DEFENSE LOGISTICS AGENCY

AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY











Source Approval Request (SAR) NDIA Supply Chains Conference and Exhibition June 11-13, 2012

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Agenda



- Background
 - Desired Outcome
 - Measures of Success
- SAR Black Belt Project
 - Overview of Project
 - Suppliers Perspective
 - Summary of Completed Actions
- Next Steps
 - Discussions with ESA's
- How to find Source Approval Request (SAR) Guidance
- POC's: How to Contact Us
- Questions



Background



- SAR process identified as industry concern
 - DLA Land and Maritime Commander sent letter to all of our suppliers requesting ideas for cost reduction
 - Command had numerous discussions during Industry Conference in August 2011
- SAR project initiated as Material Cost Reduction (MCR) Initiative
 - Lean Six Sigma Black Belt team formed in Aug 11
 - Internal SAR process
 - Supplier perspective
 - Continued as MCR effort for FY12 and beyond



Definition of a SAR



What is a SAR?

A Source Approval Request (SAR) is a manufacturer's proposal supplemented by data that includes all of the Engineering Support Activity (ESA) data required for a competent manufacturer to produce an item that is equal or better than the Original Equipment Manufacturer (OEM) designed part.



Desired Outcome



- Increase number of acceptable SAR packages by 100%
- Educate suppliers on the SAR submittal process
 - Update website and links
 - Update SAR guidance on submitting SAR packages
 - Provide common reasons packages are rejected
 - Establish POC's
- Standardize the internal SAR process
 - Track all SARs received
 - Document all SARs are reviewed in a timely fashion
 - Ensure all SAR submitters receive a response
- Review/update SAR process with ESA's
 - Can review process be shortened?
 - Minimize the amount of testing required



Measures of Success



- Future material cost reduction savings
 - Monitor procurement actions after SAR approval
 - Calculate savings based on previous procurements
- Significant increase in acceptance of SAR packages
 - Track all SAR packages
 - Maintain metrics and report to Command
 - Acceptance rate
 - Timeliness
 - Response rate back to submitters (Goal 100%)
- Positive Feedback from SAR vendors
 - Brief at Supplier's Conference and obtain feedback
 - Send out future survey to SAR package submitters





Source Approval Request (SAR) Black Belt Team



Problem Statement



Problem: Less than 10% of SAR packages received from contractors have been accepted and sent to ESAs, this has been happening for the past several years at DLA Land and Maritime

Scope: The project is limited to how DLA Land and Maritime internally reviews SAR packages and how suppliers know what to submit. The project does not include how the ESA reviews such packages.

Goal: Increase the number of SAR packages accepted and sent to the applicable ESA's by 100%.



SAR Black Belt Team



Champion: Dave Szczublewski, Operations Support

Sponsors: Procurement Policy

Technical and Quality Policy

Project Lead: Technical and Quality Analyst

Black Belt: Lean Six Sigma Analyst

Team Members: Land Product Assurance Specialist

Maritime Product Assurance Specialist

Land Buyer

Maritime Buyer

Value Engineering Specialist

Small Business Office

Competition Advocate Office

Targeted Tollgate Completion Dates

DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
30 Sep 11	11 Nov 11	6 Jan 12	30 Apr 12	15 Jun 12





Source Approval Request (SAR) Black Belt Team Supplier's Perspective



Base Line Data



Unsolicited SARs: Since Aug 09- Oct 11

	SAR Received Comp Ad	SAR Forward to VE	SAR Forward to ESA	ESA Approved
Total	363	161	35*	24
% Approved		44.35%	21.73%	68.57%
Total % Approved			10.19%	6.61% **

^{* 2} SARs Locally Approved

^{** 3} Awaiting ESA Status



Why Low Acceptance Rate?



