually approximately two years ahead of the POM fiscal year. For example, in fiscal year 2025 the USSF will be programming for fiscal year 2027.

4.2.2.2. FLDCOMs submit their POM inputs to HQ USSF in March in accordance with the Pom Preparation Instruction (PPI). HQ USSF then submits the USSF POM to the Office of the Secretary of Defense (OSD) Cost Assessment and Program Evaluation (CAPE) in June. OSD CAPE and the Office of Management and Budget (OMB) review POM inputs during Product and Budget Review (PBR) from July to November. The President’s Budget is submitted by the first Monday in February.

4.2.3. SpOC POM Process.

4.2.3.1. SpOC initiates the POM process by providing training to the command in the October/November timeframe. ROs, and Deltas build their POM options to document shortfalls, new initiatives, and justifications from November to December.

4.2.3.2. After POM options are received by HQ SpOC S8, SpOC begins its corporate staff process that runs until the submission deadline outlined in the PPI. The first phase in the process is the Working Group, which deliberates the options and provides an initial prioritization of all the options. The Decision Board is the second phase, where the Deputy CC (DCDR) of Combat Support’s (S1/4/8) Director of Resource Management & Special Programs (S8) discuss the relative priority of the options, potentially reprioritize options, and vote for approval to the SpOC/CC. The Working Group and Decision Board is utilized

to prioritize requirements and manage strategic sourcing opportunities. Finally, the SpOC Corporate process culminates in a Council with the SpOC/CC who approves the list of options to be submitted to HQ USSF. The SpOC/CC additionally participates in a Tri-Council with all FLDCOM CCs to synchronize efforts across the service. The POM input is then submitted to HQ USSF.

4.2.3.2.1. SpOC acquisition organizations will attend the first and second phase of the SpOC corporate process, the POM Working Group and the Decision Board. SpOC’s acquisition organization participation in the SpOC POM Working Group and the Decision Board is observational. The intent of acquisition organization participation is to ensure early involvement in the acquisition process to identify category management or strategic sourcing opportunities, and to streamline or eliminate duplicative requirements.

4.2.3.2.2. SpOC’s acquisition organizations and SpOC/SAIO’s Portfolio Manager Lead will convene with an internal Acquisition Working Group, comprised of SpOC acquisition members. The Acquisition Working Group will review potentially duplicative or redundant POM inputs.

**Table 4.1. Notional POM Timeline.**

	Jan	Feb	Mar	Apr	May	Jun
Significant POM Milestones	SpOC Corporate Staff Process Starts (runs through Mar)		1) USSF Acq Input Sources POM submission on to SQ 2) 18 Mar – Input Sources POM submission on to SSP	USSF Group/Board meet prior to USSF Council Meeting	1) USSF Council meeting 2) Chief of Space Operations (CSO) POM approval 3) FYXX POM AF board, USAF POM approval, FYXX DAF POM approval	Round 4 closes
SpOC Acq Organization Group Milestones	Attend SpOC POM Working Group	Attend SpOC POM Working Group		Plan prior to SpOC POM Board		

4.2.4. USSF Corporate Process. HQ USSF follows a corporate approval process for POM inputs. Representatives from all input sources meet at working groups to deliberate options

and their prioritization. A Decision Board is convened to further refine the prioritized list. Finally, a USSF Council and a DAF Council are held for approval of the USSF POM prior to submitting to OSD CAPE.

#### 4.2.5. Contract Information.

4.2.5.1. SpOC S8P is the SpOC lead for the SpOC POM input. Processes and timelines may vary from year to year. Please contact the S8P Engine Room for the most up-to-date processes and timelines or to inquire about funding status.

4.2.5.2. Email – [SPOC.DCG-S.S8PWorkflow@spaceforce.mil](mailto:SPOC.DCG-S.S8PWorkflow@spaceforce.mil)

4.2.5.3. Phone – 719-554-5406/6489/7269/5763

4.2.5.4. Location – Building 1, Room 2418

4.2.6. Execution Year/Unfunded Requirements (UFR) Process. Before building a contract for an existing requirement, the RO must ensure the Directorate intends to continue the acquisition. For UFRs, HQ SpOC S8A holds two UFR calls per year, whereby requirements are requested from each DCDR and all Deltas: 1) During the Execution Plan build for the subsequent fiscal year (usually done in late spring); and 2) During the mid-year of the current fiscal year (usually during January/February).

### 4.3. Requirements Approval Process.

4.3.1. The Requirements Approval Process, as outlined below, addresses the SRRB elements of mission need, strategic alignment, workforce analysis, relationship to other requirements, projected cost of requirement, and contract and work functions (i.e., Inherently Governmental Function (IGF)).

4.3.2. The RAD process is governed by DoDI 5000.74 and DAFI 63-138. Per DAFI 63-138, paragraph 3.2.2, “When the organization determines a need for contracted services, the RAA...approves the requirement via the RAD prior to approval of the acquisition strategy.” A RAD validates the need for a services requirement.

**Table 4.2. HQ SpOC/CC Appointed Roles/Responsibilities.**

<b>Roles/Responsibilities</b>	<b>Approver/Process Owner</b>
HQ SpOC/S8	SpOC Contractor Support Services (CSS) Requirements Approval Process Owner
HQ SpOC/S8P	RAD Process Owner for Unclassified to Top Secret Requirements
HQ SpOC/S8Z	RAD Process Owner for Special Access Programs/Special Access Required (SAP/SAR) requirements

**Table 4.3. Requirements Approval Authority.**

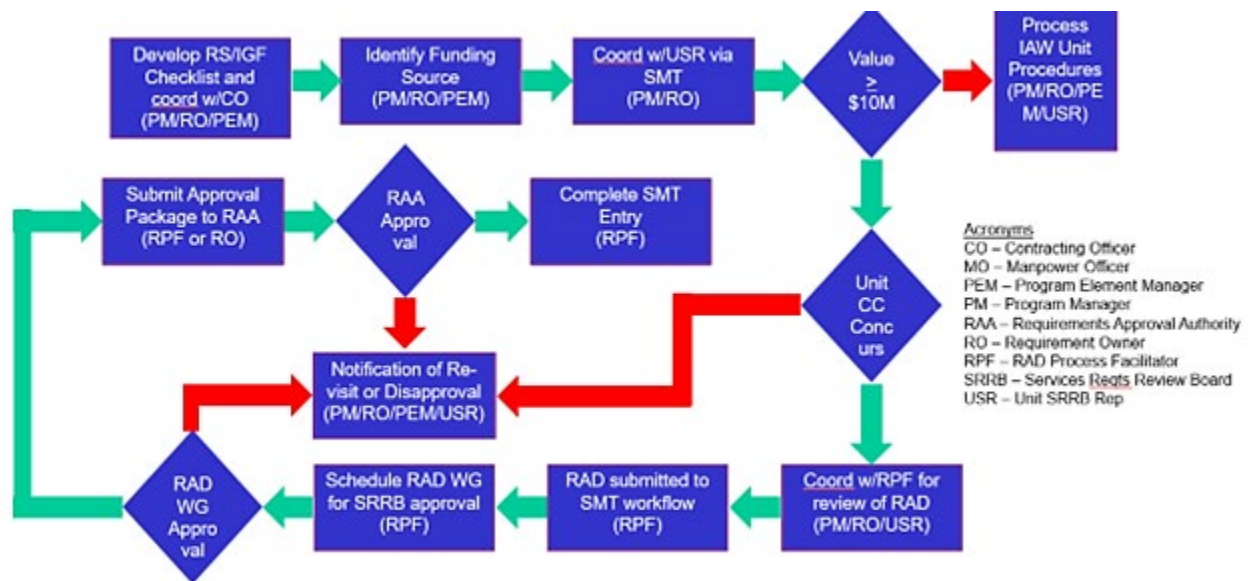
Total Value	Delegated	Delegate
< SAT	RAD not required	
≥ SAT – <\$10M	Delegable no lower than O-4/GS-13	Squadron CC/Division Chief and higher (or equiv)
≥ \$10M - <\$100M	Delegable no lower than O-6/GS-15	SpOC CD, SpOC S1/4/8, Assistant SpOC S3/5/7, SpOC/CoS, SpOC S-Staff Directors, SAIO Director, Delta CC/TD, SBD CC/CV, Combatant Command (CCMD) CC/CD/CoS
≥ \$100M - <\$500M	Delegable no lower than GO/SES	SpOC CD, SpOC S1/4/8, CCMD CC/CD/CoS

Note:

1. Please reference the HQ SpOC Advisory and Assistance (A&AS) Contracts – FY Dollar Value Cap and Approval Process, the SpOC Advisory and Assistance (A&AS) Contract Approval Process dated 20 May 24, and the Requirements Approval Authority (see [Attachment 4](#))

4.3.3. Guidance on the RAD process, templates, coordination, and staffing process is located within the HQ SpOC Advisory and Assistance (A&AS) Contracts – FY Dollar Value Cap and Approval Process document (see [Attachment 4](#)). The RAD approval process flow is outlined as follows:

**Figure 4.1. RAD Approval Process Flow.**



4.3.4. A RAD is mandatory for all service acquisitions applicable to DAFI 63-138. SpOC requires all requirements greater than or equal to the SAT to use the Requirements Application

of DAF PEO for Services Strategic Management Tool (SMT) (<https://pmrt.cce.af.mil/smt/login>) to facilitate the review, approval, and documentation of services requirements. The RAD process provides a platform for coordination, discussion of alternatives, and senior leader approval to validate CSS requirements. It also presents an opportunity to get input from stakeholders in the early stages of the acquisition process. The requirements approval process does not address acquisition strategy information, rather the requiring activity must assess, review, and validate the following as part of the requirement approval process:

4.3.4.1. Mission Need. Explanation of the need for the requirements and the outcomes to be achieved by the services acquisition.

4.3.4.2. Strategic Alignment. How the requirement supports the overall organizational mission.

4.3.4.3. Workforce Analysis. Analysis of the decision to contract for services from a manpower perspective, taking into consideration total force management policies and procedures.

4.3.4.4. Relationship to Other Requirements. How the requirements may impact other requirements or vice versa.

4.3.4.5. Projected Cost of Requirement. Estimated cost of fulfilling the requirement for the projected total period of performance including options and extensions.

4.3.4.6. Contract and Work Functions. Review requirement for inherently governmental functions (IGF), closely associated with inherently governmental functions, or critical functions.

4.3.5. The approval of the acquisition strategy will normally not occur prior to RAD approval IAW DAFI 63-138 para 3.2.2. In all cases, the solicitation will not occur prior to the RAD approval.

4.3.6. The RAD is an internal government document and will be completed and staffed by government personnel only. Support contractors shall not prepare requirements for approval as exposure could create a contractor conflict of interest, compromise the Government's proprietary contract information, and jeopardize IGF. Additionally, contractor personnel [to include Federally Funded Research and Development Centers (FFRDCs)] shall not participate in SpOC Corporate meetings without explicit approval of the Corporate Chair and any actual or potential conflicts of interest have been appropriately fire-walled or otherwise avoided, neutralized, or mitigated.

4.3.7. RAD Staffing and Approval Processes for SpOC can be found in Appendix 3.

4.3.8. Contact Information.

4.3.8.1. SpOC S8P is the SpOC lead for the RAD Process. Please contact the RAD Process Facilitator for up-to-date processes and templates for completing a RAD.

4.3.8.2. Email – [SPOC.DCG-S.S8PWorkflow@spaceforce.mil](mailto:SPOC.DCG-S.S8PWorkflow@spaceforce.mil)

4.3.8.3. Phone – 719-554-9780/4003

#### 4.4. Services Acquisition Process.

4.4.1. Acquisition planning, the ESIS, and the ASP address the SRRB element of issues, risk, and prioritization.

4.4.1.1. Per FAR Part 7, *Acquisition Planning*, MFTs shall conduct acquisition planning for all SpOC services acquisitions, and shall document such planning in writing. The purpose of this planning is to establish and document an acquisition strategy that ensures the Government will meet its needs in the most effective, economical, and timely manner. The MFT shall ensure the planning, and the resulting strategy are commensurate with the issues, risks, and prioritization of the requirement. See FAR Part 7, DFARS Part 207, *Acquisition Planning*, and DAFFARS Part 5307, *Acquisition Planning*, for additional information.

4.4.1.2. The purpose of the ESIS is to facilitate a candid and collaborative working session to discuss ideas, best practices, and significant acquisition issues. It is not meant to establish an acquisition strategy or to solicit a decision but serves only as a vector-check from senior leaders prior to solidifying the acquisition strategy. See DAFI 63-138 for additional information.

4.4.1.3. Per DFARS 207.104, MFTs shall prepare a formal Acquisition Plan (AP) for SpOC services acquisitions with a total value of \$50M or more or \$25M or more for any fiscal year. Per DAFFARS 5307.104, an ASP is required any time an AP is required. The purpose of an AP and ASP is to ensure the services acquisition strategy aligns with mission objectives and establishes a methodology to optimize performance. Strategic Sourcing initiatives, the contract type, source selection procedures, and contract incentives (if used) shall align to the stated requirement objectives. The SADA may approve waivers and streamlining efforts such as a Combined ASP/AP. See FAR Part 7, DFARS Part 207, DAFFARS Part 5307, and DAFI 63-138 for additional information.

4.4.2. See Section 5.6 “Step 5 – Develop Acquisition Strategy” for details on executing the ESIS, AP, and ASP.

**4.5. Governance Assessment Process.** The Governance Assessment Process provides a comprehensive annual review of both the performance of individual programs and the effectiveness of organizations’ management and oversight of services acquisitions. The assessment consists of AER / ER and SA Semi-Annual Updates of the portfolio.

4.5.1. AER. The AER assesses cost, schedule, performance, risks, and issues of individual programs. IAW DAFI 63-138, SADAs shall ensure adequate internal governance policies and procedures are in place to measure the success of services acquisition processes. The SADA delegations are found in SpOC CC Delegations and Withholding of Authorities document.

