



DEPARTMENT OF THE ARMY  
OFFICE OF THE SECRETARY OF THE ARMY  
OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION  
106 ARMY PENTAGON  
WASHINGTON DC 20310-0106

25 APR 2005

MEMORANDUM FOR MACOM COMMANDERS

SUBJECT: Policy Letter 04-05, Staff Assistance Review Program

1. References.

- a. Federal Acquisition Regulation (FAR) 19.201.
- b. Defense Federal Acquisition Regulation Supplement (DFARS) 219.201.
- c. Army Federal Acquisition Regulation Supplement (AFARS) 5119

2. General. In accordance with FAR 19.201 and DFARS 219.201, the Director, SADBUE, is responsible for ensuring that contracting and technical personnel maintain knowledge of the small business program requirements and take all reasonable action to increase participation in their activities' contracting processes by these businesses and institutions. Therefore the Director, SADBUE will schedule reviews of subordinate activities. The Director, SADBUE will identify best practices for sharing with other activities, program deficiencies, and provide recommendations that will improve the overall performance of the activity.

3. Purpose. The purpose of this memorandum is twofold. First, is to outline the responsibilities and the procedures for the administration of the Director, SADBUE Staff Assistance Review Program. Second, it is designed to assist commanders and managers at all levels to effectively and efficiently comply with the public laws, the DOD Small Business Program Strategic Management System (SMS) Guide, and the Army's policy of ensuring that a fair proportion of the procurement dollars are awarded to small businesses and HBCUs/MIs.

4. Responsibilities. The Director, SADBUE, is responsible for planning, coordinating, and conducting the Staff Assistance Review Program with the MACOM/activity SADBUE Associate Directors. The Director, SADBUE will:

- a. Coordinate Assistance Reviews with the Assistant Secretary of the Army Acquisition, Logistics, and Technology (ASA (ALT) and conduct the small business reviews as a part of the Deputy Assistant Secretary of the Army, Policy and Procurement (DASA P&P) Review and Assessment Program to the maximum extent possible.

SADBU

SUBJECT: Policy Letter 04-05, Staff Assistance Review Program

b. For those Small Business Offices that are not scheduled for review as a part of the DASA (P&P) Review and Assessment Program DA SADBU will select, coordinate, and schedule those offices for a staff assistance review.

c. Ensure that a formal notification is provided to the command/activity not less than 30 days prior to the scheduled visit.

d. Provide an entrance briefing for the MACOM Commander or Activity Director that outlines the scope of the staff assistance review.

e. Perform the staff assistance review as prescribed by Enclosure 1 and other guidance as directed by the Director, SADBU.

f. Provide a debriefing for the MACOM Commander or Activity Director regarding the results of the review.

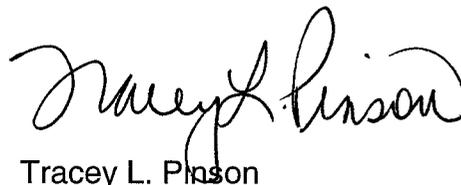
g. Provide the command/activity a written report of the staff assistance review not later than 30 days following the scheduled visit.

h. Coordinate and conduct post-program staff assistance follow-up actions as required.

5. Procedures. The Director, SADBU and/or the officer with DA staff responsible for the MACOM/activity will coordinate and conduct the staff assistance review as prescribed by the administrative instructions at Enclosure 1.

6. Program Implementation. This memorandum will be referenced as the basic document for each fiscal year's staff assistance review schedule.

7. The POC for this action is COL Gus Mancuso, [august.mancuso@hqda.army.mil](mailto:august.mancuso@hqda.army.mil), (703) 697-2868.



Tracey L. Pinson  
Director

3 Encls

1. Administrative Instructions
2. Staff Assistance Review Questionnaire
3. Standard Slides For the Staff Assistance Review In-Briefing

SADBU

SUBJECT: Policy Letter 04-05, Staff Assistance Review Program

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TECHNOLOGY

## **Administrative Instructions/Procedures for SADBUs Staff Assistance Review Program**

1. Purpose. The purpose of this enclosure is to prescribe procedures and assign responsibilities for conducting the SADBUs Staff Assistance review Program.