Root Cause

- 1. Current Policy Not Followed
 - a. Limited Feedback to contractors



- a. Broken links in DIBBS
- b. Location of guidance not obvious
- 3. No Tracking of Solicited SAR's
- Cost savings threshold for multiple ESAs limit the # of approved packages

Potential Solutions

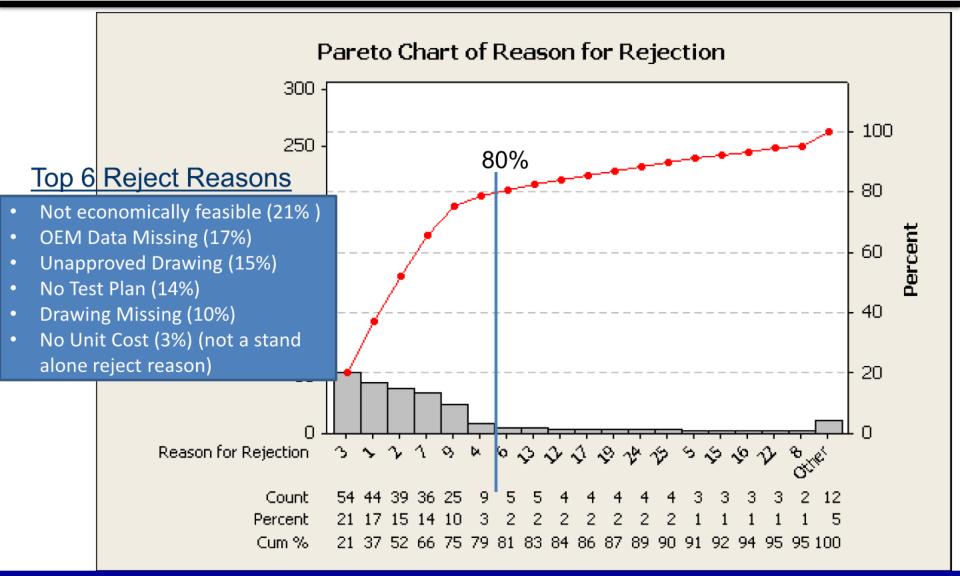
- Standardize work process and establish one process path.
- 2. Fix DIBBS links, update local web pages, update SAR Guidance, educate contractors, update FAQs
 - Standardize work process, establish one process path, modify current SAR database, get demo of DLA Aviation's SAR database
 - Expand reasons to waive cost savings threshold. Expand annual demand rate to 3 year historical. Provide buyers with formula





SAR Reject Reasons







Not Economically Feasible



Root Cause

- 1. Low Consumption Rate
- 2. Low Dollar Value
- Do not know where to find SAR Guidance
- Contractor did not complete research
- No Target/Demand List of NSN's

21% Reject Rate for Submitted Packages

Potential Solutions

- 1. Add Demand link to local web page
- For future buys, revisit cost savings threshold to look at 3 year historical
 - Fix DIBBS links, Update local web pages, Update SAR Guidance, Educate Contractors
 - Post Demand link and establish mailbox for questions to local web page
 - 5. Establish target list





OEM Data Missing



Root Cause

- 1. Contractor has no legal rights to drawings
- Government does not have rights to provide OEM data to Contractor
- Cost money for Contractor to acquire drawings

17% Reject Rate for Submitted Packages

Potential Solutions

- Contractor has to purchase rights through OEM or Reverse Engineer part
- Check ESA, Medals, and Program
 Office for drawings (If Contractor
 demonstrated they have
 manufactured part in the past)
 - Nothing we can do to provide money for contractors at this time.





Unapproved Drawings

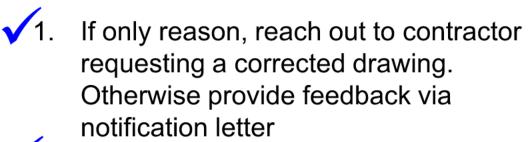


Root Cause

- 1. Drawing not signed
- Contractor submitted wrong revision

15% Reject Rate for Submitted Packages

Potential Solutions



 Reach out and educate contractors (Notification letter)

 If correct drawing, but wrong version, reach out to contractor and request correct version. Otherwise provide feedback via notification letter





No Test Plan



Root Cause

- 1. No quality methodology
- Contractors do not know how to write test plan
- Do not have OEM drawings

14% Reject Rate for Submitted Packages

Potential Solutions



- Enhance data on web page
- Provide model/example of test plan with notification letter, include in SAR guidance
- Contractor has to purchase rights through OEM or Reverse Engineer part





Drawing(s) Missing



Root Cause

- Contactor has no rights to drawings
- Government has limited rights to distribute drawings
- Contractor has poor quality control

10% Reject Rate for Submitted Packages

Potential Solutions

- Contractor has to purchase rights through OEM or Reverse Engineer part
- Check ESA, Medals, and Program Office for drawings (If Contractor demonstrated they have manufactured part in the past)
 - Reach out and provide link to SAR guidance and use table for check list





What Does a Supplier See?