4.5.1.1. Applicability. The AER requirement applies to all SpOC service acquisitions greater than or equal to \$100M.

4.5.1.2. Process.

4.5.1.2.1. The AER covers the previous fiscal year’s services acquisitions and will be conducted annually, during the first quarter of the fiscal year, but no later than 15 March of the current fiscal year.

- 4.5.1.2.2. HQ SpOC Directorate, SpOC Direct Reporting Units (DRUs), SBDs, and SpOC Delta SADAs will chair an AER for their portfolio requirements greater than or equal to the SAT. In addition, SADAs shall participate in the DAF PEO for Services and SpOC/CC – chaired AER for programs/contracts in their portfolio greater than or equal to \$100M.
- 4.5.1.2.3. SpOC/SAIO DRX will provide guidance and templates in a formal SpOC corporate tasker prior to the SpOC/CC chaired AER. In addition, SpOC/SAIO DRX will collect data, set the agenda, and manage set-up logistics.
- 4.5.1.2.3.1. SpOC/SAIO DRX will create the briefing slides utilizing the templates established by the DAF PEO for Services located on the DAF PEO SharePoint Website (see [Attachment 4](#)).
- 4.5.1.2.3.2. SpOC/SAIO DRX will ensure the PMs/SALs brief their programs to SpOC/CC and DAF PEO for Services utilizing the SMT-based briefing.
- 4.5.1.2.4. The HQ SpOC AER will assess all programs greater than or equal to \$100M and include an overall self-assessment of the organization’s governance of all services over the SAT. SpOC acquisition organizations utilize the Requirements and Services Acquisition applications within SMT and will utilize Enterprise Analytics applications to generate their governance assessment briefings.
- 4.5.1.2.5. PMs/SALs will:
- 4.5.1.2.5.1. Create program reviews IAW organizational procedures.
- 4.5.1.2.5.2. Respond to data calls.
- 4.5.1.2.5.3. Verify their program review(s) include all required information for the AER briefings.
- 4.5.1.2.5.4. Will lock briefings once the program reviews are verified as correct.
- 4.5.2. Effectiveness Review (ER). IAW DAFI 63-138, paragraph 5.2.3, DAF PEO for Services identifies key areas of interest for further review each year. The scope of the ER is larger than the AER and discusses the health and status of People, Process, and Performance components for services requirements greater than or equal to the SAT throughout the Command and acquisition-supported Command-external organizations. It is presented to the DAF PEO for Services on behalf of the SpOC/CC.
- 4.5.2.1. Applicability. The ER applies to all SpOC and acquisition-supported external organization services acquisitions greater than or equal to the SAT.
- 4.5.2.2. Description. The ER is conducted annually, during the first quarter of the Fiscal year. It is held in conjunction with the annual AER.
- 4.5.3. Semi-Annual SADA Portfolio Review. In addition to the formal AER/ER, SpOC will provide semi-annual SADA portfolio reviews to assess the health and status of the assigned portfolio, forecast requirements, and conduct acquisition planning.
- 4.5.4. A SpOC corporate tasker data call with specific guidance and templates will be issued to the HQ SpOC Directorates, SpOC DRUs, SBDs, and SpOC Delta SADAs. HQ Directorates and SpOC Delta SADAs and will task their subordinate units and provide their consolidated

inputs for review and inclusion in the data call as required for the AER/ER and Semi-Annual SA and SADA Portfolio Review.

4.5.5. Semi-Annual SA Review. IAW DAFI 63-138, paragraph 2.6, and the SpOC Services Management Agreement (SMA) (see [Attachment 4](#)) between the DAF PEO for Services and the SpOC/CC as the SADA, the SADA will ensure SpOC remains proactively engaged in improving the efficiency and effectiveness of services acquisitions using innovative processes, policies, and procedures.

4.5.5.1. Applicability. The Semi-annual SA review applies to all service acquisitions greater than \$250K (SAT) within the Command and for those SpOC executes on behalf of external organizations such as North American Aerospace Defense Command (NORAD) and U.S. Northern Command and U.S. Space Command.

4.5.5.2. Description. SpOC/SAIO, as the Services Acquisition Governance lead, is the Office of Primary Responsibility (OPR) for generating a written briefing for the SpOC/CC / SADA. As the OPR, SpOC SAIO will coordinate with FLDCOM and CCMDs POCs to obtain a summary of the effectiveness of contracted services that are supporting the mission requirements.

4.5.5.3. The intent of the briefing is to conduct a desk-top review of the acquisition and contract health for each of the SpOC's SADA portfolios on a semi-annual basis.

#### **4.6. DAF's Quality Assurance Oversight Process.**

4.6.1. The DAF Quality Assurance and oversight process addresses the SRRB element of metrics. The Government's role in quality oversight is to ensure it receives the services contract it requests and only pays for the services received. The Government's approach to quality is documented in the Quality Assurance Surveillance Plan (QASP).

4.6.2. Although quality control is the responsibility of the services contractor, not the Government, the Government must provide COR surveillance that is commensurate with the level of risk associated with contract requirements and contractor performance. Deliberate quality assurance oversight is imperative to the success of contract performance and documenting performance is critical for contract enforceability, remedies, past performance evaluations, and to ensure the future success of other government contracts. Quality assurance oversight is reviewed by the SpOC/CC during the Semi-Annual Execution Review and AER briefing, outside of these briefings, quality control is a desk-top review unless a briefing is required by the SpOC/CC or respective SADA.

4.6.3. See [paragraph 6.2](#) of this document for the Post-Award Services Acquisition Process of Quality Oversight and Managing Performance.

## Chapter 5

### PRE-AWARD SERVICES ACQUISITION STEPS/PROCESS.

**5.1. DoD Seven Steps to Services Acquisition Process.** Acquisition of services is a command responsibility: unit, organization, and installation CCs are responsible for the appropriate, efficient, and effective acquisition of services by their organization. The seven-step services acquisition process is a way to ensure the use of proven, repeatable processes and procedures contributing to successful services acquisitions.

**Figure 5.1. DoDI 5000.74 7-Step Services Acquisition Process.**



**5.2. Step 1 Form the Team.** For each acquisition, the pre-award process is executed by various experts and stakeholders. This MFT of experts and stakeholders should be comprised of individuals with various critical functional skills (including SMEs), and the membership should be tailored to each acquisition. Identifying these participants as early in the process as possible is critical to executing the process efficiently and effectively as it allows the PM/SAL to ensure the team is adequately staffed with sufficient personnel with required skillsets.

#### 5.2.1. The MFT.

5.2.1.1. The PM or SAL will establish an MFT and identify the members.

5.2.1.2. Team membership is established based on the dollar value of the acquisition and should consist of the following individuals, at a minimum: PM/SAL, CO, RO Point of Contact (POC) (e.g., Functional SME or COR's, legal, SB, Financial Management (FM) [e.g., Resource Advisor (RA)], and their Quality Assurance Manager (or Quality Assurance Program Coordinator). MFTs should include additional members as needed to ensure requirements experts and other stakeholders' needs are considered and included during the pre-award process and account for SCO designated POC based on delegated clearance levels.

#### 5.2.2. Deliverables during Step 1 may include:

5.2.2.1. Responsibility Assignment Matrix (RAM) (See [Attachment 4](#)). This document delineates the responsibilities of the MFT.

5.2.2.2. MFT Register. This document is utilized to document MFT membership.

5.2.2.3. Milestone Schedule. For acquisitions with an estimated value greater than the SAT, the PM/SAL shall propose a set of milestones tied to key points in the acquisition schedule. Milestone schedules can be built through the Procurement Toolbox Procurement Administrative Lead Time (PALT) Tool (See [Attachment 4](#)). Additionally, award timelines generally follow the following timeframe:

**Table 5.1. New Acquisitions/Re-acquisitions – Timelines Based on Estimated Value.**

TYPE OF AWARD		≥\$10M -<\$50M	≥\$50M -<\$500M	≥\$500M
Open Market (new contract vehicle)	Requirements package due to Contracting Office based on estimated dollar value	6 -12 months prior to need date	12-24 months prior to need date	18-24+ months prior to need date
Task Orders Against an existing contract (GSA, OASIS, NETCENTS, etc.)	Requirements package due to Contracting Office based on estimated dollar value	3-6 months prior to need date	6-12 months prior to need date	12-18 months prior to need date

5.2.2.4. Simplified Project Plan. For acquisitions with an estimated value greater than or equal to \$10M but less than \$50M, the PM/SAL should develop a Simplified Project Plan to outline roles and responsibilities, deliverables, communication process, and schedule.

5.2.2.5. Project Plan. For acquisitions with an estimated value of \$50M or more, the PM/SAL should develop a Project Plan that addresses the MFT's plan to execute, monitor, and control the project's process.

5.2.2.6. Kick-Off Meeting. The PM/SAL and CO will conduct a Kickoff Meeting with the MFT. This is used to set expectations and begin the team-building process.

5.2.2.7. Phase 1 Source Selection Training. For FAR 15 acquisitions, MFT's must complete Phase I and II Source Selection Training (See [Attachment 4](#)), tailored for the acquisition. Phase I and Phase II Source Selection Training is a mandatory and must be presented to the entire Source Selection Team by a certified SAF/AQC Source Selection Trainer. This training is recommended regardless of anticipated contract value or methodology. An overview of Phase I and II Source Selection Training can be viewed at: Introduction to the Enterprise & Operational Acquisition Center of Excellence's Phase I and Phase II Source Selection Training (See [Attachment 4](#)).

**5.3. Step 2 Review Current Strategy.** Developing knowledge of the previous or existing contracts can lay the groundwork for the at-hand acquisitions. MFTs should review previous and existing contracts for similar requirements and use knowledge gained to inform work on the at-hand acquisition in several areas, such as requirements, risks, acquisition strategy, selection methodologies, contract structures, etc. MFTs should focus on understanding what worked well in any existing contracts, and what didn't. MFTs should also work to understand what has changed in the context/environment of any existing contract, as well as understand what has changed in the marketplace and market conditions. MFTs should not make the presumption previous contract documentation can be copy and pasted without any analysis of continued applicability and/or requirement's changes and operational environment changes.

5.3.1. Applying Lessons Learned and Best Practices (LL/BP) identified during prior acquisitions is an effective method for improving the efficiency and effectiveness of subsequent acquisitions. Reviewing LL/BPs prior to beginning a new acquisition could facilitate the MFT's tailoring and streamlining efforts.

5.3.2. The MFT should review LL/BPs and should consider applying applicable LL/BPs to improve their execution of the pre-award process and the quality of the resulting contract.

**5.4. Step 3 Conduct Market Research (MR).** MR is an ongoing process through which the MFT develops current knowledge about capabilities and sources in the marketplace, which will then lead to the appropriate acquisition strategy. The scope, depth, and detail of MR will vary depending on the complexity of the requirement, but in all cases, it should be extensive enough to give the MFT confidence that the method of acquisition will result in the best-value solution for the Government. At a minimum, MR must determine and document what sources are capable of satisfying agency requirements and availability or non-availability of commercial products or services.

5.4.1. MFTs will conduct MR for all acquisitions. The PM/SAL, with assistance from the CO, will ensure the extent of the MR is consistent with the particulars of the at-hand acquisition and the applicability of previously approved acquisition strategies.

5.4.2. Based upon the extent and complexity of the MR and associated documentation on the size and complexity of the acquisition. At a minimum, the MR documentation should document what sources are capable of satisfying agency requirements and the availability or non-availability of commercial services.

5.4.3. The MFT must consider the use of Small Business IAW the Small Business Act (SBA) and the SpOC/CC SB Letter (See [Attachment 4](#)) which requires every agency with procurement authority to contribute towards the achievement of Federal government-wide small business procurement goals and align Space Force acquisitions with the strategic priorities delineated by the Under Secretary of the Air Force for small businesses. The CO, with input from the RO, will ensure the Small Business Specialist reviews and makes a recommendation on the DD Form 2579 for all acquisitions over \$10,000 (the micro-purchase threshold), except those under the SAT that are totally set aside for small business concerns IAW FAR 19.502-2 and DFARS 219.201(c)(10). IAW DFARS PGI 219.201(c)(10)(1) agencies are not precluded from requiring that actions over the micro-purchase threshold, but under the simplified acquisition threshold, that are totally set aside for small business be reviewed by the small business specialist. As part of the MFT, the SpOC SB office will assist the team with MR of small business opportunities appropriate competition, and acquisition strategy.

5.4.4. This step in the acquisition process also includes the ESIS to obtain a SADA vector ahead of solidifying the acquisition strategy, as required.

5.4.5. Actions/Deliverables during Step 3 may include:

5.4.5.1. MR Documentation. At minimum, regardless of dollar value, MR documentation should include what sources are capable of satisfying the agency requirement and the availability of commercial products/services.

5.4.5.2. DD Form 2579. The DD Form 2579 is a form utilized to ensure that an equitable opportunity has been provided to small and disadvantaged businesses to participate in the proposed acquisition. The form is utilized by the small business specialist to review and make recommendations for acquisitions over \$10,000 (the micro-purchase threshold).

5.4.5.3. The Streamlined Market Research and Acquisition Approach (SMRAA) (See [Attachment 4](#)). The SMRAA can be used for acquisitions with an estimated value of the SAT or more, but less than \$50M.

