

NAVAL AVIATION SYSTEMS
TEAM



PMA CPARS
PREPARATION
TRAINING

27 May 98

**Bill Basham, NAVAIR CPARS POC,
Source Selection Office, AIR-4.10C**



CPARS

PEO/AIR-1.0 POCs

- PEO(CU) - Susan Williams, x7-6307
- PEO(T) - Carol Tisone, x7-7144
- PEO(A) - CDR Lee Tiffany, USN, x7-5373
- AIR-1.0 - Mike Friedman, x7-6638
- JAST - LtCol Bruce Caughman, 703-602-7390/6681



Briefing Sections

1. - Overview
2. - CPAR Instructions/
Deliverables
3. - Completing CPAR Form/
Lessons Learned
4. - CPAR Security

Section 1

Overview

Purpose of CPARS

- A source of contractor performance information which is current and available for use for conducting Performance Risk Assessments on source selections
- The CPARS process may motivate contractors to improve their performance
 - Knowledge of their performance will be used by Government on future source selections



The Regulatory Basis

- FAR 15.304 - Evaluate past performance in source selections for negotiated competitive procurements.
- FAR 42.1502 - Directs all Federal agencies to COLLECT contractor past performance information on all contracts.

NOTE: CPARS has been used by the Air Force for over 9 years.



CPARS Policy

- AIR-00 Memo , 13 March 1997
 - NAVAIR (Systems) CPAR Implementation
 - AIR-4.10C lead
- OUSD (A&T) Memo, 20 Nov 97
 - Collection of Past Performance Information in DoD
- ASN (RDA) Memo, 2 Oct 97
 - Collection of Past Performance in DoN
(updated on 2 Feb 98)
- AIR-00 Memo, 12 Feb 98
 - NAVAIR (Systesms)CPAR Implementation
 - Expansion to Non-Systems; AIR-2.1 lead



System Business Sectors

- Aircraft
- Ordnance
- Training Systems
- Other Systems (Radar, Propulsion, C4I, Power Systems, etc.)
- Space
- Shipbuilding
- Ground Vehicles



Applicability of System CPARS

- Concept Exploration
 - Program Definition and Risk Reduction
 - Engineering and Manufacturing Development
 - Production and Deployment
 - Modifications
-

For above - total value, including options greater than **\$5M**



Applicability of Non-Systems CPARS

- Services (>\$1M)
- Operations Support (Sustainment, Spares, and Repairables) (>\$5M)
- Information Technology (>\$1M)
- Does **not** apply to contracts for
 - Science and Technology - 6.1, 6.2, 6.3, 7.8

Information provided by the PM

- PM provides a **narrative** and a **rating** on a number of areas
- The narrative is considered crucial to providing insight into the contract performance and allowing the relevancy of the situations to be determined for the particular source selection



Areas Assessed in CPAR

- **Technical (Quality of Product)**
 - Product Performance
 - System Engineering
 - Software Engineering
 - Logistics Support/Sustainment
 - Product Assurance
 - Other Technical Performance
- **Schedule**
- **Cost Control**
- **Management**
 - Management Responsiveness
 - Subcontract Management
 - Program Management & Other Management
- **Other Areas**

Preparation of the CPAR

- Program Manager is responsible for **preparing, reviewing, signing, and processing** the CPAR
- However, PM prepares in coordination with the project team (IPT)
- Assessment is based on input from specialists familiar with the contractor's performance, other organizations, e.g., cognizant DCMC office and user
- Contractor review/comment is essential
 - **Pre-assessment discussions with contractors are encouraged**