- Limited references to use SAR Guidance (TKO conference)
- Hard to find SAR Guidance
 - From DLA Land and Maritime Home Page "Selling to DLA Land and Maritime"
 - Four pages deep and not obvious
 - From DLA Land and Maritime Home Page "News and Events"
 - Three pages deep
- No Hyperlinks on DIBBS screens to SAR Guidance
- Link to Frequently Asked Questions on the DIBBS RFQ broken
 - Hard to find FAQ on DLA Land and Maritime Home Page
- FAQ portion for Alternate Offers needs to add references
- DIBBS Quote Summary needs to add hyperlinks and update address of where to send a package to





Source Approval Request (SAR) Black Belt Team Summary of Completed Actions



What Did We Accomplish?

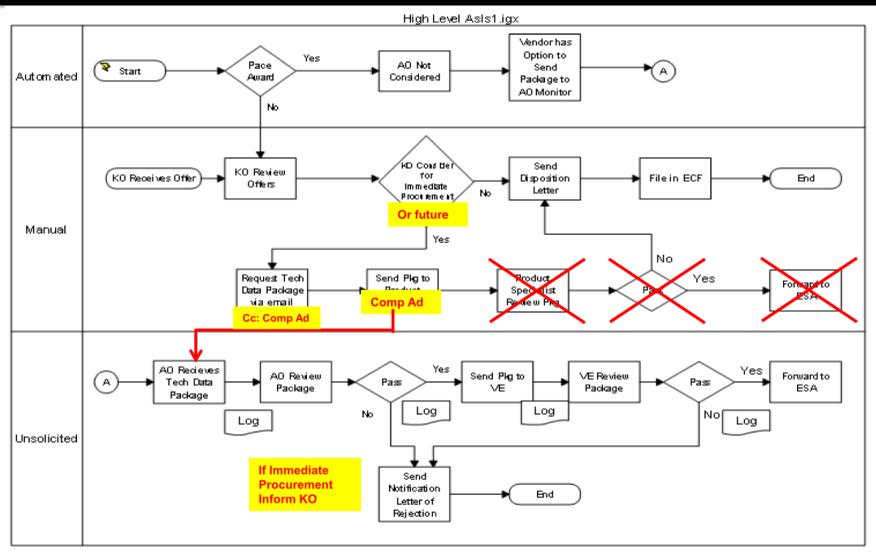


- Single flow for SAR review
 - All SARs go through Competition Advocate's Office
 - Training provided to workforce
- SAR review must include
 - Tracking All SAR packages received
 - Standard guidelines for package review
 - 100% response back to supplier
 - Details to supplier on all rejections
- Websites/Links updated
- SAR Guidance updated and examples provided
- Metrics developed and reported
 - Include acceptance rates and timeliness