2. Applicability and Scope.

The SADBUs Staff Assistance and Review Program applies to the Secretary of the Army and its Field Operating Agencies (FOAs), the Army's major commands (MACOMs), and subordinate commands in the Continental United States (CONUS), including the National Guard and reserve components.

3. Procedures.

a. During each fiscal year, the DA SADBUs office will develop a tentative schedule of staff assistance review visits. The visits will be scheduled every two years, and will be coordinated when practicable with other acquisition reviews so as not to conflict. Based upon the proposed schedule, and the recommendation of the command/activity Associate Director (AD), formal notification will be provided no less than 30 days prior to the visit.

b. The requirement for MACOMs that do not have an integral contracting activity but have policy and oversight functions (such as the Army Materiel Command (AMC)) is to have a HQDA SADBUs approved Assistance and Review program for their MACOM, and demonstrate that it is active by submitting copies of the results of their reviews to the Director, OSADBUs. When selected for a HQDA Staff Assistance Visit, they will fill out the applicable parts of the questionnaire and brief their SADBUs program and Small Business Improvement accomplishments.

c. Prior to the visit, the Director, OSADBUs, or the DA staff officer responsible for the command/activity will request the command/activity AD to perform the following actions:

(1) Complete the SADBUs Staff Assistance Review Questionnaire (Enclosure 2). The questionnaire must be completed and received by HQDA SADBUs electronically not later than 14 days prior to the visit.

(2) Coordinate and schedule visits to the command group, PEOs, and as appropriate, local government, business, and community leaders.

d. Conduct of the Staff Assistance Review Program. When visiting command/activity subordinate units, a representative of the command/activity AD's office will accompany the HQDA SADBUs team and participate in the review.

(1) Entrance Briefing.

(a) The HQDA SADBUs team leader will present an entrance briefing for the command/activity. The briefing will be in a PowerPoint format and will be provided to the command/activity one week prior to arrival in order to facilitate preparations. The attendees for the command briefing should include the Commander or Deputy Commander, Chief of Staff, PARC/DOC, AD, and other representatives as designated by the command/activity. The briefing will include the purpose, objectives, and special areas of interest of the staff assistance review.

(b) The command/activity will present a command briefing that will include, in addition to a command overview, a SADBUs program overview in accordance with the format at Enclosure 3. The overview format at Enclosure 3 should be modified based upon command/activity characteristics and guidance from HQDA based upon the HQDA SADBUs review of the command/activity's completed questionnaire.

(3) Conduct of the Review. An examination of SADBUs duties and, as applicable, contract files, reports, and procedures will be conducted to assess the quality of the SADBUs program. Particular emphasis will be placed upon the following:

(a) Proper reporting placement of SADBUs Personnel

(b) Progress of the Small Business Program Reinvention initiatives.

(c) Method and effectiveness of outreach efforts.

(d) Subcontracting program initiatives.

(e) Effectiveness of HCBUs/MI initiatives.

(f) Process improvements accomplished to address program deficiencies or increase SB participation noted during previous SADBUs, command/activity, or other agency (i.e. IG, AAA, and SBA) audits and/or reviews.

(g) Contract files to review compliance with various policies and regulations.

(h) Other special initiatives or areas as appropriate.

(4) Exit Briefing. At the conclusion of the review, the HQDA SADBUs team will present a summary of the results to the same personnel identified in 3.d. (I) (a). The results will be presented in terms of best practices noted and recommendations for program improvement. Systemic issues and problems beyond the scope of the command will be identified as action items for the HQDA SADBUs staff.

4. Reports and Follow-up. The command/activity will send a formal response to HQDA SADBUs within 30 days of receipt of the HQDA SADBUs report. If required, the command/activity will coordinate reports of process improvements or follow-up visits with the HQDA SADBUs staff. If applicable, a separate report will be provided to the Army Acquisition Executive (AAE) concerning support to the PEOs.