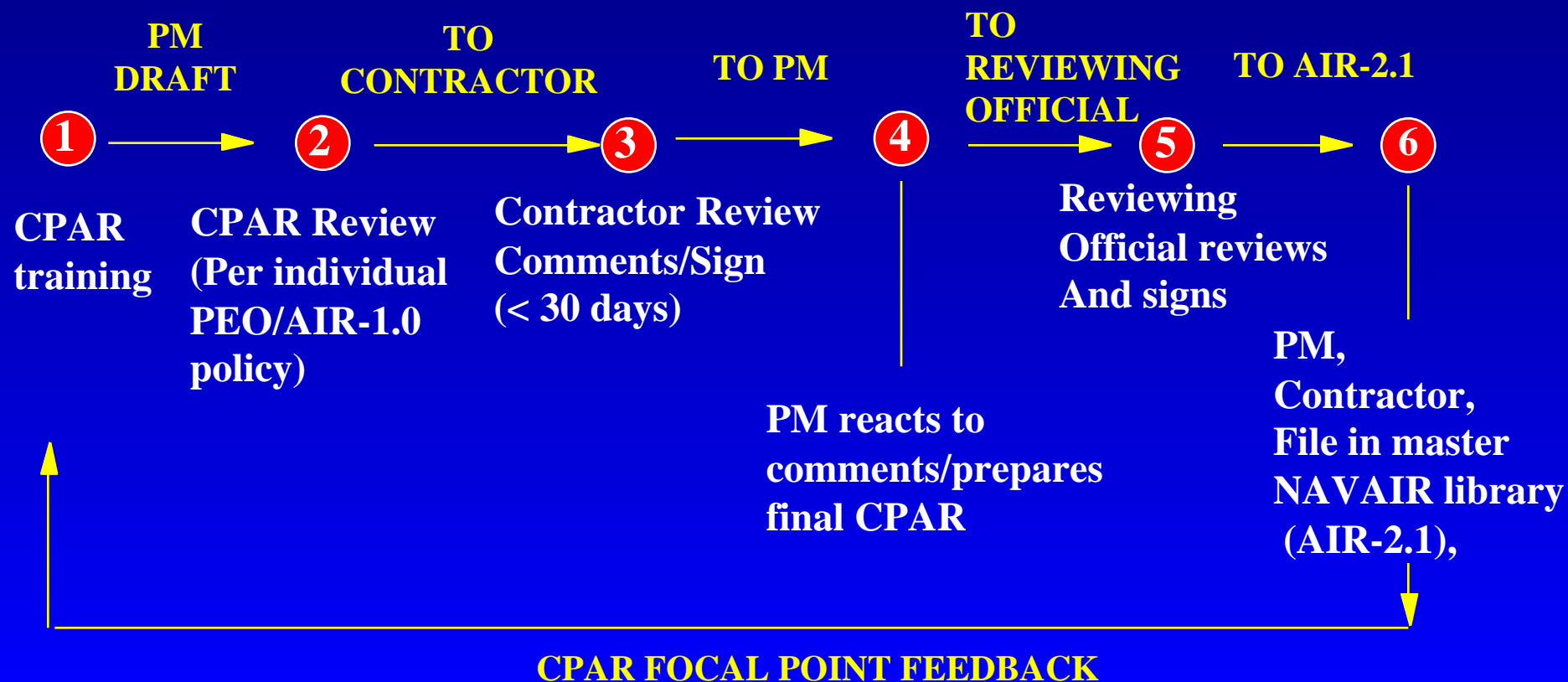
CPAR Review

- Contractors can comment on the PM's assessment
- After reviewing the contractor's comments, the PM may revise the assessment
- The CPAR is sent to the reviewing official
 - At least one level above the PM
- Reviewing official may comment on both the PM's assessment and the contractor's comments. PM and Contractor comments are not changed.
- A copy of the completed CPAR is provided to the contractor, PM, and the CPAR library



NAVAIR Systems CPAR Process

(Target 120 days - start to finish)



Frequency of Reporting

- **INITIAL** - New contracts between 180-365 days after award or first **CPAR** in cycle
- **INTERMEDIATE** - **ANNUALLY** during entire contract period of performance
- **OUT-OF-CYCLE** -
 - When a significant change in performance alters the assessment, or
 - When program manager departs, draft prepared for relieving PMA if over 4 months since last CPAR
- **FINAL** -
 - After delivery of final major end item or end of period of performance, or
 - Upon termination

Section 2

CPAR Instructions/ Deliverables



CPARS Toolbox

- **NAVAIR CPAR Website**
 - CPAR Guide/ PM CPAR Training Module/ Form/Contractor Cover Letter
 - www.nalda.navy.mil/cpar
- **Navy Automation CPAR Site**
 - <http://www.nslcptsmh.navsea.navy.mil/cpars.htm>
- **ASN(RDA)**
 - www.abm.rda.hq.navy.mil/cpars2_2.pdf
- **Air Force Aeronautical System Center**
 - www.pixs.wpafb.af.mil/paso/

