



AGC-500 PROCUREMENT LEGAL DIVISION

CUSTOMER SATISFACTION SURVEY

**NAS Configuration Management and Program Evaluation Staff
Program Evaluation Branch (ACM-10)**

Report #2001-14

June 29, 2001

EXECUTIVE SUMMARY

Background

In the interest of improving procurement law products and services, the manager of the Assistant Chief Counsel, Procurement Law Division (AGC-500) requested that ACM-10 conduct a customer satisfaction survey with the division's main customers. The data collected would be used to assist AGC-500 in determining what needed to change within their organization, how to shift unbalanced workloads, and how to change the way it practices law.

The ACM-10 survey team set the objective of determining how well AGC-500 is meeting customer legal needs associated with life cycle acquisitions.

The scope of the survey was limited to matters that might require consultation and coordination with procurement legal counsel. These matters included procurement programs, agency contracts and agreements, and contract appeals and bid protests. The primary customers to be interviewed were Contracting Officers from the Office of Acquisitions (ASU), AGC-500 Attorneys, Integrated Product Team (IPT) and Product Team (PT) points of contact in the Office of Communications, Navigation, and Surveillance Systems (AND) and the Office of Air Traffic Systems Development (AUA), the National Airspace System Implementation Support Contractor (NISC) Program Manager, the Technical Support Services Contractor (TSSC) Program Manager, the FAA Telecommunications Infrastructure (FTI) Program Manager, Electronic Data Management System (EDMS) Program Manager, and the Manager of the Office of Acquisitions Real Estate Policy Branch (ASU-140).

The survey was conducted using two questionnaires, a set of interview questions, and a list of AGC-500 services developed by ACM-10 and validated by AGC-500. All interviewees were asked to complete the questionnaires and spend 30-60 minutes in an interview session. We interviewed five people from ASU, five from AND, five from AUA, one person each from the NISC, TSSC, FTI, and EDMS programs, and the Real Estate Policy Branch. We were unable to interview the attorneys due to union issues.

Finding

Overall, AGC-500 is meeting customer legal needs associated with life cycle acquisition.

Results from the AGC-500 Customer Satisfaction Survey reflected that the majority of AGC-500 customers were satisfied or more than satisfied with AGC-500 procurement legal services. To gather this information, a survey of a representative sample of AGC-500 customers was conducted. This AGC-500 Customer Satisfaction Survey encompassed five categories:

- Expectations and Services encompassed what customers' **needs and expectations** of AGC-500 were and what **services** were provided by AGC-500. Customer expectations of AGC-500 were centered around legal advice and reviews that included descriptions of options and pitfalls, attorneys who will be team players, understand the program and its key players, have Federal Acquisition Regulations (FAR)/Acquisition Management System (AMS) knowledge, and FAA experience. Regarding what services AGC-500 performed the best, over half the responses indicated that acquisition and procurement reviews, (especially of acquisition policy, regulations and orders); solicitations; and contracts were AGC-500's best services. Consultation was the next largest category of services named – this included interpretation of solicitations or contract provisions, protests, terminations, functional/staff organization consultations; or regional/center consultations. There were only a few suggestions for improvement – the most frequently submitted idea was education, which included education of the attorneys on particular issues (e.g. data rights), and the education of the IPT staffs on these issues.
- Organizational Involvement was the degree to which AGC-500 attorneys were perceived as contributing to the procurement processes of the FAA organization to which they were assigned through overall **availability** and **participation** in organizational activities (e.g., meetings). Most customers were satisfied with the level of AGC-500 involvement in these organizational activities. In some cases, attorneys were proactive about keeping in touch with their customers and in other cases the project had to summon the attorney when he/she was needed. Several customers also indicated that it was not necessary for the attorney to be at every IPT meeting. There was a concern that smaller projects did not receive as much attention as the larger ones.
- Timeliness looked at the degree to which AGC-500 attorneys were perceived as **available** to the respective organizations they support, the **priority** AGC-500 attorneys placed on requests from these organizations, and the ability of AGC-500 attorneys to provide legal advice in a **timely** manner. The majority of customers said AGC-500 attorneys were available and accessible when needed. The majority also commented that AGC-500 was timely in providing legal reviews and advice. All respondents believed AGC-500 placed the appropriate level of priority on legal reviews/opinions to support procurement efforts. One customer suggested that the fact that AGC-500 was so short staffed could be a reason that AGC-500 sometimes takes too long for reviews.
- Value Added identified the activities where AGC-500 attorneys provided the most **value** to the organizations to which they were assigned and the **completeness** and **clarity** of the legal advice they provided. Most customers said that AGC-500 legal advice was clear and understandable. Almost all of the respondents stated that the information they received was complete for their needs. Most respondents also agreed that AGC-500 provided a reasonable number of options to pursue in making procurement decisions and clearly stated the risks associated with each approach.

Some respondents noted that their attorney was reluctant to put opinions in writing. In response to a question about what the primary value of AGC-500 was, the answer heard most often was that they provided legal advice to keep customers from breaking laws and doing things customers shouldn't be doing. This happened in many ways – AGC-500 suggested the best way to structure contracts, reviewed contract documents, and ensured customer contracts could withstand a legal challenge. The other value mentioned most often was the knowledge of the AGC-500 staff, especially their keeping up with changes in procurement laws and acting as a “brain trust” of all the acquisition lessons learned in the agency.