ARMY  
OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION (SADBU)  
STAFF ASSISTANCE REVIEW PROGRAM QUESTIONNAIRE

1. IS THE COMMANDER BRIEFED ON PROGRAM ACCOMPLISHMENTS?

FREQUENCY \_\_\_\_\_

DATE OF LAST BRIEFING \_\_\_\_\_ (attach copy of briefing)

2. PROVIDE A COPY OF THE JOB DESCRIPTION AND CURRENT TAPES OBJECTIVES FOR CHIEF AND ALL MEMBERS OF THE SADBU OFFICE.

3. PROVIDE A COPY OF THE ORGANIZATION CHART REFLECTING THE POSITION/LOCATION OF THE SADBU OFFICE.

3A. PROVIDE THE FOLLOWING INFORMATION:

NAME TELEPHONE NO.

COMMANDER  
DEPUTY COMMANDER  
CHIEF OF STAFF  
DIRECTOR OF CONTRACTING OR PARC  
CHIEF, PROCUREMENT POLICY  
COMPETITION ADVOCATE

4. HOW DOES THE COMMANDER SUPPORT THE PROGRAM (E.G., HAS SUCH SUPPORT BEEN EXPRESSED IN WRITING OR OTHERWISE TO STAFF ELEMENTS AND/OR THE COMMUNITY AT LARGE)? PROVIDE COPIES OF ANY WRITTEN GUIDANCE SIGNED BY THE COMMANDER.

5. WHAT EFFORTS HAVE BEEN MADE TO IMPRESS THE IMPORTANCE OF THE SMALL BUSINESS PROGRAM ON PROGRAM EXECUTIVE OFFICERS (PEOs), PROJECT MANAGERS (PMs), DIRECTORS OF CONTRACTING, BUYERS, AND TECHNICAL PERSONNEL? PROVIDE COPIES OF ANY WRITTEN GUIDANCE.

6. HAVE ANY TRAINING COURSES OR SEMINARS BEEN CONDUCTED BY THE SADBU OFFICE FOR MEMBERS OF THE ACQUISITION COMMUNITY?

TYPE OF TRAINING \_\_\_\_\_

FREQUENCY/DATES \_\_\_\_\_

ESTIMATED ATTENDANCE \_\_\_\_\_

7. EVALUATE THE ADEQUACY OF SADBU FACILITIES, AND STAFFING. IS THE SADBU OFFICE EASILY ACCESSIBLE TO SMALL BUSINESS FIRMS?

8. HAS A SPECIFIC INDIVIDUAL OR POINT OF CONTACT BEEN DESIGNATED TO ASSIST SMALL R&D FIRMS REGARDING R&D PROCUREMENT AND/OR PARTICIPATION IN THE SBIR PROGRAM?

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

8A. LIST/DISCUSS INITIATIVES UNDERTAKEN TO ASSIST SMALL RESEARCH AND DEVELOPMENT (R&D) FIRMS INTERESTED IN THE SBIR PROGRAM:

9. HAS A SPECIFIC INDIVIDUAL OR POINT OF CONTACT BEEN DESIGNATED TO ASSIST HISTORICALLY BLACK COLLEGES AND UNIVERSITIES/MINORITY INSTITUTIONS (HBCUs/MIs) PARTICIPATION?

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

9A. LIST/DISCUSS INITIATIVES UNDERTAKEN TO ASSIST HBCUs AND MIs:

10. HAS A SPECIFIC INDIVIDUAL OR POINT OF CONTACT BEEN DESIGNATED TO ASSIST SMALL DISADVANTAGED BUSINESS (SDB) PARTICIPATION?

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

10A. LIST/DISCUSS INITIATIVES UNDERTAKEN TO ASSIST SDBs:

11. HAS A SPECIFIC INDIVIDUAL OR POINT OF CONTACT BEEN DESIGNATED TO ASSIST WOMEN-OWNED SMALL BUSINESS (WOSB) PARTICIPATION?