5.4.5.4. The Market Research Report (MRR). For acquisitions with an estimated value of \$50M or more, the PM/SAL and CO shall document the MR conducted using the MRR or equivalent document. The following templates can be utilized depending on the type of acquisition: MRR – Product/Services ([https://usaf.dps.mil/b:r/sites/USSF-HQ-SpOC/AO/SAIO/market\\_research\\_report%20product\\_service.pdf?csf=1&web=1&e=XRzvp9](https://usaf.dps.mil/b:r/sites/USSF-HQ-SpOC/AO/SAIO/market_research_report%20product_service.pdf?csf=1&web=1&e=XRzvp9)), MRR – Enterprise Solutions ([https://usaf.dps.mil/b:r/sites/USSF-HQ-SpOC/AO/SAIO/market\\_research\\_report\\_enterprise\\_solutions.pdf?csf=1&web=1&e=uUFd09](https://usaf.dps.mil/b:r/sites/USSF-HQ-SpOC/AO/SAIO/market_research_report_enterprise_solutions.pdf?csf=1&web=1&e=uUFd09)). Additional training on how to conduct MR can be found on DAU at: CLC 004 Market Research (See [Attachment 4](#)).

5.4.5.5. Early Strategy and Issue Session (ESIS) (See [Attachment 4](#)) – This briefing is required for all acquisitions with an estimated value of \$100M or more unless waived by the SADA. (see [paragraph 4.3.1.](#))

## 5.5. Step 4 Define Requirements.

5.5.1. Requirements definition is the most important and most difficult part of the service acquisition. A good quality requirements document makes procuring and managing the service easier. During this step, MFTs will finalize the requirements development and monitor and update the risk analysis. The MFT will develop and mature the requirements package documentation (See [Attachment 4](#))—the Performance Work Statement (PWS), Statement of Work (SOW), or Statement of Objectives (SOO), the Quality Assurance Surveillance Plan, the Independent Government Cost Estimate (IGCE) (to include working adjustments to funding as needed), DD Form 254, *Department of Defense Contract Security Classification Specification*, detailing requirements for data the contractor will deliver under the contract, etc.. – while simultaneously starting to develop and document the acquisition strategy – including contract type(s), Contract Line Item Number (CLIN) structures, terms and conditions, contractor selection methodologies, etc. Additionally, the MFT will continue conducting MR (to include updating the MR documentation, if needed).

5.5.1.1. Deliverables under Step 4 may include a Requirements Development Workshop. If appropriate, the PM/SAL should conduct a Requirements Development Workshop to ensure consideration of all relevant elements of the acquisition requirement, operational environment, risk, and marketplace conditions/research.

5.5.1.2. Draft SOO/Draft SOW/Draft PWS.

5.5.1.2.1. A SOO is a government-prepared document incorporated into the solicitation that states the overall performance objectives. It is utilized to supplement a requirements document and detail the overall high-level objectives of a task or program to potential contractors in a solicitation. A SOW provides the top-level objectives of an acquisition/procurement and is used as a focusing tool for both the Government and the potential contractor. It allows prospective offerors to create affordable solutions and suggest creative substitutes that achieve the specified objective.

5.5.1.2.2. A SOW is a portion of a contract which establishes and defines all non-specification requirements for contractor's efforts either directly or with the use of

specific cited documents. A SOW enables the offeror to clearly understand the Government's needs for the work to be done in developing or producing the goods or services to be delivered by a contractor. It defines (either directly or by reference to other documents) all work (non-specification) performance requirements for a contractor. The SOW should specify in clear, understandable terms the work to be done in developing the goods or services to be provided by the contractor. There are two types of SOWs utilized by the Government and industry: 1) a SOW – for systems procurement and Research and development; and 2) a PWS – for the acquisition of professional services

5.5.1.2.3. A PWS a statement of work for performance-based acquisitions (this typically includes the majority of SpOC services contracts) that clearly describes the performance objectives and standards that are expected of the contractor. The PWS should state requirements in general terms of what (result) is to be done rather than how (method) it is done. A PWS gives the contractor maximum flexibility to devise the best method to accomplish the required results.

5.5.1.3. Risk Analysis. MFTs must analyze risk related to the acquisition and document identified risks. Information on this can be found within the DoD Risk, Issue, and Opportunity (RIO) Management Guide for Defense Acquisition Programs (see [Attachment 4](#)), risk management analysis can be done through the Risk Management Plan Template (see [Attachment 4](#)) and the Risk Register Template (see [Attachment 4](#)).

5.5.2. IGCE. MFTs must prepare an IGCE for each acquisition. The PM/SAL will work with their respective RA and other knowledgeable MFT members to develop the IGCE. The following IGCE Templates can be utilized as a guide: IGCE Template (See [Attachment 4](#)).

5.5.3. During this phase, if the acquisition solution is to use a non-DAF procuring office to satisfy the requirement, the requiring activity representative or the assigned PM/SAL must submit a RAD (approved by the RAA). The approved RAD along with a SADA memorandum approving the use of a non-DAF procuring office must be included with any applicable Military Interdepartmental Purchase Request (MIPR) package. For MIPRs going through the SAIO office, the MIPR approval process can be found within the SAIO MIPR Standard Operating Procedure (See [Attachment 4](#)). Additional guidance on MIPRs can be found in AFI 65-118, *Air Force Purchases Using Military Interdepartmental Purchase Requests (MIPRS)*. For MIPRs going through the 460<sup>th</sup> CONS, the MIPR approval process can be found within their 460 CONF Customer Education Guide in paragraph VI. For MIPRs going through the 21<sup>st</sup> Contracting Squadron (CONS), the MIPR approval process can be located within their MIPR Training pptx (See [Attachment 4](#)). For MIPRs going through the 50 CONS, please contact 50 CONS regarding their MIPR approval process at <https://usaf.dps.mil/sites/50CONS-Customer-Site/default.aspx>.

5.5.4. Contracting offices approving outgoing MIPRs shall track and require completion of the following information for each outgoing MIPR at a minimum: 1) Total MIPR-\$ Amount, 2) Total MIPR Fee \$-Amount, 3) Requesting Activity/Unit Office Symbol, 4) Requirement Type [Service, Supply, Construction, Other], and 5) 'Discretionary' or 'Non-Discretionary' MIPR. This data will be collected, consolidated, and reported multiple times a year by SAIO to the relevant mission partners.

**5.6. Step 5 Develop Acquisition Strategy.** For all acquisitions, the MFT – led by the PM/SAL or individual acting as the PM/SAL – shall prepare acquisition strategy documents. The PM/SAL will staff the acquisition strategy documentation with the Mission Partner/RO, program management, contracting, small business, legal, and competition advocate functional stakeholders commensurate with the acquisition strategy approval authority. Acquisition strategy development is based on the specific requirement needs and may include documents like the AP, ASP, Source Selection Plan (SSP), draft solicitation, etc. After coordination is complete, the PM/SAL must obtain approval of the acquisition strategy documentation IAW the Approval Authority.

5.6.1. Early Strategy and Issues Session (ESIS).

5.6.1.1. An ESIS should be conducted as early as possible, but no later than 90 days before the ASP. The MFT should formally document any direction provided by the SADA for the acquisition.

5.6.1.2. Participants for the ESIS may include the mission owner, SADA, PM/SAL, CO, FM, SB, legal, security, manpower, Chief of the Contracting Office (COCO), competition advocate, SCO, etc.

5.6.1.3. An ESIS is required for all SpOC services acquisitions with a value of \$100M or more; an ESIS is recommended for services acquisitions below \$100M.

5.6.2. Acquisition Plan (AP)/Acquisition Strategy Panel (ASP)/Streamlined Acquisition Strategy Summary (SASS).

5.6.2.1. The purpose of the AP/ASP/SASS is to ensure the services acquisition strategy aligns with mission objectives and establishes a methodology to optimize performance. The contract type, source selection procedures, and contract incentives (if used) shall align to the stated requirement objectives. The AP/ASP/SASS must cover all cost, schedule, technical, business, and support strategies to manage program risks and meet program objectives. The contents of a written AP contents must comply with FAR 7.105 which includes but is not limited to identifying those milestones at which decisions should be made, technical, business, management, and other significant considerations that will control the acquisitions. APs for service contracts must describe the strategies for implementing performance-based acquisition methods or must provide rationale for not using those methods. The ASP must address all required pre-award acquisition research to include results of MR, risk analysis, category management evaluation, strategic sourcing objectives, etc. ASP Templates (See [Attachment 4](#)).

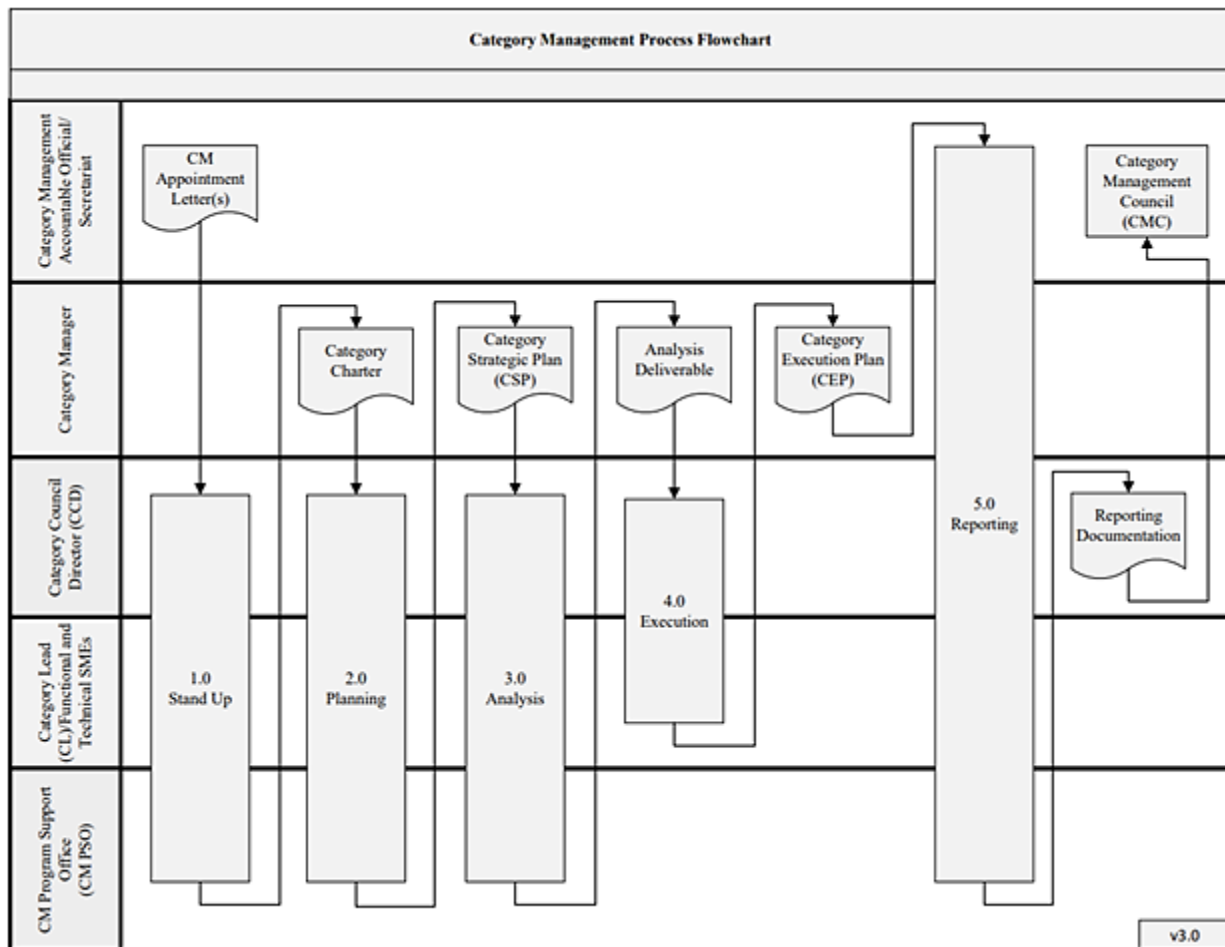
5.6.2.1.1. Roles/Authorities. For all acquisitions, the MFT – led by the PM or SAL – must prepare acquisition strategy documentation. The format and degree of documentation depends on the dollar value and complexity of the acquisition. The PM/SAL must staff the acquisition strategy document with the Mission Partner/RO, program management, contracting, small business, legal, and competition advocacy functional stakeholders commensurate with the acquisition authority.

5.6.2.2. Category Management.

5.6.2.2.1. The Department of Air Force Category Management program is a structured approach to create common categories of products or services that enables the Federal Government to eliminate redundancies, increase efficiency and

effectiveness, boost customer satisfaction with the acquisitions delivered and strategically manage costs which allows us to increase mission capability. The DAF Category Management Program SharePoint site ([https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat\\_mgmt\\_pmo/SitePages/Category-Management.aspx](https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat_mgmt_pmo/SitePages/Category-Management.aspx)) lists an overview, tools, templates, training, and much more on Category Management. Additional training on Category Management can be found at the DAF Category Management Page (<https://usaf.dps.mil/teams/10100/categorymanagement/SitePages/Default.aspx>), the DAF PEO Page (<https://usaf.dps.mil/sites/SAFAQ/projects/services/sitepages/peocm.aspx>), the DAF Category Management Program Support Office ([AFICC.KA.AF\\_CatMgtPSO@us.af.mil](mailto:AFICC.KA.AF_CatMgtPSO@us.af.mil)), and the DAF Category Management Launchpad (<https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/AFLaunch>).

Figure 5.2. AF Category Management Process Flowchart.



5.6.2.2.2. Roles/Authorities. The Category Management Council positions are formally appointed. There are seven (7) different categories identified for Category Management and includes: 1) Information Technology 2) Professional Services 3) Security and Protection 4) Facilities and Construction 5) Industrial Products and

Services 6) Office Management 7) Transportation and Logistics. The Category Manager for each specific Category can be found within the DAF Category Management page (See [Attachment 4](#)). Given SpOC’s diverse mission set, requirements may fall under various categories. While the official roles within category management are formally appointed, SpOC Senior Leaders, ROs, COs, and PMs should make a deliberate effort to utilize category management’s business intelligence to make data driven decisions to increase efficiency and cost savings in projects and re-invest savings into other projects. Category management is a continuous process and should be considered during pre-award efforts.