Deliverable

- Hardcopy of CPAR, signed by Reviewing Authority, to AIR-2.1
- The Navy CPAR Automation System **must** be used to input CPAR data
 - Web based system
 - Government and Contractors will use to input past performance data
 - Central data base will contain all Navy completed CPARs and will be used in future source selections
 - Training at NAVAIR will be on 9 June

Section 3

Completing CPAR Form



Form Overview

- Administrative information (**Blocks 1 - 17**)
- Technical, cost control, schedule, and management evaluation elements and ratings (**Blocks 18 - 19**)
- Program Manager narrative
 - Insight into contract performance (**Block 20**)
 - Signature (**Block 21**)
- Contractor comments (option of contractor) (**Block 22**)
 - Signature (**Block 23**)
- Reviewing official comments (option of reviewing official) (**Block 24**)
 - Signature (required) (**Block 25**)



Filling Out CPARS

(NAVY CPARS Handbook , Page A2-1, 2)

Block 1 - NAME/PLACE OF CONTRACTOR

- Contractor's Commercial and Government Entity (CAGE) Code for the business unit doing the work, DUNS+4 #, FSS/PSC, SICC

Block 2 - TYPE REPORT, e.g., *initial, intermediate*

Block 3 - PERIOD OF PERFORMANCE BEING ASSESSED (expressed in mm/dd/yy format), e.g., *06/01/96-05/31/97*

Block 4a - CONTRACT NUMBER (self explanatory)

Block 4b - DoD BUSINESS SECTOR/SUB-SECTOR, e.g., *Systems* (Business Sector) and *Aviation* (Sub-sector)



Filling Out CPARS

(NAVY CPARS Handbook , Page A2-2)

Block 5 - CONTRACTING OFFICE (Organization and Code), e.g., **NAVAIRHQ - AIR-2.5**

Block 6 - LOCATION OF CONTRACT PERFORMANCE (if not in **block 1**)

Block 7a/7b - CONTRACTING OFFICER / PHONE NUMBER (self explanatory)

Block 8 - CONTRACT AWARD DATE

Block 9 - CONTRACT COMPLETION DATE

Block 10 - CONTRACT PERCENT COMPLETE/ DELIVERY ORDER STATUS (self explanatory)



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-2)

Block 11 - AWARDED VALUE, including unexercised options.

Block 12 - CURRENT CONTRACT DOLLAR VALUE (current face value)

Block 13 - BASIS OF AWARD, e.g., *competitive*

Block 14 - CONTRACT TYPE, e.g., *FFP*

- Mark as appropriate
- If more than one contract type used on the contract:
 - “X” the Block of the most **predominate** type,
 - “X” the “Mixed” block, and,
 - Identify the other contract type(s) in **Block 17**



Filling Out CPARS

(NAVY CPARS Handbook , Page A2-2)

**Block 15 - KEY SUBCONTRACT AND
DESCRIPTION OF EFFORT PERFORMED**

**Block 16 - PROGRAM TITLE AND PHASE OF
ACQUISITION**

- Be sure to identify the program phase you're in (PD&RR, EMD, Low Rate Prod, etc)
- Spell out all "standard" abbreviations



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-3)

- **Block 17 - CONTRACT EFFORT DESCRIPTION**
 - Recognize this Block is **CRITICAL** to PRAGs in their ability to determine relevancy of **your** CPAR to **their** program.
 - Identify key technologies, components, subsystems and requirements, overall technical risks
 - For intermediate CPAR identify milestones and contract modifications for this period
 - You are allowed up to **one additional page** to fully describe your program.

Filling Out CPAR Form

Block 18 Color Codes

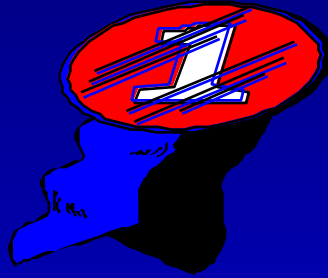


Block 18 Color Codes

- Assign these after:
 - You determine what the contract required in the rating period, and
 - Your functional team members advise you on how well the contractor met its contract requirements in their areas
 - Filling out block 20 narrative
- Risk inherent in effort should be significant factor in assessing contractor's performance
- Record critical subcontractor actions that impact prime contractor's performance record in block 20
- If an area is not pertinent, state "N/A"

CPAR EVALUATION COLORS

(NAVY CPARS Handbook , Page A2-4)



BLUE

- Performance meets **contractual requirements** and exceeds many to the Government's benefit.
- The **contractual performance** of the element or sub-element being assessed was accomplished with few minor problems for which **corrective actions** taken by the contractor were highly effective.