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

11A. LIST/DISCUSS INITIATIVES UNDERTAKEN TO ASSIST WOSBs:

12. HAS A SPECIFIC INDIVIDUAL OR POINT OF CONTACT BEEN DESIGNATED TO MANAGE THE HISTORICALLY UNDERUTILIZED BUSINESS ZONE (HUBZone) PROGRAM?

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

12A. LIST/DISCUSS INITIATIVES UNDERTAKEN TO ASSIST HUBZone FIRMS:

13. HAS A SPECIFIC INDIVIDUAL OR POINT OF CONTACT BEEN DESIGNATED TO MANAGE THE SERVICE DISABLED VETERANS PROGRAM?

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

13A. LIST/DISCUSS INITIATIVES UNDERTAKEN TO ASSIST SERVICE DISABLED VETERAN OWNED FIRMS:

14. DISCUSS THE EXTENT OF SMALL BUSINESS SPECIALIST PARTICIPATION IN EACH OF THE FOLLOWING ACTIVITIES/PROCESSES:

- A. INTEGRATED PROCESS TEAMS (IPT) (PROVIDE LIST)
  - B. PARTICIPATION IN ACQUISITIONS PLANNING MEETINGS (NUMBER IN FY04)
  - C. DEVELOPMENT OF ACQUISITION PLANS (NUMBER IN FY04)
  - D. RECAPITALIZATION DECISIONS (COMPONENT BREAKOUT)
  - E. REVIEW OF DD 2579 (PROVIDE LOG)
  - F. DEVELOPMENT OF EVALUATION CRITERIA TO SUPPORT SB UTILIZATION
  - G. REVIEW OF SF 294/295 ON SUBCONTRACT PERFORMANCE
  - H. SOURCE SELECTION PROCESS
  - I. GSA SCHEDULE DECISIONS (PROVIDE ADVICE ON SB PROGRAM SOURCES)
  - J. AREA SMALL BUSINESS COUNCIL
  - K. ADVANCE PLANNING BRIEFINGS WITH INDUSTRY (APBI) PARTICIPATION
15. DISCUSS YOUR OUTREACH PROGRAM. PROVIDE A LIST CONFERENCES ATTENDED AND ORGANIZED/HOSTED IN FY04 AND FY05 THRU FIRST QUARTER.
16. HAVE STAFF VISITS BEEN CONDUCTED OF SUBORDINATE ACTIVITIES? IF NONE HAVE BEEN CONDUCTED, LIST DATES AND LOCATIONS OF PLANNED VISITS.
17. LIST PUBLICATIONS AVAILABLE FOR DISSEMINATION TO SMALL BUSINESS FIRMS FROM THIS ACTIVITY. (PROVIDE SAMPLES OF LOCALLY DEVELOPED PUBLICATIONS AND WEBSITE)
18. PROVIDE COPIES OF ANY COMMAND SOPs THAT GOVERN THE SMALL BUSINESS PROGRAM.
19. DESCRIBE SPECIFIC INVOLVEMENT IN YOUR COMMAND'S ACQUISITION PLANNING PROCESS. HOW DOES YOUR COMMAND USE ADVANCED PROCUREMENT PLANNING INFORMATION (FAR 5.404)?

20. WHAT IS THE COMMAND/ACTIVITY POLICY/POSITION REGARDING SELFMARKETING BY 8(a) FIRMS? ARE TECHNICAL PERSONNEL AVAILABLE TO MEET WITH 8(a) FIRMS?

20A. HOW MANY 8(a) FIRMS VISITED YOUR LOCATION DURING FY04.

20B. HOW MANY AWARDS WERE MADE RESULTING FROM 8(a) VISITS/PRESENTATIONS?

