

SECTION C
DESCRIPTION/SPECS./WORK STATEMENT

Partnering Workshop

0.0 BACKGROUND

The U.S. Government has awarded a contract to Saint-Gobain Performance Plastics (SGPPL). The estimated quantities by Ordering Period (OP) are as follows:

BASIC

OP 1, 1001 EA

OP 2, 500-1001 EA

OP 3, 500-1001 EA

OPTION

OP 4, 500-1001 EA

OP 5, 500-1001 EA

with deliveries required to begin ninety days after First Article approval at a rate of no less than 50 suits per month.

The suit must provide protection against field concentrations of chemical warfare agents, industrial chemicals, and biological agents.

The ITAP suits essentially consist of chemical-biological protective fabric, rubber, plastic, and metal parts. The ITAP suits are not commercially available. The Government has invested substantial amounts of time and money to develop industrial manufacturing facilities, such as Saint-Gobain Performance Plastics capability to successfully produce the ITAP suit.

The following activities are involved in the administration of this contract:

- a. U.S. Tank-automotive and Armaments Command (TACOM-RI), Rock Island, IL. This activity is the principal contracting office and manages the prime contract for the ITAP Suit Program
- b. U.S. Army Soldier Biological Chemical Command (SBCCOM), Rock Island, IL. This command is the agency responsible for the overall program management of the system, the technical data package, and specification requirements.
- c. Defense Contract Management Agency (DCMA) Manchester, 2 Wall St., 2nd Floor Manchester, NH. This office is responsible for monitoring day to day contractor compliance with contract requirements and performing production support, surveillance, and status reporting.

1.0 PURPOSE

Participating government agencies have decided to conduct a partnering workshop to create and enhance an environment whereby government personnel from various agencies and the systems contract personnel jointly establish goals, objectives and management processes that mutually benefit both Parties and for efficient and harmonious execution of the contract.

In order to avoid miscommunication and potentially costly problems which may be encountered in this program, Saint-Gobain Performance Plastics and the Government need to work together, and not against each other.

Examples on how to accomplish this:

a. Open lines of communications at all levels. In addition, technical personnel on both sides need to interface frequently at the working level, and not just through contracting officer correspondence.

b. The parties need to have a sense of urgency in identifying and dealing with problems and expedite resolution efforts as necessary. Emphasis needs to be directed at the problem - not on fixing or determining blame.

c. The Government and Saint-Gobain Performance Plastics need to proceed as a team. When problems arise the government/contractor team needs to proceed with a common goal and plan. A "we versus they" situation can greatly complicate and exacerbate difficult contractual technical situations.

2.0 PARTNERING

Partnering is the creation of government-contractor and government agency-to-agency relationships that promote achievement of mutually beneficial goals and reduce adversarial attitudes. It involves an agreement in principle to share the risks involved in successfully completing the project in a timely and cost effective manner with the desired quality through establishing, promoting and nurturing a partnership environment. **Partnering is not a contractual requirement nor does it create any legally enforceable rights or duties.** Rather, partnering seeks to create a mutually cooperative attitude in complying with government contracts and avoiding disputes. Because of the number of different government agencies involved, it will be necessary for those agencies to develop a common partnering philosophy among themselves before they can expect to partner with the selected contractor. Developing a common partnering philosophy will also allow the various government agencies to work together in a more effective manner. Partnering is further described in the pamphlet entitled "Partnering, Alternative Dispute Resolution Series", IWR Pamphlet 91-ADR-P-4, dated December 1991 (See Section J).

Traditionally, the partnering process has been applied to construction projects, not on manufacturing efforts such as this. Partnering on manufacturing projects is new, and may provide new challenges. Among them are (1) how to facilitate communication between parties to a project that are not co-located (2) how to create a project/contract team without promoting violations of ethics, antitrust, or the Competition in Contracting Act (3) national defense issues. Please direct questions regarding the aforementioned,

to the TACOM-RI Partnering Champion, Ms Kristen Mendoza, (309) 782-5553, email: mendozak@ria.army.mil.