**Figure 5.3. DoD Category Management Categories.**

Common Categories	IT	Professional Services	Security & Protection	Facilities & <sup>2</sup> Construction	Industrial Products & Services
	Office Management	Transportation & Logistics Services	Travel & Lodging	Human Capital	Medical
DoD-Centric Categories	Miscellaneous <sup>2</sup> S&E	<sup>1</sup> Research & Development	Equipment Related Services	Electronic & Communications Services	Clothing, Textiles, & Subsistence S&E
	<sup>4</sup> Aircraft, Ships/Subs, & Land Vehicles	<sup>4</sup> Weapons & Ammunition	<sup>4</sup> Electronic & Communications Equipment	<sup>4</sup> Sustainment S&E	

5.6.2.2.3. Requirement. Results of Category Management must be addressed within the AP/ASP/SASS. Evaluation of Category Management within the AP/ASP/SASS should be focused on whether or not:

- 5.6.2.2.3.1. Demand or consumption reduction opportunities exist
- 5.6.2.2.3.2. Industry best practices will be applied
- 5.6.2.2.3.3. Spend trend analysis results influenced strategy
- 5.6.2.2.3.4. The potential for process improvements were revealed
- 5.6.2.2.3.5. The potential for use of “Best in Class” or other strategic contract vehicles exists
- 5.6.2.2.3.6. A new strategic sourcing acquisition is warranted
- 5.6.2.2.3.7. Opportunities for program consolidation or duplication reduction exist

5.6.2.3. Spend Analysis.

5.6.2.3.1. Spend Analysis is part of the continuous process improvement cycle and is designed to capture the historical spend patterns of the Air Force for a specific category of spend. Spend analysis is also an important input for the category management

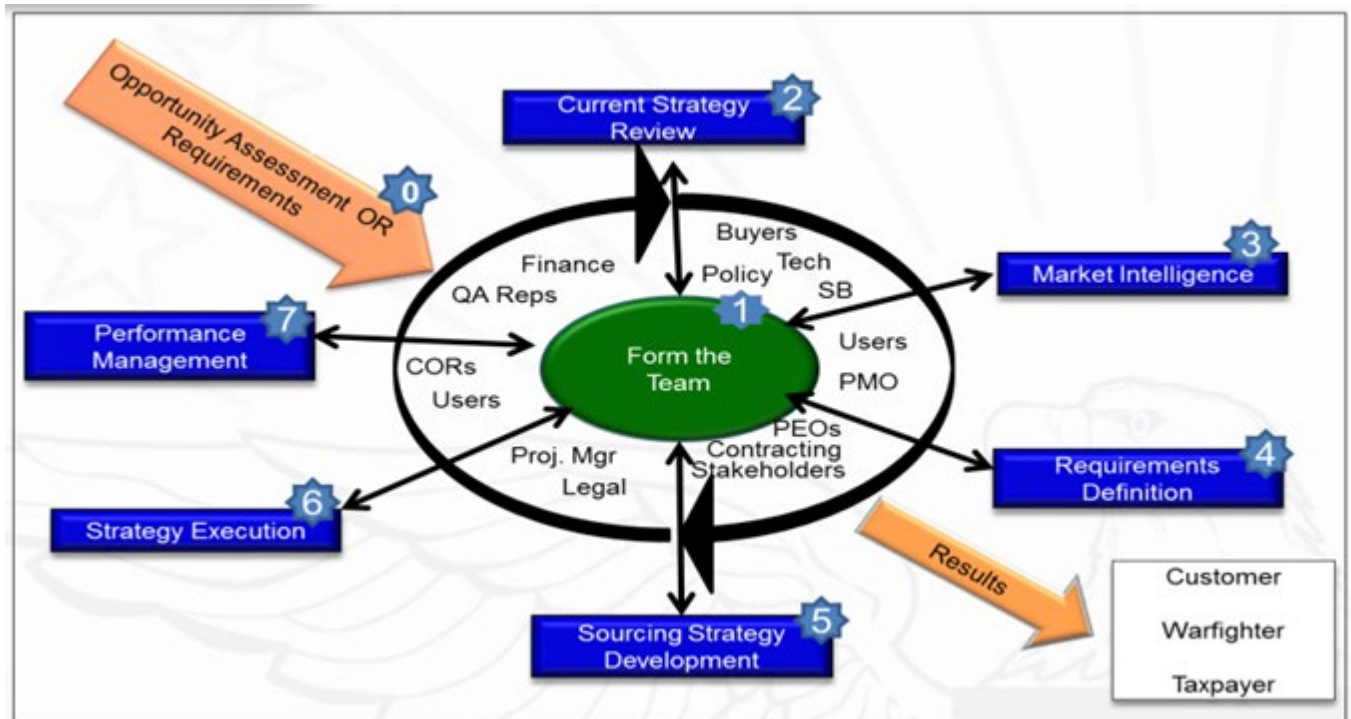
business intelligence field and provides a comprehensive analysis of Department of Air Force enterprise-wide spending patterns, consumption patterns, and gives a comprehensive view of how the Department of the Air Force Functional area plans, specifies, prioritizes, manages, acquires, and tracks requirements of goods or services and helps formulate corresponding acquisition strategies. Spend analysis input is part of the post-award process whereas utilizing the input is part of the pre-award/acquisition planning process.

5.6.2.3.2. Roles/Responsibilities. SpOC/SAIO DRX is designated as the OPR to assist all SpOC service acquisition requirements analyze historical spend analysis. AFICC/KS is designated as the OPR for all other acquisition requirements that fall within the contract authority for AFICC/KS. During the pre-award acquisition planning phase, PM/SALs or ROs must contact SpOC/SAIO DRX at [SpOC.SAIO.P2TWorkflow@spaceforce.mil](mailto:SpOC.SAIO.P2TWorkflow@spaceforce.mil) or AFICC/KS at [AFICA.KS.WF@us.af.mil](mailto:AFICA.KS.WF@us.af.mil) to assist with a historical spend analysis review for acquisition planning.

#### 5.6.2.4. Strategic Sourcing.

5.6.2.4.1. Strategic Sourcing is a supply chain management process that leverages consolidated volume in a way that obtains the most value for the marketplace. By applying a structured and analytics-driven sourcing approach, SpOC can integrate a deep knowledge of internal demand drivers with a comprehensive understanding of supply market dynamics. Resulting in sourcing decisions that optimize supply relationships, reduce total costs, maximize quality, and fulfill socio-economic goals.

Figure 5.4. OSD Strategic Sourcing Process.



5.6.2.4.2. Strategic Sourcing is required to be addressed within the AP/ASP/SASS. The PM/SAL must evaluate strategic sourcing opportunities and identify whether or not the acquisition is part of or related to a strategic sourcing initiative. Strategic Sourcing initiatives are separated into ten (10) Categories. SpOC's requirements typically align with Category 2: Professional Services – OASIS – GSA Managed services. To validate if a requirement is part of or related to a strategic sourcing initiative, see The DAF PEO for Services Acquisition Launchpad which provides a single location for viewing Department of Air Force contracts that are active and available for use. The Launchpad also provides information on whether a contract is classified as Mandatory Use for a good or service.

5.6.2.4.3. Roles/Responsibilities. The PM/SAL is required to check the DAF PEO for Services Acquisition Launchpad (See [Attachment 4](#)) prior to AP/ASP/SASS to verify whether or not the acquisition is part of or related to a strategic sourcing initiative.

5.6.3. SADA Approval Required. Unless further delegated, AP and approval threshold for Acquisition Strategy Review within SpOC are outlined in the SpOC CC Delegations and Withholding of Authorities.

## 5.7. Step 6 Execute Strategy.

5.7.1. Pre-Solicitation. Prior to releasing the solicitation for a competitive action (or beginning negotiations for a noncompetitive action), Business Clearance is required for all contract actions anticipated to have a value of \$5M (Operational) / \$10M (Enterprise) or more, except for those identified in DAFFARS 5301.900(b). For any competitive action valued at \$5M/\$10M or more respectively, the CO must obtain Business Clearance from the Clearance Approval Authority (CAA) (See [Attachment 4](#)), which is dependent on organization and dollar value, prior to releasing the solicitation. The AFICC/KS Clearance Delegations are shown in [Table 5.2](#).

**Table 5.2. AFICC/KS Clearance Delegations.**

Clearance Approval Authority (CAA) Delegation Threshold Matrix	
21 CONS, Peterson SFB, CO	\$25M
30 CONS, Vandenberg SFB, CA	\$25M; \$100M for the Specialized Flight
45 CONS, Patrick SFB, FL	\$25M; \$100M for the Specialized Flight
460 CONS, Buckley SFB, CO	\$10M
50 CONS, Schriever SFB, CO	\$10M
SAIO, Peterson SFB, CO	\$100M

5.7.2. Solicitation. Once the CAA provides Business Clearance, the solicitation can be released.

5.7.3. Selection Process. The contractor selection processes available to MFTs vary widely depending on the governing part of the FAR. The process the MFT will use was established during the development and approval of the acquisition strategy and the solicitation. In all

cases, MFTs will need to execute the selection process in strict accordance with the process it documented in the acquisition strategy and solicitation.

5.7.3.1. FAR Part 13 Simplified Acquisition Procedures (SAP). FAR Part 13 may be utilized for acquisitions under the SAT, and for commercial acquisitions under \$7.5M. SAP procedures are designated to be streamlined and fast, meaning many of the normal traditional contracting rules and regulations either do not apply or are simplified. Likewise, various other laws and provisions are not applicable to SAP acquisitions (see FAR 13.005 and FAR 13.006 respectively). Simplified solicitation procedures and evaluation procedures may be used under FAR Part 13 (see FAR 13.106-1 and FAR 13.106-2) and simplified award documentation procedures may be utilized. When conditions in FAR 13.003 are met, COs and PMs shall use FAR Part 13 procedures. DAU's Simplified Acquisition Procedures (SAP) Aquileia article (See [Attachment 4](#)) course provides more in-depth information on SAP.

5.7.3.2. FAR Part 15 Contracting by Negotiation. FAR Part 15 applies to all acquisitions not using SAP that are awarded using other than sealed bidding procedures and governs competitive and noncompetitive acquisitions (FAR 15.100). FAR part 15 procedures should be combined with FAR Part 12, Acquisition of Commercial Products or Services, when conducting commercial acquisitions over \$7.5M (FAR 12.102(b)). FAR Part 15 sets out the requirements and procedures for negotiating with offerors before awarding a contract, including describing processes and techniques for obtaining "best value," (see FAR 15.1), solicitation and receipt of proposals (including how to properly engage with industry prior to Request for Proposal (RFP) release) (see FAR 15.2), source selection (including how to properly engage with industry after RFP release) (see FAR 15.3), contract pricing (see FAR 15.4), debriefings and protests (see FAR 15.5), and unsolicited proposals (see FAR 15.6). FAR Part 15 is a very common acquisition method, and is used to put most of our main, high-dollar-value contracts in place. Additional information on FAR Part 15 can be found within DAU Negotiation Techniques Aquipedia article (See [Attachment 4](#)) and on the DAU website's Contracting Cone's Contracting by Negotiation (FAR Part 15) page (See [Attachment 4](#)).

5.7.3.3. FAR Subpart 16.5 Indefinite Delivery Contracts. FAR Subpart 16.5 provides the definitions and procedures for using this type of contract. FAR 16.505, Ordering, governs use of Task and Delivery Orders under existing indefinite delivery contracts (the overall indefinite delivery contract itself is usually awarded using FAR Part 15 procedures). In many ways, FAR 16.505 is self-contained and provides all the procedures needed for solicitation, evaluation, and award of task and delivery orders. For example, it includes protests (16.505(a)(10)), fair opportunity procedures under multiple-award indefinite delivery contracts (16.505(b)(1)), exceptions to the fair opportunity process (16.505(b)(2)), pricing (16.505(b)(3)), post-award notices and debriefings (16.505(b)(6)), and decision documentation (16.505(b)(7)). FAR 16.505 procedures are common and must be followed any time an order off of an existing Indefinite Delivery Indefinite Quantity (IDIQ) contract is needed, whether internal or external. Guidance and training on FAR Subpart 16.5 can be found on DAU's website Contracting Cone's Indefinite Delivery Indefinite Quantity (IDIQ) Contracts (FAR Subpart 16.5) page (See [Attachment 4](#)).

## Chapter 6

### POST-AWARD SERVICES ACQUISITION PROCESS

**6.1. Post-Award Processes.** Post-award processes include contract administration, modifications, quality assurance oversight, contractor performance management, and contract closeout.

**6.2. Quality Oversight/Manage Performance.**

6.2.1. Contract quality requirements for services above the SAT fall into three (3) categories:

6.2.1.1. Contracts for commercial services. The Government relies on the contractor to accomplish all inspection/testing needed to ensure that commercial services acquired conform to contract requirements before they are tendered to the Government.

6.2.1.2. Standard inspection requirements. Contractors provide an acceptable inspections system, give the Government the right to inspect, and keep complete records of inspection work.

6.2.1.3. Higher-level contract quality requirements. Requiring higher level quality standards may be necessary in solicitation and contracts for complex or critical services. Higher-level contract quality requirements are used in addition to standard inspection requirements.

6.2.2. Quality Assurance Surveillance Plan (QASP). To maintain an evaluation standard, the Government must draft a QASP for all qualifying service requirements. The QASP identifies and describes the roles and responsibilities for implementing and maintaining the key elements of contract performance management and surveillance.

6.2.2.1. The CO will determine if COR surveillance is required for contract oversight.

6.2.2.2. For service acquisitions in SpOC, the assigned PM/SAL and COR will be responsible for proper post-award oversight, surveillance, reporting, sound business decision making, and effective contract performance.