High Level "To Be" Process 🗹







Next Steps: ESA Issues



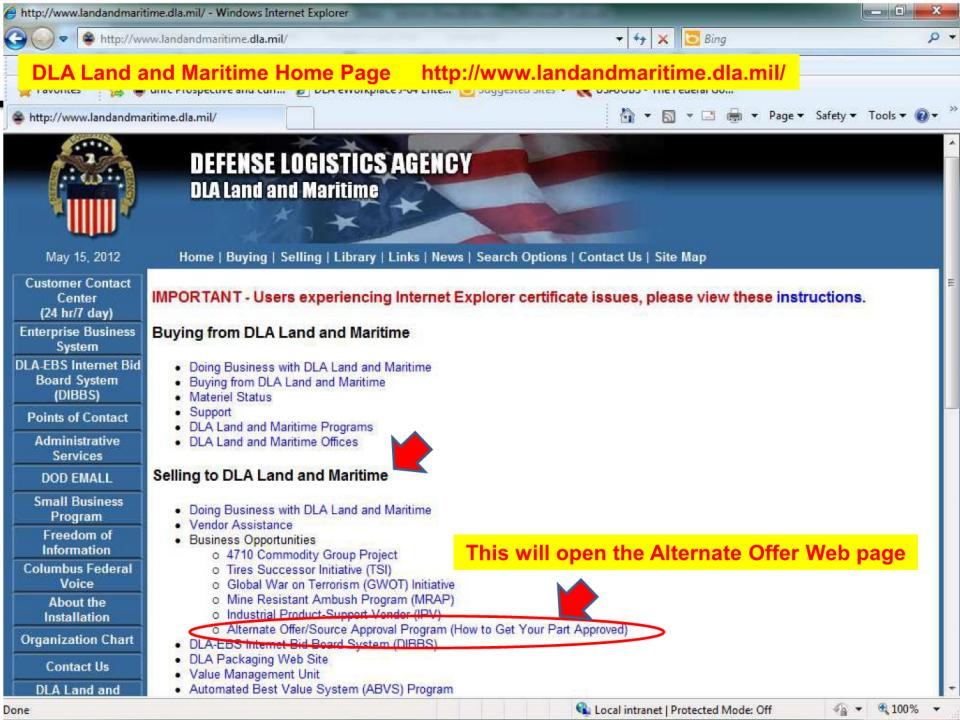
- SAR Package Requirements from Services
 - Review Current Guidelines: Can We Simplify?
 - Discuss/Clarify Areas of Concern
 - Need for OEM Drawings
 - Test Requirements
- Review Why SARs are Rejected at the Services
 - Requirements too Stringent??
 - Perceived Reluctance to Approve New Sources
- Meeting with ESA's to Discuss





How to Find Source Approval Request (SAR) Guidance







Alternate Offeror

Welcome to DLA Land and Maritime's Alternate Offer Program

Suppliers should submit alternate offers in response to a solicitation or open purchase request directly to the assigned contracting officer. Suppliers must submit a valid quote along with the complete technical data package to the Suppliers should submit "unsolicited" alternate offers along with a complete technical data package to the Source Development Office. An economic analysis of alternate offers will be performed and the contractor will be notified results. The integrity of the alternate offer review process followed in each commodity/application group is monitored to ensure a quality review has been performed.

Points of Contact

DSCC_AO-SAR@dla.mil

DSCC.AltOffer.PM@dla.mil

For submitting complete Alternate Offer/SAR package For Questions in submitting Alternate Offer

The definition of an Alternate Offer per Integrated Policy Memorandum NO. 97-0011:

An Alternate Offer is an offer, under an active solicitation, to provide an item, which is from other than an approved source and/or is not the exact part numbered item cited in the Acquisition Identification Description (AID). To be approved the alternate offeror's product must be identical to, or be physically, mechanically, electrically, and functionally interchangeable with, the product cited in the AID.

A Source Approval Request (SAR) is a manufacturer's proposal supplemented by data that includes all of the Engineering Support Activity (ESA) data required for a competent manufacturer to produce an item that is equal or be the Original Equipment Manufacturer (OEI) and part.

Transa Offer/Source Apprount Broarem

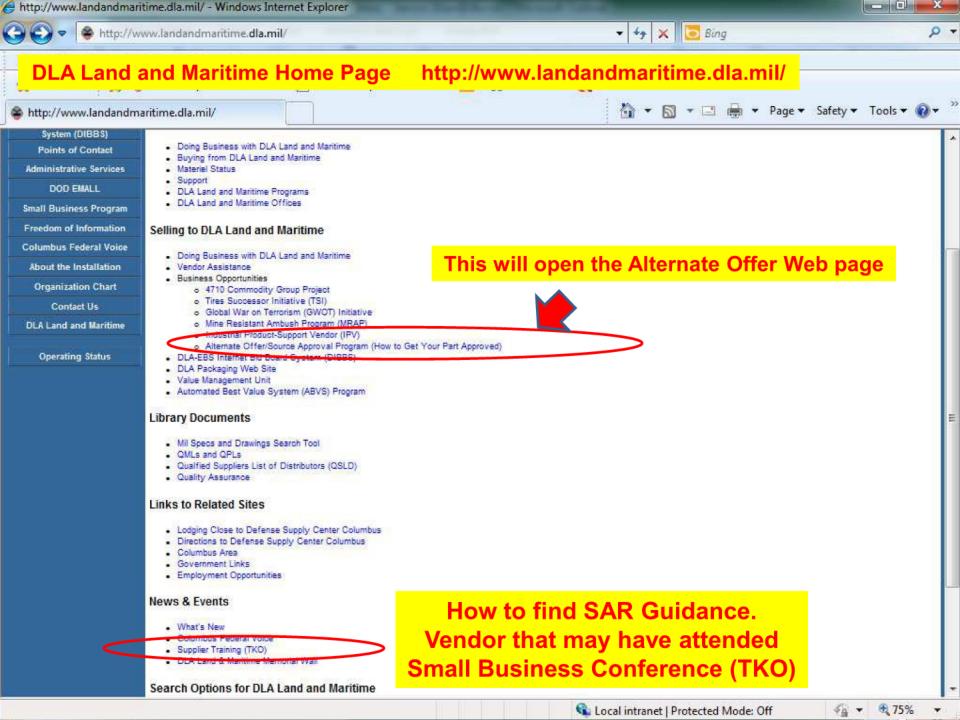
This will open the SAR Guidance Documents