CPAR EVALUATION COLORS

(NAVY CPARS Handbook , Page A2-4)



GOLD

- Performance meets contractual requirements and exceeds some to the Government's benefit.
- The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.

Important Notes for Raters

- For BLUE and GOLD ratings:
 - “**Exceeds Contract Requirements**” does NOT mean performance that would be legally defined as “***out of scope***” of the contract!
 - Any additional capability/performance must be deemed of value to the government.



CPAR EVALUATION COLORS

(NAVY CPARS Handbook, Page A2-4)



GREEN

- Performance meets contractual requirements.
- The contractual performance of the element or sub-element contain some minor problems for which corrective actions taken by the contractor appear or were satisfactory.

CPAR EVALUATION COLORS

(NAVY CPARS Handbook , Page A2-4)

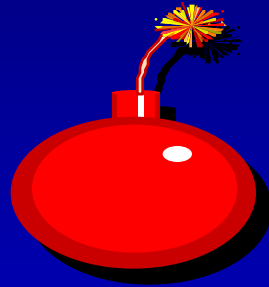


YELLOW

- Performance does not meet some contractual requirements.
- The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractors proposed actions appear only marginally effective or were not fully implemented.

CPAR EVALUATION COLORS

(NAVY CPARS Handbook , Page A2-4)



RED

- Performance does not meet most contractual requirements and recovery is not likely in a timely manner.
- The contractual performance of the element or sub-element contain serious problem(s) for which the contractor's corrective actions appear or were ineffective.



Evaluation Colors

- Key Words -

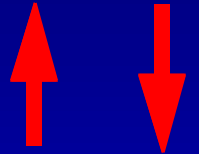
| | BLUE | GOLD | GREEN | YELLOW | RED |
|-------------------|------------------|--------------|--------------|----------------------|--------------------|
| Reqmts | exceeds many | exceeds some | meets | does not meet some | does not meet most |
| Contract Problems | few minor | some minor | some minor | serious | serious |
| Corrective Action | highly effective | effective | satisfactory | marginally effective | ineffective |



CPAR EVALUATION COLORS

(NAVY CPARS Handbook , Page A2-4)

UPWARD AND DOWNWARD ARROWS



- Indicates an improving or worsening trend, insufficient to change the assessment status
- N/A - Not Applicable

Note: Concentrate on the second sentence in each color definition to assist you at arriving at a rating



Evaluation Rating Indicators

(DoN CPARS Guide, Page A2-4)

- **CPAR- Block 18 General Guidelines**
 - Indicate past rating (blank or N/A if initial report)
 - Evaluate IAW the rating definitions
 - Address changes in rating from prior reports in Block 20
 - Insure consistency with program reviews
 - Base assessment on objective data
 - Recognize the amount of risk inherent in the effort as a significant factor
 - Provide narrative for all ratings (including green)

Block 18 Systems CPAR Evaluation Areas



Filling Out CPARS

(NAVY CPARS Handbook , Page A2-5)

18a - TECHNICAL (QUALITY OF PRODUCT)

- Comprised of six subelements
 - Product Performance
 - System Engineering
 - Software Engineering
 - Logistic Support/Sustainment
 - Product Assurance
 - Other Technical Performance
- PM's integrated assessment of technical performance
 - Not a predetermined roll-up of six subelements, e.g., each subelement **not necessarily** weighted equally
 - One subelement may drive Technical rating



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-5)

18a(1) - PRODUCT PERFORMANCE

- Evaluate contractor's ability to meet product and system performance requirements
- In other words: **DOES IT FLY LIKE IT'S SUPPOSED TO?**



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-5)

18a(2) - SYSTEMS ENGINEERING

- Basically assesses the success of the Contractor's engineering planning and control of **TECHNICAL** program tasks
- Rates the quality and adequacy of the engineering support (manpower) assigned to the program.
- You are really addressing the contractor's overall capability to integrate **ALL** the engineering disciplines in to a well functioning whole that ensures program execution.