6.2.2.3. The COR will use the Quality Assurance Surveillance Plan QASP to properly document performance using the Procurement Integrated Enterprise Environment (PIEE)/Surveillance and Performance Monitoring Module (SPM) application.

6.2.2.4. Prior to COR designation of authority, the CO and PM/SAL will ensure the COR has completed the required training.

**6.3. Program Management Review (PMR).** PMRs are required for all S-CAT I, II, and II (see [Table 3.2](#) for S-CAT Program Value thresholds) programs with the organization's senior leadership and key stakeholders on at least on annual basis. Government-Contractor and Government only should be conducted as needed.

6.3.1. Authority. The designated DAF PEO for Services Program Director must be invited to all PMRs for programs with a program value greater than or equal to \$100M

6.3.2. Performance management metrics should be used as part of PMRs to review cost, schedule, performance, risks, issues, and opportunities associated with current contractual performance. The PMR's outline will be consistent with the AER program quads and should

include: 1) Contract/Requirement Overview; 2) Program Status Discussion; 4) Issues/Risks; 5) Cost/Funding status; and 6) Contract Surveillance overview.

6.3.3. Significant impacts to cost, schedule, or performance *must be reported through the leadership chain to the SADA* with a plan of action for resolution.

#### **6.4. Continuous Process Improvement.**

6.4.1. During the post award process, continuous process improvement includes continued MR prior to exercising options, ensuring contract performance feeds into the Contractor Performance Assessment Reporting System (CPARS) and SpOC's Spend Analysis and documenting LL/BPs for future acquisitions/reacquisitions.

6.4.2. It's important to capture accurate CPARS reporting to ensure high contract performance standards. CPARS is required IAW FAR 42.15 and FAR Part 15 and assists the Government in ensuring we conduct business with companies that provide quality products and services to support our agency mission. Annual evaluations for non-systems services are required but not limited to contracts valued from \$1M to \$5M. Reference the CPARS Guidance for specific reporting thresholds and direction. This past performance system ensures current, complete and accurate information is available for use in the source selection process.

6.4.3. It is the responsibility of every acquisition team to consolidate LL/BP. Consolidating and maintaining a repository of LL/BP helps future acquisition teams capitalize on the successes and learn from the failures of previous teams to improve their individual requirement. For SpOC/SAIO, LL/BPs can be found on the SAIO Website within the Training Page (See [Attachment 4](#)). For 21 CONS, LL/BPs can be found on their SharePoint Link: 21 CONS Lessons Learned (See [Attachment 4](#)). Additional LL/BP can be found by contacting the contracting organization that's supporting the acquisition. Lessons Learned in the Air Force can be found at the (see [Table 3.2](#) for S-CAT Program Value thresholds).

**6.5. Small Business Office Reporting.** Near the end of every Fiscal Year, and in preparation of the next Fiscal Year, the SpOC SB Office is required to evaluate the previous SB award metrics and establish new annual goals for SB concerns. The SpOC SB office will also report individual agency performance against the agency's FY goal. In addition to SB goal establishment and annual reporting, the SpOC SB office will provide support for post-award contracts and shall assist with executing or monitoring SB participation in service requirement from identification to close-out.

## Chapter 7

### TRAINING

**7.1. Training Requirements.** Training is required for all Department of the Air Force individuals. For individuals within the acquisition chain of command who are not Acquisition Professionals, specific training is required for those filling decision making positions (e.g., Phase I and II Source Selection training, SADA training, etc.). For acquisition-coded individuals that fall under the Acquisition Professional Development Program (APDP), appropriate level certification and training is required IAW the Defense Acquisition University standard, which promotes the development and sustainment of a professional acquisition workforce in the DAF. APDP ensures the proficiency of DAF acquisition professionals, enabling the workforce to meet current and future acquisition requirements. Finally, DAF employees are encouraged to attend DAF or DoD level training to enhance their individual professional development. The categories below offer a snapshot of the training and classes required or offered to DAF Military, Civilians, and Acquisition Coded professionals.

#### **7.2. Acquisition Position Training.**

7.2.1. SADA Training. SpOC/SAIO will train all appointed SADAs on their general roles and responsibilities within SpOC as the designated SADA specific to the organization. A SADA training video (See [Attachment 4](#)) for refresher training and SpOC SADA briefing charts (See [Attachment 4](#)) can be viewed on the SpOC/SAIO Website.

#### 7.2.2. Source Selection Phase I & Phase II Training.

7.2.2.1. Source Selection Phase I and Phase II training is required for all FAR part 15 Source Selections valued over \$10M. Source selection training must be presented to the entire Source Selection Team, including the SSA, Source Selection Advisory Council (SSAC) Chair and members, PM/SAL, and all advisors. Independent review of source selection training materials by Source Selection Team members and/or attendance at “Train-the-Trainer” training is not sufficient to satisfy this training requirement.

7.2.3. “Acquisition 101” Training (See [Attachment 4](#)). This training shall be given to all SpOC units on a rotating basis. This is a comprehensive, yet introductory, all-day training meant to equip SpOC units with the information they need to know to ensure their requirements get acquired in a timely and professional manner.

7.2.4. ACQ 2551 – Services Acquisition Management Tools (See [Attachment 4](#)). This training is based on the Seven-Step Services Acquisition process and DoDI 5000.74. This course provides awareness of management tools and best practices to plan, develop and execute and acquisition.

7.2.5. PMT -0170 Risk Management (See [Attachment 4](#)). This training evaluates risk management within the acquisition process. Although risk is inherent in any program, risk management ensures managers take measures to assess and handle risk.

7.2.6. Market Research (See [Attachment 4](#)). This training should be taken by members of the acquisition team to ensure there is a continuous process for gathering data on make smart acquisition decisions.

7.2.7. SAF/GCA - Annual Ethics Training (See [Attachment 4](#)). This training is required for all SAF OGE Financial Disclosure Report Form 450 filers. Department of Defense policy requires OGE Form 450 filers to complete annual ethics training by 30 November each calendar year.

7.2.8. OGE 450 (See [Attachment 4](#)). Contact your local legal advisor for OGE 450 filing instructions. Based on your duties, grade and/or position you may be required to file an OGE 450.

7.2.9. CLC 059 – Management of Subcontracting Compliance (See [Attachment 4](#)).

## Chapter 8

### PROFESSIONAL DEVELOPMENT/CERTIFICATIONS

**8.1. Acquisition Professional Development Program (APDP).** If your position within SpOC is coded as “Acquisition”, then you are under the APDP requirements. The APDP Functional Manager for SpOC resides in SAIO and can be reached at [spoc.apdp.managerworkflow@us.af.mil](mailto:spoc.apdp.managerworkflow@us.af.mil) or [SpOC.SAIO.Workflow@spaceforce.mil](mailto:SpOC.SAIO.Workflow@spaceforce.mil). Other functional managers within SpOC include:

**Table 8.1. SpOC Functional Managers.**

<b>SpOC Functional Managers</b>	
SpOC APDP Manager	<a href="mailto:Spoc.apdp.managerworkflow@us.af.mil">Spoc.apdp.managerworkflow@us.af.mil</a>
Program Management	SpOC/SAIO Deputy Director, Program Management ( <a href="mailto:SpOC.SAIO.Workflow@Spaceforce.mil">SpOC.SAIO.Workflow@Spaceforce.mil</a> )
Contracting	AFICC/KS ( <a href="mailto:afica.ks.wf@us.af.mil">afica.ks.wf@us.af.mil</a> )
Financial Management (FM) / Cost Estimating (CE)	SpOC/S8 ( <a href="mailto:SPOC.DCG-S.S8Workflow@spaceforce.mil">SPOC.DCG-S.S8Workflow@spaceforce.mil</a> )

8.1.1. Acquisition-coded positions can be verified and confirmed in the Acquisition Career Management (ACMS) (<https://acms.us.af.mil/group/acms/entry>):

8.1.2. Verify your suspense date within ACMS and your suspense to complete all training and to be certified.

8.1.3. Review ACQNow Acquisition Career Brief for accuracy. This is a detailed report pulled from the personnel system about everything Acquisition, your current position, and history. Ensure all previous acquisition experience is being correctly reflected. Contact the SpOC APDP Manager for assistance ([spoc.apdp.managerworkflow@us.af.mil](mailto:spoc.apdp.managerworkflow@us.af.mil)). Recommend you download an APDP Career Brief annually and maintain this document with your “forever files”.

8.1.4. Ensure you have a DAU Account (<https://id.dau.edu>).

8.1.5. ACQNow is independent of personnel systems. When an update happens in the personnel system (i.e. office symbol or supervisor change), this information does NOT flow to the ACQNow system. Individuals can apply for and cancel DAU Instructor Led Training (ILT/Residence) and Virtual Instructor Led Training (VILT/Virtual), monitor training requests, track Continuous Learning Points (CLP), view Continuous Learning transcript, submit CLP requests, view your profile, view your Acquisition Career Brief, view and print certifications, view certification checklist, auto certifications are processed here, register for Air Force Institute of Technology (AFIT) training, open help desk tickets. This is where the APDP Manager downloads CLP rosters.

8.1.6. [APDP SharePoint](#).

8.1.6.1. AF Portal Designed and managed to facilitate the development, credentialing, and maintenance of a professional acquisition workforce (<https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC1348B50FB5E044080020E329A9>)

8.1.6.2. SAF/AQ SharePoint includes Frequently Asked Question (FAQ) sets for each functional area and a Document Library containing the latest briefings from OSD, DAU and the DAF Director Acquisition Career Management Office (<https://usaf.dps.mil/sites/SAFAQ/dir/Career%20Mgmt%20and%20Resources/apdp/SitePages/docu%20lib.aspx>)

8.1.7. CLPs. Acquisition personnel must maintain professional currency by achieving 80 CLPs every 2 years, with a goal of 40 points each year. (Ref: DoDI 5000.66, *Defense Acquisition Workforce Education, Training, Experience, and Career Development Program*, section 6.3). It is your responsibility along with your supervisor, to ensure your CL aligns with your Individual Development Plan (IDP), and that meeting professional currency is measured in performance feedback. Guidelines for Crediting Continuous Learning Activities and point values can be found on DAU: <https://www.dau.edu/training/clc/p/Creditable-Activities-and-Activity-Point-Values#training>.

8.1.8. Individual Develop Plan (IDP).

8.1.8.1. All acquisition-coded personnel must establish an IDP to document how APDP requirements will be accomplished. Setting your IDP short-term and long-term goals will help you identify opportunities needed to be APDP compliant.

8.1.8.2. IDPs should be updated annually or when significant events occur such as reassignment or promotion. Work with your supervisor to create/update your IDP.

**8.2. Professional Development.** Civilian and Military Professional Development are critical for the development and sustainment of our DAF workforce. Professional development opportunities are dependent on position code and Rank/Grade and may include courses like: Squadron Officer School (SOS), Air Command and Staff College (ACSC), Air War College (AWC), Education with Industry (EWI), and various Civilian Developmental Education (CDE) courses.

**8.3. Acquisition Leadership Program.** The Civilian Acquisition Leadership Program (ALP) is comprised of the Material Leaders (MLs), SLs, and Senior Materiel Leaders (SML), and SSLs. The SL/SSL Program identifies services acquisition leadership positions and assures a “pipeline” of highly qualified candidates ready to serve. SL/SSL positions are identified and approved using services criteria. While there are SL/SSL positions within SPOC/SAIO, there are no ML/SML positions. The purpose of the Civilian ALP is to: identify key, in-charge, Acquisition Program Manager positions; create a candidate pool of high potential career candidates identified on a Qualified Candidate List; and provide a process to match candidates to ALP vacancies. This program provides PEOs visibility into qualified candidates across commands/centers/portfolios. Geographic mobility is not required for program participation. Hiring officials are required to select personnel from the Qualified Candidate List (QCL) unless there are no candidates who elect to “opt-in” for the position. Personnel not selected from the QCL are required to submit their qualification application during the first cycle following their selection to an ALP position. Personnel eligible for the QCL, will be notified of application open season and requirements for submission each spring via FSS e-mail notification and/or the MyVector system (See [Attachment 4](#)). The following table includes the Candidate Criteria for SL and SSL applications:

**Table 8.2. ALP Criteria – SL / SSLs.**

AY2025		ALP Criteria	
		Material Leader (ML)	Services Leader (SL)
<b>Grade</b>	NH-04 and Equivalent	✓	✓
<b>Certification</b>	PM Practitioner Certification and CL Currency	✓	✓
<b>Endorser</b>	First-Level Supervisor, Second- Level Supervisor and General Officer (GO)/Senior Executive Service (SES) PEO	✓	✓
<b>Criteria</b>	Supervisor, Team Lead, or Integrated Product Team (IPT) Lead Experience	✓	✓
	Experience	2-Years System Program Office (SPO)	3 Years PM SCAT-III ≥ or 2-years SPO and demonstrated experience PM ≥ SCAT IV
<b>Other</b>	Additional Requirements	N/A	Completed Services Qualification Competencies
A Candidate will self-nominate by submitting their application package via the MyVector system (See <a href="#">Attachment 4</a> ).			

**8.4. Certifications.** Professional certifications are based on position requirements for each functional area and can be found on DAU at: Certification & Core Plus Development Guides (<https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx>).