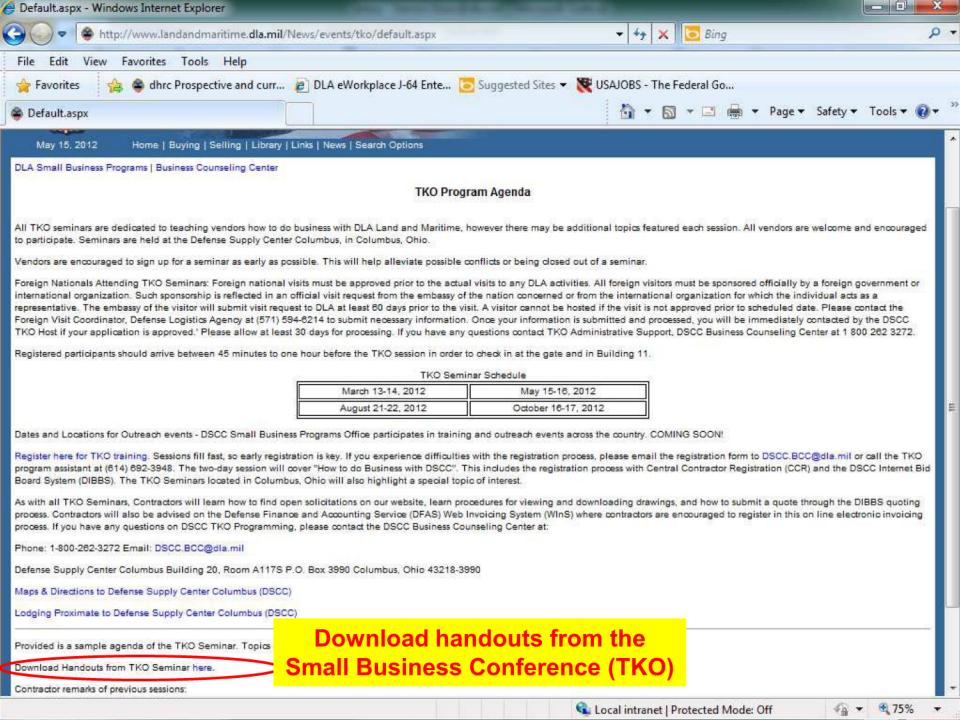
Please be aware that 80% of Alternate Offer/Source Approval Request package fail for the following reasons:

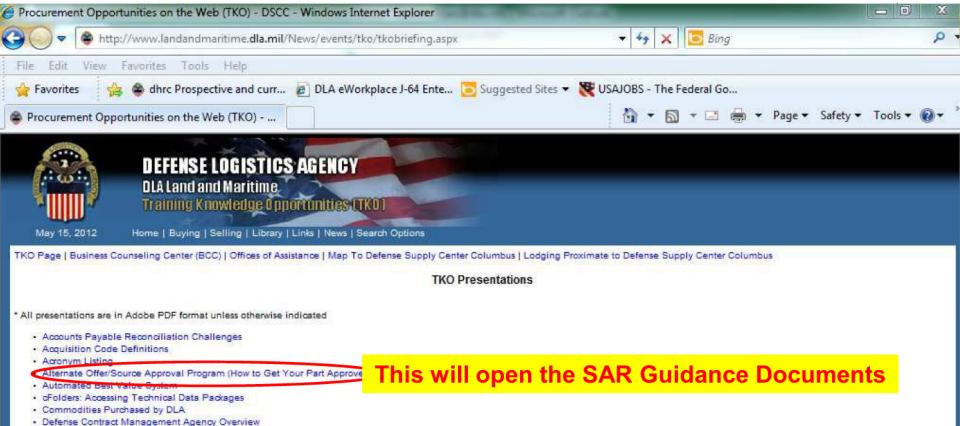
- . Not economically feasible due to low annual demand. (see https://www.sbbs.bsm.dla.mil/ra/srva/default.aspx for estimated forecasting requirements)
- Contractor failed to provide qualification item data and drawings (OEM).
- Drawing approval signature blocks not signed and dated.
- Test Plan not provided. (see DI-NDTI-80809B for an example test plan)
 Drawings not included.)