2.1 PARTNERING OBJECTIVES

The objectives to be achieved by Partnering are as follows:

- a. Encourage ongoing timely and accurate information sharing at all levels of the contractor and government organizations.
- b. Ensure the contractor understands the Technical Data Package, and establish concurrence among both parties that all inconsistencies and communication/production issues have been identified.
- c. Proper implementation of engineering changes, particularly those that are cost bearing or impact schedule.
- d. Rapid response by both parties to contract correspondence and/or technical concerns.
- e. Complete all work while minimizing safety problems or accidents.
- f. During contract performance all environmental laws are strictly adhered to and that no environmental incidents occur.
- g. Develop a team concept between Saint-Gobain Performance Plastics and the government. The success of the program depends on our ability to work together to solve problems as they occur, and also to share in the program successes.
- h. Minimize the need for contractor claims and litigation.

3.0 WORK STATEMENT

This work statement is for the development of a partnering workshop which will meet the objectives and needs of the ITAP suit production through all contract phases. It must accommodate the partnering needs of the government agencies and their relationship with each other and then with Saint-Gobain Performance Plastics. The contract will provide for one partnering workshop (see paragraph 3.2).

- a. The requirements of this SOW are specifically:
 - 1) Interviews as identified in paragraph 3.1;
 - 2) A workshop for government and contractor personnel as identified in paragraph 3.2.
- b. The general objectives of the workshop are:

- 1) to develop an understanding and appreciation for the partnering concept;
- 2) to develop an inter-organizational, task oriented team;
- 3) to develop an understanding and appreciation of individual differences in each organization and their impact on the process of communication;
- 4) to develop a process for the identification, discussion and resolution of issues; (i.e.: conflict escalation and Alternate Dispute Resolution)
- 5) to develop a partnering charter setting forth mutual overriding goals;
- 6) to become a cohesive, cooperative, effective intra-governmental/contractor contract performance team;
- 7) to develop an understanding of Standards of Conduct between contractors and the government;
- 8) to identify the responsibilities, points of contact, and decision making authority; empowerment, and authority;
- 9) to establish a partnering maintenance plan and evaluation system, to measure whether objectives are being met.

3.1 INTERVIEWS

Interviews shall be conducted with at least one of the following individuals from each activity as a minimum (in person or via telephone conversation): The purpose for the interviews is generally to (1) Gain an understanding of the parties' expectations to allow for development of a workshop agenda (2) To identify how the separate organizations function (3) To identify challenges unique to this program (4) To understand where the program needs partnering direction.

ACALA, Rock Island, IL

Ms. Margaret Tuftee, Contracting Officer, AMSTA-AQ-ARCC, Bldg. 62, (309) 782-7163.

Ms. Maria Rodriguez, Contract Specialist, AMSTA-AQ-ARCC, Bldg. 62, (309) 782-5719.

Mr. William Moscoso, Contract Specialist, AMSTA-AQ-ARCC, Bldg. 62, (309) 782-3404.

SBCCOM, Rock Island, IL

Mr. Kevin Lee, General Engineer, AMSSB-RSO-SDM, Bldg. 62, (309) 782-2449

Mr. Spencer Phelps, General Engineer, AMSSB-RSO-SDM, Bldg. 62, (309) 782-4003.

Mr. Greg White, Quality Assurance, AMSSB-RSO-ADM, Bldg. 62, (309) 782-4003

Mr. Darrin Moore, Equipment Specialist, AMSSB-RSO-SDM, Bldg. 62, (309) 782-2353

Mr. Raymond Muskeyvalley, Chief, Logistics Management Office, AMSSB-RSO-LM, Bldg. 62, (309) 782-2357

DCMA Manchester, NH

Mr. Jim O'Donnell, Contract Administrator, (601) 621-1461.

Ms. Sandee Murray, Administrative Contracting Officer, (603) 621-2964.

Mr. Thaddeus Piorek, Jr., Quality Assurance, (603) 528-8738

Interviewing shall also be conducted with one of the following Saint-Gobain Performance Plastics personnel located at 701 Daniel Webster Highway, Merrimack, NH 03054 (in person or via telephone conversation). The contractor may provide additional points of contact.