DAVID N. MILLER, JR.  
Lieutenant General, USSF  
Commander, Space Operations Command

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 64-102, *Installation Contracting*, 9 June 2020

AFI 65-118, *Air Force Purchases Using Military Interdepartmental Purchase Requests (MIPRS)*, 8 April 2020

AFI 90-1801, *Small Business Programs*, 2 August 2018

DAFFARS, *Department of the Air Force Federal Acquisition Regulation Supplement*, current edition

DAFI 63-138, *Acquisition of Services*, 2 January 2024

DAFPD 90-18, *Small Business Programs*, 9 February 2023

DFARS, *Defense Federal Acquisition Regulation Supplement*, current edition

DoD 7000.14-R, *Financial Management Regulation*, current edition

DoDI 4205.01, *DoD Small Business Programs (SBP)*, 8 June 2016

DoDI 5000.72, *DoD Standard for Contracting Officer's Representative (COR) Certification*, 26 March 2015

DoDI 5000.74, *Defense Acquisition of Services*, 10 January 2020

DODI 5200.01, *DoD Information Security Program and Protection of Sensitive Compartmented Information*, 21 April 2016

DoDM 5200.01V1\_AFMAN16-1404V1, *Information Security Program: Overview, Classification and Declassification*, 6 April 2022

DoDM 5205.07, *Special Access Program Security Manual*, 17 January 2025

FAR, *Federal Acquisition Regulation*, current edition

HAFMD 1-30, *Director, Small Business Programs*, 30 June 2021

***Prescribed Forms***

None

***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*,

DD Form 254, *Department of Defense Contract Security Classification Specification*

DD Form 2579, *Small Business Coordination Record*

OGE Form 450, *Confidential Financial Disclosure Report Executive Branch*

*Abbreviations and Acronyms*

**ACMS**—Acquisition Career Management

**ACSC**—Air Command and Staff College

**AER**—Annual Execution Review

**AFCC**—Air Force Contracting Central

**AFICC/KS**—Air Force Installation Contracting Center, Operating Location - Space

**AFI**—Air Force Instruction

**AFIMSC**—Air Force Installation and Mission Support Center

**AFIT**—Air Force Institute of Technology

**ALP**—Acquisition Leadership Program

**AO**—Action Officer

**AP**—Acquisition Plan

**APDP**—Acquisition Professional Development Program

**ASP**—Acquisition Strategy Panel

**AWC**—Air War College

**A&AS**—Advisory and Assistance Services

**BMC3**—Battle Management Command, Control, and Communications

**CAA**—Clearance Approval Authority

**CAPE**—Cost Assessment and Program Evaluation

**CBA**—Collective Bargaining Agreement

**CBAR**—Contract Business Analysis Repository

**CC**—Commander

**CDE**—Civilian Developmental Education

**CCMD**—Combatant Command

**CO**—Contracting Officer

**COCO**—Chief of the Contracting Office

**CONS**—Contracting Squadron

**COR**—Contracting Officer's Representative

**CLIN**—Contract Line Item Number

**CLPs**—Continuous Learning Points

**CPARS**—Contractor Performance Assessment Reporting System

**CPTS**—Comptroller Squadron

**CRM**—Comment Review Matrix  
**CSO**—Chief of Space Operations  
**CSS**—Contractor Support Services  
**DAF**—Department of the Air Force  
**DAFFARS**—Department of the Air Force Federal Acquisition Regulation Supplement  
**DAFI**—Department of the Air Force Instruction  
**DAFPD**—DAF Policy Directive  
**DAU**—Defense Acquisition University  
**DAWIA**—Defense Acquisition Workforce Improvement Act  
**DCAA**—Defense Contract Audit Agency  
**DCDR**—Deputy Commander  
**DCMA**—Defense Contract Management Agency  
**DFARS**—Defense Federal Acquisition Regulation Supplement  
**DoD**—Department of Defense  
**DoDI**—Department of Defense Instruction  
**DRU**—Direct Reporting Unit  
**ER**—Effectiveness Review  
**ESIS**—Early Strategy and Issues Session  
**EWI**—Education With Industry  
**FAR**—Federal Acquisition Regulation  
**FAQ**—Frequently Asked Question  
**FFRDC**—Federally Funded Research and Development Center  
**FLDCOM**—Field Command  
**FM**—Financial Management  
**FSM**—Functional Services Manager  
**FY**—Fiscal Year  
**FYDP**—Future Year Defense Program  
**GO**—General Officer  
**GSA**—General Service Administration  
**HAF**—Headquarters Air Force (Composed of Secretariat, Air Staff, and Space Staff)  
**HCA**—Head of Contracting Activity  
**IAW**—In Accordance With

**IDIQ**—Indefinite Delivery Indefinite Quantity  
**IDP**—Individual Development Plan  
**IGCE**—Independent Government Cost Estimate  
**IGF**—Inherently Governmental Function  
**ILT**—Instructor Led Training  
**IPT**—Integrated Product Team  
**JA**—Legal  
**LL/BP**—Lessons Learned/Best Practice  
**MD**—Mission Directive  
**MFT**—Multi-Functional Team  
**MIPR**—Military Interdepartmental Purchase Request  
**ML**—Materiel Leader  
**MP**—Mandatory Procedure  
**MPES**—Manpower Programming and Execution System  
**MR**—Market Research  
**MRA**—Mission Resource Advisor  
**MRR**—Market Research Report  
**NLT**—No Later Than  
**OAC**—Operating Agency Codes  
**OPR**—Office of Primary Responsibility  
**OGE**—Office of Government Ethics  
**PALT**—Procurement Toolbox Procurement Administrative Lead Time  
**PBR**—Product and Budget Review  
**PEO**—Program Executive Officer  
**PIEE**—Procurement Integrated Enterprise Environment  
**PM**—Program Manager  
**PMAC**—Program Management Advisory Council  
**PMR**—Program Management Review  
**PNT**—Position, Navigation, and Timing  
**POC**—Point of Contact  
**POM**—Program Objective Memorandum  
**PPI**—Pom Preparation Instruction

**PWS**—Performance Work Statement  
**QAPC**—Quality Assurance Program Coordinator  
**QASP**—Quality Assurance Surveillance Plan  
**RA**—Resource Advisor  
**RAA**—Requirements Approval Authority  
**RAD**—Requirements Approval Document  
**RAD WG**—Requirements Approval Document Working Group  
**RAM**—Responsibility Assignment Matrix  
**RFP**—Request for Proposal  
**RIO**—Risk, Issue, and Opportunity  
**RO**—Requirements Owner  
**RPF**—RAD Process Facilitator  
**SA**—Services Advocate  
**SADA**—Services Acquisition Decision Authority  
**SAE**—Service Acquisition Executive  
**SAL**—Services Acquisition Lead  
**SAP**—Simplified Acquisition Procedures / Special Access Program  
**SAR**—Special Access Required  
**SAT**—Simplified Acquisition Threshold  
**SASS**—Streamlined Acquisition Strategy Summary  
**SB**—Small Business  
**SBA**—Small Business Administration/Act  
**SBP**—Small Business Professional/Program  
**S-CAT**—Services Category  
**SCO**—Senior Contracting Official  
**SES**—Senior Executive Service  
**SL**—Services Leader  
**SMA**—Services Management Agreement  
**SME**—Subject Matter Expert  
**SML**—Senior Materiel Leader  
**SMRAA**—Streamlined Market Research and Acquisition Approach  
**SMT**—Strategic Management Tool

**SOO**—Statement of Objectives  
**SOS**—Squadron Officer School  
**SOW**—Statement of Work  
**SPO**—System Program Office  
**SpOCMAN**—Space Operations Command Manual  
**S-PEO**—Systems Program Executive Officer  
**SPM**—Surveillance and Performance Monitoring Module  
**SRRB**—Services Requirements Review Board  
**SSA**—Source Selection Authority  
**SSAC**—Source Selection Advisory Council  
**SSL**—Senior Services Leader  
**SSM**—Senior Services Manager  
**SSP**—Source Selection Plan  
**UFR**—Unfunded Requirements  
**USSF**—United States Space Force

***Office Symbols***

**AFICC**—Air Force Installation Contracting Center  
**DAF PEO for Services**—Department of the Air Force Program Executive Officer for Services  
**DRX**—Acquisition Support Division  
**GSA**—General Services Administration  
**NASA**—National Aeronautics and Space Administration  
**NORAD**—North American Aerospace Defense Command  
**OMB**—Office of Management and Budget  
**OSD**—Office of the Secretary of Defense  
**SAF/AA**—Administrative Assistant to the Secretary of the Air Force  
**SAF/AQ**—Assistant Secretary of the Air Force (Acquisition, Technology, & Logistics)  
**SAF/MG**—Deputy Under Secretary of the Air Force (Management)  
**SAF/SQ**—Assistant Secretary of the Air Force (Space Acquisition and Integration)  
**SAIO**—Space Acquisition and Integration Office  
**SBD**—Space Base Delta  
**SF/DS**—Space Force Director of Staff  
**SpOC**—Space Operations Command

**USD(A&S)**—Under Secretary of Defense for Acquisition and Sustainment

**USD(AT&L)**—Under Secretary of Defense for Acquisition, Technology, & Logistics

## Attachment 2

## TRAINING AND TEMPLATES

Table A2.1. Training and Templates.

DAU Interactive Catalog Training Courses	<a href="https://icatalog.dau.edu/onlinecatalog/tabnavlas.aspx">https://icatalog.dau.edu/onlinecatalog/tabnavlas.aspx</a>
Air Force Contracting Central Knowledge Center	<a href="https://usaf.dps.mil/sites/AFCC/AQCP/KnowledgeCenter/SitePages/KnowledgeCenter.aspx">https://usaf.dps.mil/sites/AFCC/AQCP/KnowledgeCenter/SitePages/KnowledgeCenter.aspx</a>
AFCC Knowledge Center Contracting Training Events (Integrated AFCC Calendars)	<a href="https://usaf.dps.mil/sites/AFCC/AQCP#contracting-policy-events-and-training">https://usaf.dps.mil/sites/AFCC/AQCP#contracting-policy-events-and-training</a>
AFCC Knowledge Center Source Selection Training Materials Library	<a href="https://usaf.dps.mil:/f:/r/sites/AFCC/AQCP/KnowledgeCenter/Documents/Source%20Selection?csf=1&amp;web=1&amp;e=bnfHkn">https://usaf.dps.mil:/f:/r/sites/AFCC/AQCP/KnowledgeCenter/Documents/Source%20Selection?csf=1&amp;web=1&amp;e=bnfHkn</a>
AFCC Knowledge Center Source Selection Video Tutorials Library	<a href="https://usaf.dps.mil:/f:/r/sites/AFCC/AQCP/KnowledgeCenter/Documents/Source%20Selection?csf=1&amp;web=1&amp;e=">https://usaf.dps.mil:/f:/r/sites/AFCC/AQCP/KnowledgeCenter/Documents/Source%20Selection?csf=1&amp;web=1&amp;e=</a>
AFCC Training Portal	<a href="https://usaf.dps.mil/sites/AFCC/SitePages/TrainingPortal.aspx">https://usaf.dps.mil/sites/AFCC/SitePages/TrainingPortal.aspx</a>
DAF Enterprise Training Consortium	<a href="https://play.apps.appsplatform.us/play/e/default-8331b18d-2d87-48ef-a35f-ac8818ebf9b4/a/810b140c-738d-44fe-9c34-c0bd7a891f00?tenantId=8331b18d-2d87-48ef-a35f-ac8818ebf9b4">https://play.apps.appsplatform.us/play/e/default-8331b18d-2d87-48ef-a35f-ac8818ebf9b4/a/810b140c-738d-44fe-9c34-c0bd7a891f00?tenantId=8331b18d-2d87-48ef-a35f-ac8818ebf9b4</a>
DAF PEO for Services Learning Launchpad	<a href="https://usaf.dps.mil/sites/SAFAQ/projects/Services/LearningLaunchpad">https://usaf.dps.mil/sites/SAFAQ/projects/Services/LearningLaunchpad</a>
AFICC Acquisition Center of Excellence	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/ACE/SitePages/default.aspx">https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/ACE/SitePages/default.aspx</a>
AFICC Training Academy	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/kp/KP/Training/SitePages/Home.aspx">https://usaf.dps.mil/sites/aficc/afcc/AFICC/kp/KP/Training/SitePages/Home.aspx</a>
Defense Contract Audit Agency (DCAA)-Provided Training Materials (DCAA Training Team in MS Teams)	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=46&amp;e=cGsAXm">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=46&amp;e=cGsAXm</a>
AFCC Templates	<a href="https://usaf.dps.mil/sites/AFCC/AQCP/KnowledgeCenter/SitePages/DAFFARS-Templates.aspx">https://usaf.dps.mil/sites/AFCC/AQCP/KnowledgeCenter/SitePages/DAFFARS-Templates.aspx</a>
Training Posted to SAIO Website:	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/AllItems.aspx">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/AllItems.aspx</a>
1. Money Brief	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=34&amp;e=tQY9SW">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=34&amp;e=tQY9SW</a>

2. Other Transactions (OTs)	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=38&amp;e=3pHj5h">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=38&amp;e=3pHj5h</a>
3. Clarifications, Communications, & Discussions	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=41&amp;e=cJlvM1">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=41&amp;e=cJlvM1</a>
4. Commercial Acquisition Training	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=1&amp;e=34pZFf">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=1&amp;e=34pZFf</a>
5. Contract Business Analysis Repository (CBAR) Training	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=37&amp;e=cx3iIP">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=37&amp;e=cx3iIP</a>
6. CPIF Contract Type Training	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=39&amp;e=n2Ox3X">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=39&amp;e=n2Ox3X</a>
7. DAU DoD Source Selection Procedures Web Event	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=9&amp;e=PolGqC">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=9&amp;e=PolGqC</a>
8. DCAA Pricing Risk Assessment	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=33&amp;e=UXMmDI">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=33&amp;e=UXMmDI</a>
9. Independent Government Cost Estimate (IGCE) Training	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=6&amp;e=4jK3Vr">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=6&amp;e=4jK3Vr</a>
10. Professional Employee Compensation Evaluation Training	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=3&amp;e=tapcjV">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=3&amp;e=tapcjV</a>
11. Requirements Development Workshop	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=36&amp;e=iUVWsg">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=36&amp;e=iUVWsg</a>
12. Responsibility Assignment Matrix (RAM) Familiarization Training	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=5&amp;e=ibcd08">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=5&amp;e=ibcd08</a>
13. Risk Analysis Workshop	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=2&amp;e=NkLvCy">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=2&amp;e=NkLvCy</a>
14. Technical Evaluation	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=35&amp;e=XBjH5V">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=35&amp;e=XBjH5V</a>
15. Collective Bargaining Agreement (CBA) Trainings	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=40&amp;e=6pcqvT">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=40&amp;e=6pcqvT</a>
16. Options (52.217-8, Extension of Services)	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=4&amp;e=xtCqLT">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=4&amp;e=xtCqLT</a>
17. Working With Contractors 101	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=8&amp;e=j265Jg">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=8&amp;e=j265Jg</a>
18. SADA Training Video	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=45&amp;e=GxZRHZ">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=45&amp;e=GxZRHZ</a>
19. Just In Time Training (Recordings)	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=31&amp;e=UVafAF">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=31&amp;e=UVafAF</a>

20. Just In Time Training (Slides)	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=32&amp;e=f3ejMQ">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=32&amp;e=f3ejMQ</a>
21. Additional SAIO Training Materials	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=7&amp;e=5xvNbt">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=7&amp;e=5xvNbt</a>
22. Working with Contractors 101	<a href="https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=8&amp;e=cJckHm">https://usaf.dps.mil/teams/SAIO/Lists/Trainings/DispForm.aspx?ID=8&amp;e=cJckHm</a>

### Attachment 3

#### SPOC'S SRRB IMPLEMENTATION PROCESS

**A3.1. The Strategic Management Tool (SMT).** The SMT (<https://pmrt.cce.af.mil/smt/login>) is the system of record for all SpOC RAD decisions. The RO, in coordination with the Unit SRRB member, shall document the RAD in SMT (see [paragraph A3.9](#) for SAP/SAR requirements). For questions or best practices regarding SMT or RAD documentation, contact the RAD Process Facilitator (RPF).