21. IS THERE A LOCAL DATABASE OR FILE THAT CONTAINS A LISTING OF COMPETENT SMALL BUSINESS SOURCES? IS IT BROKEN OUT BY SMALL BUSINESS CATEGORIES SUCH AS 8(a), HUBZONE, WOSB, SDVOSB, etc.?

22. HOW MANY SUBCONTRACTING PLANS WERE REVIEWED DURING FY04?

22A. HOW MANY WERE FOUND INADEQUATE? (5% SDB OBJECTIVE IAW DFARS 219.705-4)

22B. WHAT FOLLOW-UP ACTION WAS TAKEN?

22C. LIST INITIATIVES UNDERTAKEN REGARDING SB, SDB, WOSB and SDVOSB SUBCONTRACTING:

22D. EXPLAIN HOW YOUR COMMAND MONITORS/FOLLOWS-UP ON PERFORMANCE TO SUBCONTRACTING PLANS FOR IN-HOUSE OR DLA ADMINISTERED CONTRACTS

22E. IS THE COGNIZNT SBA REGIONAL OFFICE GIVEN A COPY OF THE AWARD DOCUMENT AS SET FORTH IN FAR 19.705-6(A)?

23. HOW MANY SMALL BUSINESS PROGRAM SET-ASIDES HAVE BEEN SUCCESSFULLY INITIATED BY THE SADBUDURING THE LATEST COMPLETE FISCAL YEAR?

NO. \_\_\_\_\_ \$ VALUE \_\_\_\_\_ (ESTIMATED)

23A. ARE PARTIAL SMALL BUSINESS SET-ASIDES BEING USED IN SOLICITATIONS? IF NO, EXPLAIN WHY NOT?

23B. HOW MANY CONTRACTS WERE AWARDED AS PARTIAL SET-ASIDES?

24. IS A CLASS SET-ASIDE LIST IN USE? (ATTACH COPY)

25. ARE BROAD AGENCY ANNOUNCEMENTS IN USE? (ATTACH COPY)

26. HOW DOES YOUR ACTIVITY PERFORM "MARKET RESEARCH" TO ASCERTAIN QUALIFIED SMALL BUSINESS SOURCES TO SATISFY AGENCY NEEDS?

27. IS A SMALL BUSINESS TECHNICAL ADVISOR ASSIGNED TO THE SMALL BUSINESS OFFICE?

IF NONE ASSIGNED, EXPLAIN.

28. HOW MANY BUNDLED CONTRACTS/SOLICITATIONS WERE ISSUED IN FY04? PROVIDE CONTRACT VALUE.

28A. WHAT MEASURES WERE TAKEN TO MITIGATE IMPACT ON SMALL BUSINESS?

28B. WHAT WAS THE IMPACT ON SMALL BUSINESS?

28C. ON EACH BUNDLED ACQUISITION, DID THE PCO PREPARE A WRITTEN MEMORANDUM ASSESSING THE BENEFITS FROM BUNDLING IN ACCORDANCE WITH ASA/ALT MEMORANDUM OF 19 OCT 2000. PROVIDE AN EXAMPLE. WAS THE DIRECTOR, ARMY SADBUC NOTIFIED IF A PROPOSED ACQUISITION STRATEGY INVOLVED SUBSTANTIAL BUNDLING THAT WAS UNNECESSARY, UNJUSTIFIED, OR NOT IDENTIFIED AS BUNDLED BY THE ACTIVITY?

28D. WAS THE SBA PCR NOTIFIED PRIOR TO AWARD OF A BUNDLED CONTRACT?

28E. WERE INCUMBANT SMALL BUSINESSES NOTIFIED OF THE BUNDLING INTENTION 30 DAYS PRIOR TO THE RELEASE OF SOLICITATION IAW FAR 10.001(C)(2) AND FAR 19.202(E)(iii)?

28F. WAS THE DIRECTOR, ARMY SADBUC NOTIFIED IF A PROPOSED ACQUISITION STRATEGY INVOLVED SUBSTANTIAL BUNDLING THAT WAS UNNECESSARY, UNJUSTIFIED, OR NOT IDENTIFIED AS BUNDLING?