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-5)

18a(3) - SOFTWARE ENGINEERING

- Is there a Software Development Plan?
- Is the contractor following it?
- Is software a big element of your program?
- Has the contractor assigned qualified people and implemented sound s/w development practices?
- Are software releases quality products?



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-6)

18a(4) - LOGISTICS SUPPORT/ SUSTAINMENT

- If applicable, assess the adequacy of the contractor's performance of the contract's ILS program tasks (ILS elements) & LSA activities
- Does the contract require an ILS or LSA Plan be developed?
 - If so, how is it going?



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-6)

18a(5) - PRODUCT ASSURANCE

- A **VERY** subjective category!
- Measures how well the contractor has done in satisfying the “ilities” Producibility; Reliability; Maintainability; Inspectability; Testability.
- A good idea is to work out with your contractor what metrics would measure his contract compliance at the beginning of the contract.
- Does the contractor have a good Manufacturing Plan and does he follow it?



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-6)

18a(6) - OTHER TECHNICAL PERFORMANCE

- All remaining technical areas
- Unique technical aspects to contract or that cannot be captured in other subelements



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-6)

18b - SCHEDULE

- Assess compliance with delivery schedule, including efforts that effect variances shown in **Block 19, Schedule Variance**
- Assess adequacy of and compliance with Integrated Management Plan (IMP)/Integrated Management Schedule (IMS)
- Assess schedule management practices and ability to identify and mitigate impact of problems on schedule
- Effectiveness of plans for recovering schedule slips
- Evaluate any missed schedule events, the causes, and the effectiveness of contractor recovery plans

Filling Out CPARS

(NAVY CPARS Handbook, Page A2-6)

18c - COST CONTROL

- Complete 18c only if contract is **> 10% complete**
- Contractor's efforts that effect variances shown in **Block 19**, cost variance.
- Based on contractor's cost management efforts during the evaluation period.
- Is the contractor experiencing cost growth or underrun?
- If performance can't be determined - **N/A**, e.g., FFP type of contract



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-7)

18d - MANAGEMENT

- Comprised of three subelements
 - Management Responsiveness
 - Subcontractor Management
 - Program Management and Other Management
- PM's integrated assessment of Management performance
 - Not a predetermined roll-up of three subelements, e.g., each subelement **not necessarily** weighted equally
 - One subelement may drive Management rating



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-7)

18d(1) - MANAGEMENT RESPONSIVENESS

- Evaluates responsiveness to program needs
 - Such as requests for unscheduled briefings, meetings, submittal of ECPs and User issues.
 - Contractors should not be downgraded for not performing outside scope of the contract
- This is **NOT** the block for rating overall program management (This is discussed in **Block 18d(3)**)



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-7)

18d(2) - SUBCONTRACT MANAGEMENT

- Does the contractor manage his subcontractors well such that the Prime contract requirements are not impacted by subcontract problems?
- Does he/she have and follow a Subcontract Plan?
- Is the Prime surprised by Subcontract problems or does he/she employ management practices that identify problems “before they are problems” and implements effective solutions?
- ACO or in-plant government QA input often helpful here.



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-7)

18d(3) - PROGRAM MANAGEMENT & OTHER MGT

- Do they follow the IMP/IMS?
- Are they proactive or reactive?
- Do they employ effective risk management practices or do they “fight fires”?
- Category also assesses Data (not Configuration!) Management performance
- Unique management aspects to contract or that cannot be captured in other subelements



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-7,8)

18e - OTHER AREAS

- Unique requirements that don't fit other categories.
- If extra space is need use block 20
- Refer to Navy CPAR Handbook page A2-8, A1.24.1 for information for contracts with award fee or incentive provisions
 - Should not be a conflict between what is written here and award fee document



Filling Out CPARS

(NAVY CPARS Handbook, Pages A2-8,9)

Block 19 - VARIANCES

- Applicable if cost reporting is used
- Obtain variances from your program control office
- Refer to Navy CPAR Handbook, page A2-8, 9, A.1.25.1-3, for additional guidance



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-9)

Block 20 - EVALUATION NARRATIVE

- A short, factual narrative statement is required for all assessments regardless of color rating
- Cross-reference the comments in block 20 to their corresponding evaluation area in block 18 or 19.
- Response can be continued on **two additional** narrative pages
 - On rare occasions where there are several BLUE, GOLD, OR RED ratings, a **third** page may be added.