**A3.2. RAD Coordination.** For requirements with a total value  $\geq$ \$10M, the RAD will be coordinated with the RPF and utilize SpOC templates for the IGF Checklist, the RAD brief, and the RAD approval memo. The RPF will submit the RAD to the appropriate SMT workflow for electronic review and schedule the RAD WG when appropriate. If the RAD WG recommends approval, the RPF will work with the RO to route the RAD to the RAA for final review and approval.

**A3.3. RAD Format.** For requirements with a total value  $<$ \$10M, the RAD format is at the discretion of the RAA. However, the RAA must be able to show the existence of a requirements review process. It is highly recommended that the RAA adopt the SpOC templates to ensure the RAD documentation complies with DAFI 63-138.

**A3.4. RAD Process Flow.** The SRRB Implementation Process oversees the unit's RAD process IAW DAFI 63-138, Chapter 3, and SpOC policies and guidance.

A3.4.1. Each SpOC HQ Deputy Commander, Director, Chief of Staff, and Delta/CC shall appoint a primary and alternate member to the SRRB via email to [SPOC.DCG-S.S8PWorkflow@spaceforce.mil](mailto:SPOC.DCG-S.S8PWorkflow@spaceforce.mil). Additional SRRB members may be appointed at the unit's discretion.

A3.4.1.1. The Unit SRRB, in concert with HQ SpOC/S8PX, oversees the RAD process, coordination, and approval of the unit's CSS requirements.

A3.4.1.2. At a minimum, the RAD must contain the following information:

A3.4.1.2.1. A description of the requirement, anticipated service start date, the need for the requirement, and the outcomes to be achieved.

A3.4.1.2.2. A description of how the requirement was previously satisfied and/or what changed in the environment to require the need for a contracted solution, if applicable. Include a description of the nature and extent of market research conducted.

A3.4.1.2.3. Mission impact if the RAD is not approved.

A3.4.1.2.4. An estimate of the total cost of the potential contract including all periods, options, and extensions.

A3.4.2. The Unit SRRB member must be knowledgeable of the unit's mission, functions, and resource management process as well as current and future workload/resource posture.

A3.4.3. The SRRB member is the single POC for CSS requirements approval activities within the unit. In this advisory capacity, the SRRB assists the RAD WG in fulfilling its oversight and recommendation responsibilities and facilitates the timely vetting of CSS requirements through the process

**A3.5. RAD Working Group.** The SpOC RAD Working Group (RAD WG) formally reviews any SpOC RADs with a total value of \$10M or more.

A3.5.1. The RAD WG is chaired by the RAD Process Owner (HQ SpOC/S8P) and membership is composed of subject matter experts from HQ SpOC/S1M, HQ SpOC/SAIO, HQ SpOC/JA, AFICCA/KS, HQ SpOC/SB, HQ SpOC/S8A, and the RPF (HQ SpOC/S8PX). The RAD WG meetings are supported by servicing Contracting Offices, Unit Manpower Offices, Unit Small Business Offices, and other SMEs as required.

A3.5.2. Prior to the meeting, the Unit SRRB member, in concert with the RPF, ensures that the RAD is properly documented in SMT and is coordinated within the unit (including the servicing Manpower Office).

A3.5.3. The RO, the unit SRRB, and RPF will work together to develop the RAD documentation and prepare the SMT entry for coordination. The SMT entry should include (at a minimum) the RAD brief, IGF Checklist, a government cost estimate, and a requirement summary (or PWS). The templates for each of these documents will be maintained by the RPF.

A3.5.4. The RAD will be routed through an SMT workflow to allow electronic review by each of the members of the RAD WG.

A3.5.5. Unit SRRB member shall attend the RAD WG meetings (in-person or via telecon) as required to brief, advocate, and defend the Unit's CSS requirements in collaboration with the PM, RO, Mission Resource Advisor (MRA), RA, Manpower Officer, and CO.

A3.5.6. At the end of the briefing to the RAD WG, the RAD WG Chair will make a recommendation to the RAA for approval or disapproval.

A3.5.7. Responsibility for obtaining approval from the designated RAA rests with the RO (i.e., the organization that "owns" the requirement) and the PM. Exception: For RADs valued at or over \$100M, the RPF will route the RAD to SpOC/CC/CV or GO/SES for approval.

A3.5.7.1. If there is any question on who can act as an RAA, the RPF will coordinate with the appropriate agencies to make the determination.

A3.5.8. The PM shall provide the approved RAD to the Contracting Office executing the requirement as part of the initial purchase request or other appropriate acquisition request package.

A3.5.9. Approval of RADs valued at  $\geq$ \$10M is required prior to signing of the AP. The ASP Chair may take into consideration extenuating circumstances of a pending RAD decision prior to the ASP and may grant a waiver to extend the RAD approval timeline. However, the RAD must be approved by the RAA prior to solicitation release. Document the extenuating circumstances in the waiver request, briefing slides, or minutes.

A3.5.10. PM/SAL may track the status of a requirement at any point in the process by checking SMT or contacting the RPF.

A3.5.11. The unit SRRB POC will ensure the approved RAD is submitted to respective Contracting Office with the acquisition package (i.e., Acq Plan, IGF Manpower Office review memo, an IGCE and MR).

**A3.6. Approve CSS requirements.** The proposed/estimated value of the requirement is based on the entire performance period of the contract including all option years and extensions.

Requirements shall not be split to avoid thresholds. The threshold of the requirement determines the approval authority. All CSS requirements with a total value  $\geq$ SAT must be validated through a RAD process.

A3.6.1. Installation and Mission Support service requirements  $\geq$ \$10M that are resourced by Air Force Installation and Mission Support Center (AFIMSC) and wholly funded through Operating Agency Codes (OAC)-18 account elements will be approved by the appropriate AFIMSC authority. The RAD will first be reviewed through the SpOC RAD WG and then the RPF will coordinate with AFIMSC for their review and approval.

A3.6.2. Requirements  $\geq$ \$10M that are partially funded by OAC-18 account elements will follow SpOC's requirement approval process. The RAD will be coordinated with AFIMSC by the RPF.

A3.6.3. CSS requirements awarded on a non-AF contract issued to General Services Administration (GSA), Navy, Army, National Aeronautics and/or Space Administration (NASA), etc. require a SpOC-approved RAD.

A3.6.4. All MIPRs for CSS valued  $\geq$ SAT require a SpOC-approved RAD prior to submission to the Servicing AF contracting and financial management analysis offices (i.e., CONS, FM, Comptroller Squadron (CPTS)).

A3.6.5. IDIQ (multiple award) services contracts require a SpOC-approved RAD for all TOs/DOs  $\geq$ SAT (total, including all option years). Additionally, requirements  $\geq$ \$10M are vetted through the RAD WG prior to approval by the RAA.

**A3.7. RAD IDIQ Requirements.** IDIQ contracts require a SpOC-approved RAD at approval thresholds identified in the SpOC/CC Delegations and Withholdings document including the following circumstances:

A3.7.1. Ongoing Task Orders exercising an option year where no previous SpOC RAD exists.

A3.7.2. IDIQ contracts external to SpOC (i.e., NETCENTS) where a SpOC RAA has not previously approved the requirement.

### **A3.8. CSS Requirements Approval Process Flow.**

A3.8.1. Identify need for CSS. The PM/RO/MRA and other team members begin the process of identifying, assessing, and validating the services support required by following established internal management controls for efficient and effective workforce use.

A3.8.2. Develop Requirement Summary/PWS/SOW and verify the proposed service requirement does not contain any IGF.

A3.8.3. Identify the funding source. Identify the proposed funding source by coordinating with the unit RA, FM, or CPTS and SRRB for funds to be programmed for the life of the proposed contract period. **Note:** Validation of the requirement through this process does not constitute funding approval or availability.

A3.8.4. Approval of a UFR may be requested in order to posture the requirement for potential fall-out funds.

**A3.9. SAP RAD Process.** SAP/SAR CSS requirements are not exempt from the RAD process. When it is determined by the PM, Program Security Office, or HQ SpOC/S8Z that the requirement

cannot follow normal procedures due to classification or security reasons, the PM/SAL shall follow a modified process using hard-copy forms and shall communicate via secure program channels only. The Unit CC or delegated PM shall coordinate on the RAD and process via appropriate program channels for approval by the RAA based on the service acquisition thresholds.

A3.9.1. SAP access requires formal approval and receipt of a program brief. Access to SAPs shall not be granted to SpOC personnel solely for the purpose of coordinating/processing a RAD. All documents must comply with classification markings IAW DoDM 5205.07, *Special Access Program Security Manual*; DODI 5200.01, *DoD Information Security Program and Protection of Sensitive Compartmented Information*; and DoDM5200.01V1\_AFMAN16-1404V1, *Information Security Program: Overview, Classification and Declassification*.

A3.9.2. Preparing the RAD for SAP/SAR requirements. The PM/SAL shall prepare a hard-copy RAD using the RAD Brief and making sure to add appropriate classification markings. The PM/SAL shall coordinate the CSS requirement with HQ SpOC/S8Z via secure program channels before obtaining final validation, review, and coordination by the unit's CC and before processing the requirement for approval.

A3.9.3. HQ SpOC/S8Z shall review all SAP/SAR RADs for accuracy and shall return all incomplete RADs to the initiator for rework and resubmission.

A3.9.4. SAP/SAR CSS requirements shall be coordinated/approved through a modified RAD WG process. A modified WG (HQ SPOC/S8, S8Z, and others as deemed necessary) is the initial entry point for all SAP/SAR RADs submitted for RAA approval.

A3.9.5. Once the SAP/SAR RAD has received unit CC coordination, a sanitized RAD shall be electronically entered into SMT identifying HQ SpOC/S8Z as the owner of the requirement. This is necessary to track the requirement through the process.

**A3.10. Special Interest RAD Process.** CSS requirements deemed as Special Interest by USD (AT&L), SAF/AQ, DAF PEO for Services, or SSM shall follow the process as identified below; additional coordination is the responsibility of RFP.

A3.10.1. Special Interest RAD Approved by SSM. RPF is responsible for documenting the RAD Working Group coordination in SMT as well as submitting the SSM approval package for signature and final approval. RPF shall attach a copy of the signed memo to the RAD in SMT.

## Attachment 4

## URL LINKS

Table A4.1. URL Links.