Mr. Robert Hobbs, Program Manager, (603) 424-9000, Ext. 2101

Mr. Ted Slawinowski, Contracts Manager, (603) 424-9000, Ext. 2418

Mr. Alar Ruutopold, Principal Engineer, (603) 424-9000, Ext. 2407

Mr. Michael Cushman, Business Development Manager, (603) 424-9000, Ext. 2324

Mr. Eric Kevorkian, General Manager Specialty Coated Fabrics

The purpose of the interviews is for the Facilitating contractor to gain insight into the various government agencies and how each agency conducts business and to determine exactly what each agency expects from partnering. After completing the interviews, the contractor shall develop one partnering workshop which will incorporate the basic requirements of partnering with those special requirements for the ITAP suit production which have been identified during the interviews.

3.2 GOVERNMENT AND CONTRACTOR PERSONNEL WORKSHOP

The workshop will be conducted in the Merrimack, NH area (see listing (below), within 30 days after award of purchase order (tentative date is 19 Nov 2002) and will include at a minimum the personnel identified in paragraph 3.1 above, and may also include personnel from the government agencies who are directly responsible with the administration of the ITAP suit contract, including legal representation of

the participating government contracting agency. There will be approximately thirteen (13) attendees at this workshop.

The following listing of hotel accommodations with meeting rooms, is suggested, but is not limited to the following:

Radisson Hotel & Conference Center (603) 424-8000

The objectives to be established are identified as follows:

- 3.2.1 Introduction to Partnering:
 - Partnering techniques
 - An understanding of the partnering process, including boundaries
- 3.2.2 Commitment of the Parties:
 - Upper management commitment (both government and contractor)
 - Clarification of partnering staffing and support requirements
 - An understanding of the government's commitment to the partnering process
 - An understanding of the contractor's commitment to the partnering process
- 3.2.3 Identification of Partnering Champions
 - Identification of top line partnering champion
 - Identification of mid-level partnering champion
 - Explanation of champion's role and responsibilities
- 3.2.4 Identification of the Mutual Overriding Goals of the Parties
 - Joint goals and objectives and the process to accomplish them
- 3.2.5 Team Building - Problem Solving
 - Communication skills (listening and empathy)
 - Team building - we attitude vs. us and they attitude
- 3.2.6 Establishment of Channels of Communication
 - Channels of communications and ideas to facilitate communications
 - Identification of responsibilities and authorities
 - Lines of communications vs. contractual obligations
- 3.2.7 Development of Conflict Escalation and Alternate Disputes Resolution Process (ADR)
 - Identification of responsibilities and authorities
 - Issue and resolution procedures
- 3.2.8 Development of Evaluation Procedures for Partnering Process
 - The development of a partnering evaluation process
 - Agreement on implementation plan

- 3.2.9 Development and Signing of Partnering Charter
- An agreement on a partnering charter, mission statement, project objectives and goals
 - Government/Contractor partnering charter

Within 10 calendar days after the aforementioned workshop the facilitating contractor will submit a report to the contracting officer indicating the results of the workshop and recommendations for improvement, if any.

3.3 SCHEDULE OF WORKSHOP

The Facilitating Contractor will be responsible for making all arrangements for the Workshop including the scheduling and coordination with both Saint-Gobain Performance Plastics and government participants.

3.4 VISUAL EQUIPMENT

The Government will supply visual equipment as required (i.e., projectors, view graph machine, etc.) for SOW paragraph 3.2. Written notification of the type of equipment required is to be submitted to the Contracting Officer one (1) week prior to the date of the scheduled workshop.

3.5 WORKSHOP MATERIALS

The Facilitator shall supply all workshop materials as required (i.e., paper, sample problem-solving exercises, transparencies, handouts, etc.).

3.6 SCHEDULE

Workshop will be scheduled as follows:

Morning Session	8:30 AM Local Time - 12:00 PM Local Time
Lunch	12:00 PM Local Time - 1:00 PM Local Time
Afternoon Session	1:00 PM Local Time - 4:00 PM Local Time

3.7 ACCEPTANCE

Acceptance of Data Items and DD Forms 250 (Material Inspection and Receiving Reports) will be F.O.B Destination.