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-9)

Include “Given what I know today about the contractor’s ability to execute what he promised in his proposal I (***definitely would not, probably would not, might or might not, probably would, or definitely would***) award to him today given that I had a choice.”



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-9)

Block 21 - PROGRAM MANAGER SIGNATURE

- Program manager signs/dates prior to forwarding to the contractor
-

Block 22 - CONTRACTOR COMMENTS

- Contractor response to **Block 18** optional
- Allowed same amount of space as PM comments in **Block 20**, e.g.; PM one additional page, contractor one additional page



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-9)

Block 23 - CONTRACTOR SIGNATURE BLOCK

- CPAR letter of transmittal requests at least signature to acknowledge receipt
- CPAR is to be signed by appropriate management level personnel - not their contracts personnel
- If not returned within 30 days, annotate CPAR **AND** continue processing



Filling Out CPARS

(NAVY CPARS Handbook, Page A2-9)

Block 24 - REVIEWING OFFICIAL COMMENTS

- Must acknowledge consideration of any significant discrepancies between the PM assessment and the contractor's comments.
 - If contractor refutes a rating the PMA must always provide recommended comments on a separate sheet of paper. Questions of fact must be resolved.
 - **Block 25 - REVIEWING OFFICIAL SIGNATURE**
- Must be one level above the **block 21** signator



DRAFT CPAR REVIEW

- LESSONS LEARNED -



- For contracts in place longer than one year, first CPAR is for the last 12-month period only
- In Block 17, cite key milestones, e.g., CDR, accomplished during rating period
- Lack of rationale for non-Green (satisfactory) ratings. In general, these should be more detailed than those for Green ratings
- Mismatch of Block 19 schedule/cost variances or award fees and Block 18 rating and Block 20 explanation



DRAFT CPAR REVIEW

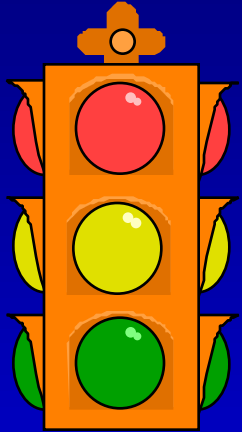
- LESSONS LEARNED -



- Mismatch of Block 18 ratings and Block 20 explanation
 - Use descriptive words in rating definitions to assist Block 20 explanations
 - Indicate what strengths/weakness are “show stoppers” and which are minor
 - Use upward or downward arrow to indicate improving or worsening trends

DRAFT CPAR REVIEW

- LESSONS LEARNED -



- Appropriateness of a **Green** (satisfactory) rating when requirement(s) are not met
 - Complexity of program
 - Risk
 - Critical vs non-critical requirements
 - Apply to current or future rating period?
- State in Block 20 whether you **would, wouldn't**, etc., award again to the contractor
 - If 40% of the ratings were **Yellow**, one wouldn't expect a “**definitely would**” statement!

SECTION 4

CPAR SECURITY



Treatment of CPARS Information

- All CPARS information is treated as Source Selection Information in accordance with FAR 3.104
- CPAR's have the unique characteristic of always being source selection information because they will be in constant use to support ongoing source selections



CPAR Markings and Protection

- All forms, attached **Blocks 17 & 20** narrative pages, and working papers are to be marked:

FOR OFFICIAL USE ONLY
SOURCE SELECTION INFORMATION
- SEE FAR 3.104

- Do **not** include classified information
- Disclosure **not** authorized outside the government
- Contractors **can** review CPARS completed on their company

Final Thoughts

- Remember the primary purpose of CPARS is data for use by PRAGs during source selections
 - Will a PRAG evaluator 1) easily understand the relevance/scope of your program, 2) know all abbreviations used, and 3) be able to easily relate your verbiage to the assigned rating
- Use the following tools to assist you in preparing CPARs
 - NAVY CPARS Handbook
 - Air Force Narrative Key Word Example
 - NAVAIR/ASN/WPAFB Websites



IF YOU NEED FURTHER ASSISTANCE

Laura Smith, NAVAIR Contracts Policy Office,
NAVAIR CPARS Point of Contact

Telephone: (301) 757-6563

FAX: (301) 757-6552

E-Mail Address:
SMITHLG.JFK@NAVAIR.NAVY.MIL