Document or Website Location/Name	Full URL Address
“Acquisition 101” Training	<a href="https://usaf.dps.mil/p:r/sites/USSF-HQ-SpOC/AO/layouts/15/Doc.aspx?sourcedoc=%7B87BA8F55-47DE-4DA4-A826-977C35C02C7C%7D&amp;file=SAIO_Acq_101_Seminar_v01r03.pptx&amp;wdLOR=c30E29FDA-1352-4B69-94B8-5FDBD21596BE&amp;action=edit&amp;mobileredirect=true">https://usaf.dps.mil/p:r/sites/USSF-HQ-SpOC/AO/layouts/15/Doc.aspx?sourcedoc=%7B87BA8F55-47DE-4DA4-A826-977C35C02C7C%7D&amp;file=SAIO_Acq_101_Seminar_v01r03.pptx&amp;wdLOR=c30E29FDA-1352-4B69-94B8-5FDBD21596BE&amp;action=edit&amp;mobileredirect=true</a>
21 CONS Lessons Learned	<a href="https://usaf.dps.mil/teams/21CONS/layouts/15/AccessDenied.aspx?Source=https%3a%2f%2fusaf.dps.mil%2fteams%2f21CONS%2fLists%2fLessons+Learned%2fAllItems.aspx%3fviewid%3df4a44ec6%252D0f79%252D47d7%252D8299%252D48eda93b47a1&amp;correlation=0e9d63a1-e0a5-0000-2412-be2ddc219de9&amp;Type=list&amp;name=0b6f635e-c230-4907-8779-12f625d0cd77">https://usaf.dps.mil/teams/21CONS/layouts/15/AccessDenied.aspx?Source=https%3a%2f%2fusaf.dps.mil%2fteams%2f21CONS%2fLists%2fLessons+Learned%2fAllItems.aspx%3fviewid%3df4a44ec6%252D0f79%252D47d7%252D8299%252D48eda93b47a1&amp;correlation=0e9d63a1-e0a5-0000-2412-be2ddc219de9&amp;Type=list&amp;name=0b6f635e-c230-4907-8779-12f625d0cd77</a>
ACQ 2551 – Services Acquisition Management Tools	<a href="https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=13402">https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=13402</a>
AF Category Management Program Guide.pdf (dps.mil)	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat_mgmt_pmo/Master%20Library%20Archive/Master%20Document%20Library%201.0.0/AF%20Category%20Management%20Program%20Guide.pdf">https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat_mgmt_pmo/Master%20Library%20Archive/Master%20Document%20Library%201.0.0/AF%20Category%20Management%20Program%20Guide.pdf</a>
AFCC Knowledge Center in the TTP Library	<a href="https://usaf.dps.mil/sites/AFCC/KnowledgeCenter/Lists/lessons_1_earned/AllItems.aspx">https://usaf.dps.mil/sites/AFCC/KnowledgeCenter/Lists/lessons_1_earned/AllItems.aspx</a>
AFICC/KS Process Guide	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/ol-spc/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents%2FKS%20Process%20Guide%20CY24%20V1%2Epdf&amp;parent=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents">https://usaf.dps.mil/sites/aficc/afcc/AFICC/ol-spc/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents%2FKS%20Process%20Guide%20CY24%20V1%2Epdf&amp;parent=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents</a>
AFICC/KS SharePoint site	<a href="https://usaf.dps.mil/b:r/sites/aficc/afcc/AFICC/ol-spc/Shared%20Documents/Delegations/SpOC%20CC%20Delegation%20and%20Withholding%20of%20Authorities%20Memo%20(6%20Apr%202023).pdf?csf=1&amp;web=1&amp;e=wrYIZ4">https://usaf.dps.mil/b:r/sites/aficc/afcc/AFICC/ol-spc/Shared%20Documents/Delegations/SpOC%20CC%20Delegation%20and%20Withholding%20of%20Authorities%20Memo%20(6%20Apr%202023).pdf?csf=1&amp;web=1&amp;e=wrYIZ4</a>
ASP Templates	<a href="https://usaf.dps.mil/sites/SAFAQ/projects/Services/SitePages/Templates.aspx">https://usaf.dps.mil/sites/SAFAQ/projects/Services/SitePages/Templates.aspx</a>

Document or Website Location/Name	Full URL Address
Business Clearance from the Clearance Approval Authority (CAA)	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/ol-spc/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents%2FDelegations%2FAFICC%2DKS%20Clearance%20Delegation%5FApr%202024%2Epdf&amp;parent=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents%2FDelegations">https://usaf.dps.mil/sites/aficc/afcc/AFICC/ol-spc/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents%2FDelegations%2FAFICC%2DKS%20Clearance%20Delegation%5FApr%202024%2Epdf&amp;parent=%2Fsites%2Faficc%2Fafcc%2FAFICC%2Fol%2Dspc%2FShared%20Documents%2FDelegations</a>
Certification & Core Plus Development Guides (dau.edu)	<a href="https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx">https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx</a>
CLC 004 Market Research	<a href="https://icatalog.dau.edu/onlinecatalog/courses1.aspx?crs_id=283">https://icatalog.dau.edu/onlinecatalog/courses1.aspx?crs_id=283</a>
CLC 059 – Management of Subcontracting Compliance	<a href="https://icatalog.dau.edu/onlinecatalog/courses1.aspx?crs_id=12312">https://icatalog.dau.edu/onlinecatalog/courses1.aspx?crs_id=12312</a>
Contracting by Negotiation (FAR Part 15)	<a href="https://aaf.dau.edu/aaf/contracting-cone/far-15/">https://aaf.dau.edu/aaf/contracting-cone/far-15/</a>
DAF Category Management Launchpad	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/AFLaunch/SitePages/Home.aspx">https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/AFLaunch/SitePages/Home.aspx</a>
DAF Category Management Page	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat_mgmt_pmo/SitePages/Category-Mangagment.aspx">https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat_mgmt_pmo/SitePages/Category-Mangagment.aspx</a>
DAF Category Management Program SharePoint	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat_mgmt_pmo/SitePages/Category-Mangagment.aspx">https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/cat_mgmt_pmo/SitePages/Category-Mangagment.aspx</a>
DAF Category Management Program Support Office	AFICC.KA.AF_CatMgtPSO@us.af.mil
DAF PEO for Services Acquisition Launchpad	<a href="https://usaf.dps.mil/sites/SAFAQ/projects/Services/Launchpad">https://usaf.dps.mil/sites/SAFAQ/projects/Services/Launchpad</a>
DAF PEO Page	<a href="https://usaf.dps.mil/sites/SAFAQ/projects/services/sitepages/peocm.aspx">https://usaf.dps.mil/sites/SAFAQ/projects/services/sitepages/peocm.aspx</a>
DAF PEO SharePoint Website	<a href="https://usaf.dps.mil/sites/SAFAQ/projects/Services/SitePages/Teplates.aspx">https://usaf.dps.mil/sites/SAFAQ/projects/Services/SitePages/Teplates.aspx</a>



Document or Website Location/Name	Full URL Address
MIPR Training ppt	<a href="https://usaf.dps.mil/p:/r/teams/SAM-DPKContractSupportDivision/layouts/15/Doc.aspx?sourcedoc=%7BD9BDCA24-9723-41DA-8344-52D471A27BDB%7D&amp;file=21%20CONS%20MIPR%20Trainin g%20(Feb-24)%201.pptx&amp;action=edit&amp;mobileredirect=true&amp;wdLOR=cA71CEC64-4D7C-4583-9C7E-2459EA0F3A7C">https://usaf.dps.mil/p:/r/teams/SAM-DPKContractSupportDivision/layouts/15/Doc.aspx?sourcedoc=%7BD9BDCA24-9723-41DA-8344-52D471A27BDB%7D&amp;file=21%20CONS%20MIPR%20Trainin g%20(Feb-24)%201.pptx&amp;action=edit&amp;mobileredirect=true&amp;wdLOR=cA71CEC64-4D7C-4583-9C7E-2459EA0F3A7C</a>
MRR – Enterprise Solutions	<a href="https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO%2Fmarket%5Fresearch%5Freport%5Fenterprise%5Fsolutions%2Epdf&amp;parent=%2Fsite s%2FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO">https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO%2Fmarket%5Fresearch%5Freport%5Fenterprise%5Fsolutions%2Epdf&amp;parent=%2Fsite s%2FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO</a>
MRR – Product/Services	<a href="https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO%2Fmarket%5Fresearch%5Freport%20product%5Fservice%2Epdf&amp;parent=%2Fsites%2 FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO">https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO%2Fmarket%5Fresearch%5Freport%20product%5Fservice%2Epdf&amp;parent=%2Fsites%2 FUSSF%2DDHQ%2DSpOC%2FAO%2FSAIO</a>
MyVector system	<a href="https://myvector.us.af.mil/myvector/PublicHome/NoticeAndCons ent">https://myvector.us.af.mil/myvector/PublicHome/NoticeAndCons ent</a>
Negotiation Techniques Acquipedia article	<a href="https://www.dau.edu/acquipedia-article/negotiation-techniques">https://www.dau.edu/acquipedia-article/negotiation-techniques</a>
OGE 450	<a href="https://www.fdm.army.mil/">https://www.fdm.army.mil/</a>
Phase I and II Source Selection Training	<a href="https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/ACE / layouts/15 /stream.aspx?id=%2Fsites%2Faficc%2Fafcc%2FAFICC%2FK A%2FACE%5F%2Fsite%5Fpages%2FVideos%2FPhase%20I %20and%20II%20Intro%5FJan%202023%2Emp4&amp;referrer=S treamWebApp%2EWeb&amp;referrerScenario=AddressBarCopied %2Eview%2E9ee23229%2Df370%2D478b%2D9080%2D4b27c6 62e3f4">https://usaf.dps.mil/sites/aficc/afcc/AFICC/KA/ACE / layouts/15 /stream.aspx?id=%2Fsites%2Faficc%2Fafcc%2FAFICC%2FK A%2FACE%5F%2Fsite%5Fpages%2FVideos%2FPhase%20I %20and%20II%20Intro%5FJan%202023%2Emp4&amp;referrer=S treamWebApp%2EWeb&amp;referrerScenario=AddressBarCopied %2Eview%2E9ee23229%2Df370%2D478b%2D9080%2D4b27c6 62e3f4</a>
PMT -0170 Risk Management	<a href="https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12362">https://icatalog.dau.edu/onlinecatalog/courses.aspx?crs_id=12362</a>
Procurement Toolbox Procurement Administrative Lead Time (PALT) Tool	<a href="https://dodprocurementtoolbox.com/site-pages/palt">https://dodprocurementtoolbox.com/site-pages/palt</a>

Document or Website Location/Name	Full URL Address
Requirements Approval Authority	<a href="https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO%2FHQ%20SpOC%20Advisory%20and%20Assistance%20Service%20%28A%26AS%29%20Contracts%2DFY23%20Dollar%20Value%20Cap%20and%20Approval%20Process%2Epdf&amp;parent=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO">https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO%2FHQ%20SpOC%20Advisory%20and%20Assistance%20Service%20%28A%26AS%29%20Contracts%2DFY23%20Dollar%20Value%20Cap%20and%20Approval%20Process%2Epdf&amp;parent=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO</a>
Responsibility Assignment Matrix (RAM)	<a href="https://usaf.dps.mil:/x:/r/sites/USSF-HQ-SpOC/AO/ layouts/15/Doc.aspx?sourcedoc=%7B1B3A8F56-5E7F-4C59-A0A0-20270E057371%7D&amp;file=Responsibility%20Assignment%20Matrix%20(RAM)%20Template%2C%20v01r00.xlsx&amp;wdLOR=cD5DF0A54-4B9A-4E3A-BBC3-14B1F00BEC56&amp;action=default&amp;mobileredirect=true">https://usaf.dps.mil:/x:/r/sites/USSF-HQ-SpOC/AO/ layouts/15/Doc.aspx?sourcedoc=%7B1B3A8F56-5E7F-4C59-A0A0-20270E057371%7D&amp;file=Responsibility%20Assignment%20Matrix%20(RAM)%20Template%2C%20v01r00.xlsx&amp;wdLOR=cD5DF0A54-4B9A-4E3A-BBC3-14B1F00BEC56&amp;action=default&amp;mobileredirect=true</a>
Risk Management Plan Template	<a href="https://usaf.dps.mil:/w:/r/sites/USSF-HQ-SpOC/AO/ layouts/15/Doc.aspx?sourcedoc=%7BFD8A9262-327B-4276-8FA5-711F08616EDB%7D&amp;file=Risk%20Management%20Plan%20Template%2C%20v00r00.docx&amp;wdLOR=cB26D6581-DDC6-4667-A481-9F093E97D75A&amp;action=default&amp;mobileredirect=true">https://usaf.dps.mil:/w:/r/sites/USSF-HQ-SpOC/AO/ layouts/15/Doc.aspx?sourcedoc=%7BFD8A9262-327B-4276-8FA5-711F08616EDB%7D&amp;file=Risk%20Management%20Plan%20Template%2C%20v00r00.docx&amp;wdLOR=cB26D6581-DDC6-4667-A481-9F093E97D75A&amp;action=default&amp;mobileredirect=true</a>
Risk Register Template	<a href="https://usaf.dps.mil:/x:/r/sites/USSF-HQ-SpOC/AO/ layouts/15/Doc.aspx?sourcedoc=%7BE5AE387E-1203-4BA6-9C61-43F774940623%7D&amp;file=SAIO Risk Register Template Ver 2.0.xlsx&amp;wdLOR=cB0177D5A-D467-4E82-A010-1BEB5D9661D4&amp;action=default&amp;mobileredirect=true">https://usaf.dps.mil:/x:/r/sites/USSF-HQ-SpOC/AO/ layouts/15/Doc.aspx?sourcedoc=%7BE5AE387E-1203-4BA6-9C61-43F774940623%7D&amp;file=SAIO Risk Register Template Ver 2.0.xlsx&amp;wdLOR=cB0177D5A-D467-4E82-A010-1BEB5D9661D4&amp;action=default&amp;mobileredirect=true</a>
SADA training video	<a href="https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/ layouts/15/stream.aspx?id=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO%2FSADA%20Training%20Video%20v2%20%281%29%2Emp4&amp;referrer=StreamWebApp%2EWeb&amp;referrerScenario=AddressBarCopied%2Eview%2E963d52bc%2D17fe%2D451c%2Dad34%2Dea31d1bba73a">https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/ layouts/15/stream.aspx?id=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO%2FSADA%20Training%20Video%20v2%20%281%29%2Emp4&amp;referrer=StreamWebApp%2EWeb&amp;referrerScenario=AddressBarCopied%2Eview%2E963d52bc%2D17fe%2D451c%2Dad34%2Dea31d1bba73a</a>
SAF/GCA - Annual Ethics Training	<a href="https://usaf.dps.mil/sites/saf-gc/SAF GCA/Ethics/SitePages/450%20AET.aspx">https://usaf.dps.mil/sites/saf-gc/SAF GCA/Ethics/SitePages/450%20AET.aspx</a>
SAIO MIPR Standard Operating Procedure	<a href="https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO%2FSAIO%5FMIPR%5FProgram%5FAdministration%5FSOP%2Epdf&amp;parent=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO">https://usaf.dps.mil/sites/USSF-HQ-SpOC/AO/SAIO/Forms/AllItems.aspx?id=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO%2FSAIO%5FMIPR%5FProgram%5FAdministration%5FSOP%2Epdf&amp;parent=%2Fsites%2FUSSF%2DHFQ%2DSpOC%2FAO%2FSAIO</a>



