PARTNERING at AFSC/JMC

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AFSC/JMC-On the Line
AMC Partnering

- **Definition:** “...commitment between Government and Industry to improve communication and avoid disputes.”
  Source: AMC Partnering Guide

- **Elements:** parties commit to partner, conduct workshop, develop charter, and follow-up.

- Costs time, is personality dependent, but pays-off!

- **Goal:** Facilitate contract performance by providing customers with highest quality supplies/services on time, and at reasonable prices.
Partnering Most Advisable When:

- Technically Complex Efforts
- Poor Prior Contract Performance
- Historical Adversarial Relationships
Partnering Most Advisable When:

- 2 years’ or longer duration preferred to maximize benefits.
- Doesn’t have to be employed at time of initial contract award.
- Length of remaining contract period.
- Parties’ relationship.
- Contract Size.
- Complexity.

Strongly encouraged $10M or greater.
Potential Benefits of Partnering

- **Reduces:**
  - Disputes/Litigation
  - Paperwork
  - Surprises

- **Emphasizes:**
  - Win-Win
  - We’re in this together
  - Mutual Goals/Objectives
  - Empowerment

- **Promotes:**
  - Cycle Time Reduction
  - Acquisition Streamlining

- **Enhances:**
  - Teamwork
  - Communication
  - Problem Resolution
  - Timely Contract Performance
  - Morale

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AMC Partnering

Partnering is **not**:

- Mandatory
- A panacea
- Successful without total commitment
- A waiver of either party’s contractual rights
- Contrary to Government business interests
Contract versus Partnering Agreement

**Contract:** Establishes legal relationship of parties; whereas

**Partnering:** Establishes parties’ business/working relationship under the contract
Partnering versus Ombudsman

Partnering proactively and jointly attempts to resolve issues that could elevate into legal disputes before the fact.

Ombudsman retroactively and independently resolves issues once they’ve become disputable after the fact.

Objectives

Partnering: Resolves issues jointly and before-the-fact.

Ombudsman: Resolves issues independently and after-the-fact.

WHICH IS BETTER? – It Depends
IPT’s versus Partnering

IPTs: Focus on specific / narrow tasks / issues;

Whereas:

Partnering: Much more comprehensive total picture method of interacting with each other on a daily basis. Creates blueprint for all issues that may arise in terms of interacting and managing...
GEN Kern reviews MSC’s projected major contract awards in his Tuesday a.m. Command Group Update

Effective “…August 14, 2001, these contract award charts will be annotated to identify those procurements that have included Partnering in their solicitations.” GEN Coburn

Anticipates “continued growth” at...
AMC Commitment

- CG AMC requires report on inclusion of Partnering Provisions in Solicitations
- Second Edition Partnering Guide issued Fall 2001
- AMC CG anticipates “continual growth” (letter dated July 26, 2001)
AMSFS-GC inventories
Partnering, semi-annually for measurement purposes

AFSC/JMC Response to AMC Commitment

✓ Partnering clause developed and incorporated into PADDs.

✓ Contract Policy Office reports number of agreements and contracts using the clause to AMC.
AFSC/JMC Commitment

- Senior Leadership Buy-In
- AFSC/JMC Member on AMC
- Partnering Team (David DeFrieze)
- IPT’s address Partnering provisions
<table>
<thead>
<tr>
<th>ACQ. PROGRAM</th>
<th>CONTRACTOR</th>
<th>PROGRAM TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint Venture: Milan / Iowa AAP</td>
<td>American Ordnance</td>
<td>Production Services</td>
</tr>
<tr>
<td>2.75” Rocket Systems</td>
<td>GD Ordnance</td>
<td>Production Services</td>
</tr>
<tr>
<td>120mm Mortar</td>
<td>Valentec</td>
<td>Production / Pre-Production Engineering</td>
</tr>
<tr>
<td>ANAD Chem Demil</td>
<td>Westinghouse</td>
<td>R&amp;A; Services, Construction</td>
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<tr>
<td>Aberdeen Chem Agent Disposal Facility</td>
<td>Bechtel Nat’l</td>
<td>R&amp;A; Services, Construction</td>
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<tr>
<td>Hawthorne AD</td>
<td>DZHC</td>
<td>Ammo Demil Ops &amp; Demil</td>
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<tr>
<td>Holston AAP (XMAT)</td>
<td>Royal Ordnance</td>
<td>Production Services</td>
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<tr>
<td>Longhorn AAP Liquidation &amp; Disposal</td>
<td>Earth Tech., Inc.</td>
<td>Services</td>
</tr>
<tr>
<td>(Overarching / Corporate)</td>
<td>ATK</td>
<td>(Multiple)</td>
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<tr>
<td>Maintenance of Army Pre-Positioned Stocks AFLOAT</td>
<td>DynCorps</td>
<td>Services</td>
</tr>
<tr>
<td>(Overarching / Corporate)</td>
<td>Brown &amp; Root</td>
<td>LOGCAP Services</td>
</tr>
</tbody>
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Major AFSC/JMC Players

Gregory A. Kwinski
AFSC/JMC Lead Partnering Champion (LPC)
Business Relations
DSN 793-3584

David C. DeFrieze
Attorney-Advisor
Office of General Counsel
DSN 793-8424

Business Relations:
Pam Demaught, Business Relations Team Leader
DSN 793-7287
How Best to Publicize AFSC/JMC’s Partnering Requirements

Past Successes on Web Sites and in AMC Newsletter

Advance Planning Briefings for Industry (Annually)

Industrial Committee of Ammo Producers (Quarterly)

Executive Sessions and Command Level Meetings Website: Post Draft Solicitations

Pre-Solicitation /Pre-Proposal Conferences

Post Award Conferences / Inprocess Review