29. WHAT PERCENTAGE OF YOUR TOTAL U.S. DOLLAR BASE IS TYPICALLY AVAILABLE TO SMALL BUSINESS?

30. WHAT IS THE STATUS OF ASSIGNED TARGETS? EXPLAIN WHY TARGETS HAVE NOT BEEN MET AND THE PLAN FOR IMPROVING THE PERFORMANCE.

31. TO WHAT EXTENT HAS THE COMPETITION ADVOCATE INTERACTED WITH THE SADBUC REGARDING SMALL BUSINESS COMPETITIVENESS ISSUES? (FAR 6.501(C))

32. DESCRIBE YOUR WORKING RELATIONSHIP WITH THE SMALL BUSINESS ADMINISTRATION LIAISON OFFICE. HOW DO THEY GET INVOLVED IN THE ACQUISITION PROCESS PRIOR TO REVIEW OF THE DD FORM 2579?

## STAFF ASSISTANCE REVIEW IN-BRIEFING GUIDE

### I. PROGRAM MANAGEMENT

A. MISSION (Command and SADBUs Office)

B. COMMAND ORGANIZATION (Command and staff organization. Includes separate portrayal of major subordinate commands, installations, and activities. Include a matrix of supported Program Executive Officers if applicable)

C. COMMAND EMPHASIS (High priority major command/activity acquisition programs or initiatives)

D. SADBUs RESOURCES (Major and subordinate command small business specialists. Portray/describe command and staff relationships.)

### II. PROGRAM PERFORMANCE

(For trend analysis, use individual visual aids/graphs to portray the current fiscal year-to-date plus the last two fiscal years for each of the following):

#### A. PRIME CONTRACT AWARDS

1. Small Business (SB)
2. Small Business Set Asides (SBSA)
3. Small Disadvantaged Business (SDB)
  - (a) 8 (a)
  - (b) Non-8 (a)
4. Women-Owned Small Business (WOSB)
5. Historically Underutilized Business Zone (HUBZone)
  - (a) Set Aside
  - (b) Sole Source
6. Service-Disabled Veteran-Owned Small Business (SDVOSB)
7. Historically Black Colleges and Universities and Minority

Institutions (HBCUs/MIs)

#### B. SUBCONTRACT AWARDS

Note: Visual aids/Charts should reflect the MACOM's overall goal and results along with a portrayal of the performance of the individual subordinate commands/installations/activities.

C. CONTRACT OPPORTUNITIES NOT AWARDED (Indicate by MACOM/subordinate command/activity, the number, dollar amount, and reason(s) the awards were not made.)

1. SDBs

(a) Direct (unrestricted with 10% preference)

(b) Set-Asides

(c) 8(a)

2. HBCU/MIs

III. PROGRAM INITIATIVES AND OUTREACH

A. PROGRAM INITIATIVES (Outline and discuss innovative approaches, quantifiable and anticipated results including how you are complying with the with the DOD Small Business Reinvention Program)

B. SPECIAL OUTREACH

C. PROCUREMENT CONFERENCES (Indicate the number attended and tentatively scheduled for the current fiscal year and graphically portray the number of conferences attended during the past two fiscal years.)

D. QUALIFIED SUPPLIERS (using the current and the last two fiscal years, indicate the number of small business firms, contract awards, and dollar amounts of the awards to firms identified through conferences and other outreach efforts.)

E. HBCU/MIs (Location and number of HBCU/MIs contacted, the number of contracts and dollar value awarded a result of outreach efforts.)

IV. PROGRAM ASSESSMENT

A. FY GOAL ACHIEVEMENT (Analysis of current results and projected year-end goal achievement.)

B. LESSONS LEARNED (Discuss successful and unsuccessful SADBUs program issues. As applicable, provide recommendations for program improvement and/or problem resolution.)

C. PROGRAM STRATEGY (Outline and discuss methods to build and sustain program improvement in the out-years.)