Top Reasons SAR Packages are rejected

Note - Unsolicited Offer packages may be submitted to the Alternate offer Monitor à E"BPP without waiting for an active Solicitation to be released for future procurement requirements consideration.







Doing Business with DLA 101
Foreign Acquisition
Getting Paid - Helpful Hints
Life of a PR
Packaging Information and Procedures
Procurement Technical Assistance Center (PTAC) Overview
Prospective Offeror's Guide to Preaward Surveys
Qualification Program
Radio Frequency Identification Requirements
Replenishment Parts Borrow or Buy Program
Small Business Program Set Asides - Definition and Overview
Submitting Alternate Offers
Wide Area Workflow Overview

Document Data Code (DDC) Definitions (for technical documents)

DLA Internet Bid Board System (DIBBS)

DoD EMALL

Privacy/Security | Section 508 Compliance | Contact Webmaster



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DLA LAND AND MARITIME MARITIME SUPPLY CHAIN PO BOX 3990 COLUMBUS OH 43218-3990

REQUEST NO.	DATE ISSUED	RETURN BY	DELIVER BY:	PURCHASE REQUEST NUMBER
SPM7M311T7265	03/07/11	03/21/11	AWD DT + 20	0040937501

SOLICITATION POC

BUYER CODE	BUYER NAME	BUYER PHONE	BUYER FAX
CMDDA	DSCC- FMDD.Inquiry@dla.mil	(614) 692-3983	(614) 693-1558

SOLICITATION POC INFORMATION:

QUESTIONS REGARDING THE DLA-BSM INTERNET BID BOARD SYSTEM SHOULD BE E-MAILED to DibbsBSMedla.mil

FOR IMMEDIATE ASSISTANCE, PLEASE REFER TO THE FREQUENTLY

SKED CHESTIONS (TAGS) ON BSM DIBBS AT

https://www.dibbs.bsm.dla.mil/Refs/help/BSMDibbsHelp.htm

OR PHONE 1-877-DLA-CALL [1-877-352-2255],

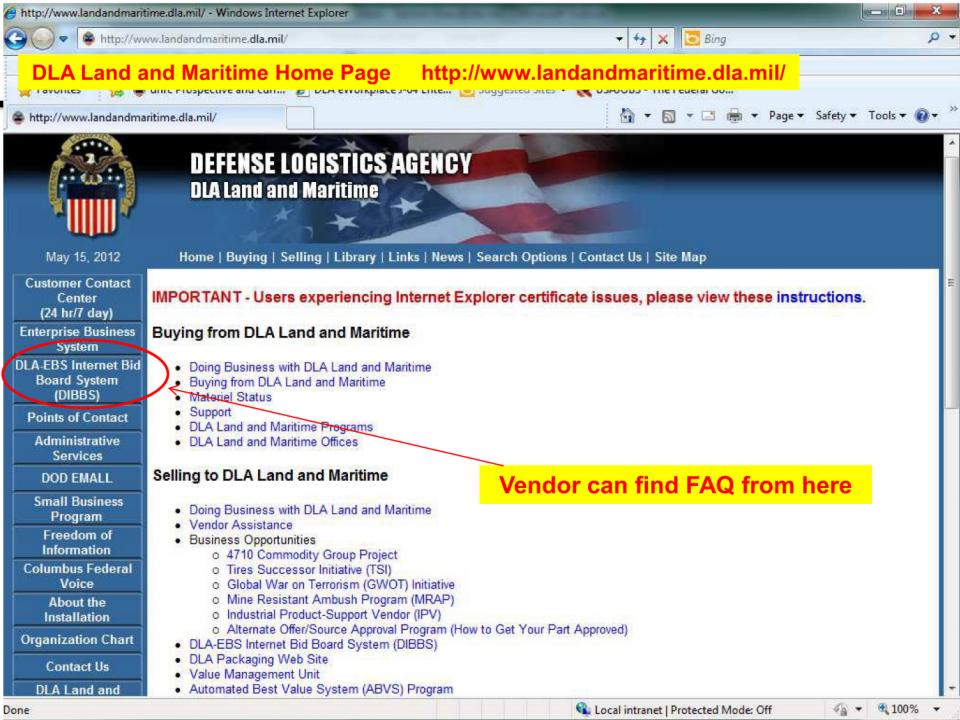
DISCREPANCIES FOUND IN BIDSETS SHOULD BE E-MAILED TO

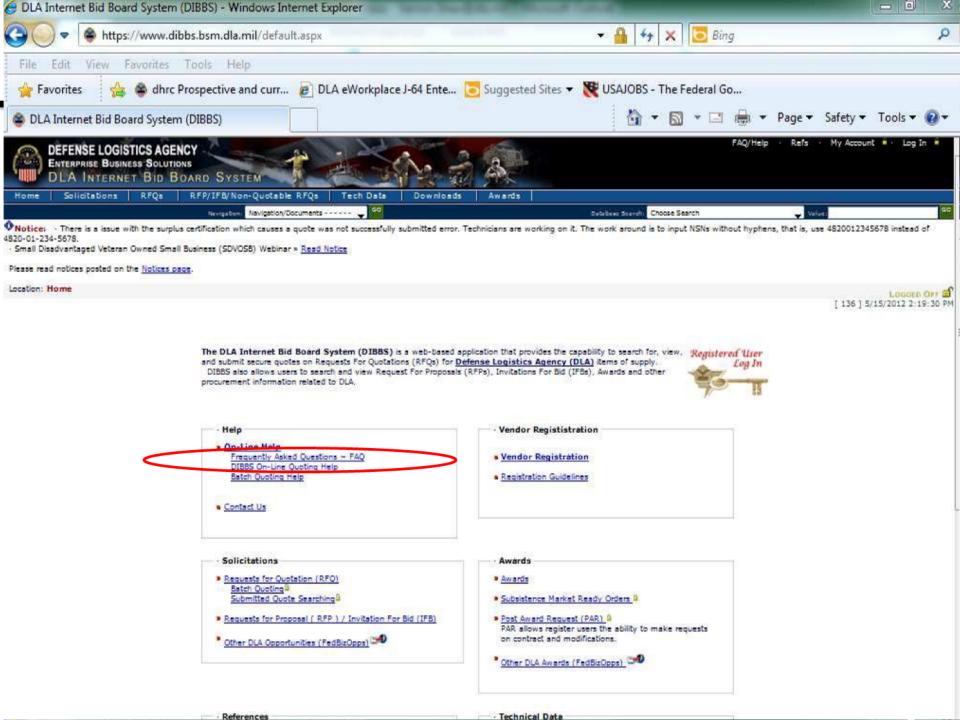
Link doesn't work and in process of changing to:

https://www.dibbs.bsm.dla.mil/Refs/help/FrequentlyAskedQuestions/FrequentlyAskedQuestions.htm

NSN or Part Number		Unit of Issue	Quantity	
4730-00-413-5	482	EA	1	
Rating	FOB	North American Industry Classification System	Small Business Size Standard	
DOC9	DESTINATION	332996		
	QUOT	ING INFORMATION		









POCs: How to Contact Us



Alternate Offer/SAR Questions John.Blaine@dla.mil

Technical Questions

Contact the Contracting Officer listed in the solicitation to request routing to a Product Assurance Specialist

Or

Contact Value Engineering Robert.Volk@dla.mil



Submit SAR Packages



DSCC_AO-SAR@dla.mil

OR

DLA Land and Maritime

Alternate Offer Monitor – BPP

Directorate of Procurement

P.O. Box 3990

Columbus, OH 43218

(If via UPS or FEDEX use ZIP "43213")





Questions??