- Overall Satisfaction addressed the degree to which AGC-500 attorneys were perceived as **helping** the organizations to which they were assigned. All respondents were satisfied with the overall level of legal services provided, and almost all respondents felt AGC-500 input helped them to make decisions. Almost everyone also expressed satisfaction with AGC-500 products.

During the interview process, respondents sometimes provided additional comments, which, although adding insight into AGC-500 support, did not easily fit into the previous five categories. Attorneys were described as very knowledgeable, having good credibility, easy to talk to, an integral part of the team, very professional, highly cooperative, and available to their customers. One suggestion was having a transition process in place for replacing one attorney with another on a project. Customers would also like their attorneys to have more knowledge on data rights and commercial models for procurement.

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I. INTRODUCTION

A. Background

The role of the Assistant Chief Counsel, Procurement Law Division (AGC-500), as stated in the U. S. Department Of Transportation (DOT) Organization Manual for the Federal Aviation Administration (DOT 1100.62C) for AGC, is to serve as the principal element of FAA with respect to legal aspects of FAA procurement programs, agency contracts and agreements, and the contract appeals function. In the summer of 2000, the AGC-500 Manager requested a survey of her customers' satisfaction with the services her division provides. The information gained from this survey would be used to maximize staffing, improve services, and prioritize workload. The survey would document customer responses, but would not provide recommendations to AGC-500.

In the fall of 2000, an evaluation team was assembled to plan the AGC-500 customer satisfaction survey. As part of the planning, the survey team met with AGC-500 and AGC-501 to gain a better understanding of their needs, organization, and operating practices. The AGC-500 manager indicated that they essentially needed insight into customer perceptions of AGC-500 and feedback from their clients on what AGC-500 could do better. AGC-500 wanted data that would assist them in determining what needed to change within their organization, how to shift unbalanced workloads, and how to change the way they practiced law. The AGC-500 manager requested that they not be given feedback on individual attorneys. AGC-500 agreed with the objectives, methodology, and schedule proposed by the ACM-10 survey team.

B. Objectives

The one objective of this survey was to determine how well AGC-500 is meeting customer legal needs associated with life cycle acquisitions.

C. Scope

The scope of the survey was confined to matters that might require consultation and coordination with procurement legal counsel such as procurement programs, agency contracts and agreements, and contract appeals and bid protests. Based on information from AGC-500, the survey team developed a list of AGC-500 services (see Appendix A). AGC-500 verified that the list was correct. This defined the scope of services that would be surveyed.

The primary customers interviewed were Contracting Officers from the Office of Acquisitions (ASU), Integrated Product Team (IPT) and Product Team (PT) Points of Contact in the Office of Communications, Navigation, and Surveillance Systems (AND) and the Office of Air Traffic Systems Development (AUA). AGC-500 requested supplementary interviews with representatives of the National Airspace System Implementation Support Contractor (NISC) Program, the Technical Support Services Contractor (TSSC) Program, the FAA Telecommunications Infrastructure (FTI) Program,

the Electronic Data Management System (EDMS) Program, and the Real Estate Policy Branch (ASU-140).

The scope of the analysis was limited to AGC-500 at the Division level. AGC-500 did not want any feedback provided at the branch level or on particular attorneys.

D. Methodology

At the beginning of the survey, a list of AGC-500 services was drafted, then presented to AGC-500 for verification. The team developed an organizational universe of prospective interviewees, then used a judgmental/representative methodology to derive the sample. For each group (e.g., AND) the goal was to interview people from different divisions, different programs, and from a variety of program sizes and costs. Once our list of potential interviewees was complete, AGC-500 sent a memo out to AGC-500 customers informing them that the survey was being conducted and requesting their cooperation. Responses were received from ASU-2, AUA-2, and AND-2 indicating they would be glad to have their respective organizations participate.

In parallel, the survey team developed three data collection instruments (DCI) – the first was a list of questions to ask at interviews, *AGC-500 Customer Satisfaction Survey Interview Questions*; the other two were questionnaires - *AGC-500's Products and Services Questionnaire 1 and Questionnaire 2*. The questionnaires were sent to each interviewee prior to their interview so the completed questionnaires could be collected at the interview. See Appendix B for copies of these data collection instruments.

The data collection itself took the most time. Five people from ASU, five people from AND, five people from AUA, and five people from other organizations – FTI, NISC, TSSC, EDMS, and Real Estate Policy (ASU-140) were interviewed. Unfortunately, the AGC-500 attorneys could not be interviewed due to union issues.

The data from the interviews themselves were aggregated by question. The questionnaires were analyzed statistically. Inputs from the interviews and the second questionnaire were mapped into the categories from the first questionnaire. Information was then aggregated by the following five areas: Expectations and Services, Organizational Involvement, Timeliness, Value Added, and Overall Satisfaction. In addition, an “Other” category was established to capture valuable comments that did not fit in any of these five topic areas. The finding was drawn from this combined data. (See Appendix C for further details on the statistics.)

II. SURVEY RESULTS

Overall, AGC-500 is meeting customer legal needs associated with life cycle acquisition.

Results from our AGC-500 Customer Satisfaction Survey showed that the majority of AGC-500 customers were satisfied or more than satisfied with AGC-500 procurement legal services. The data collected from a sample of AGC-500 customers was consolidated into five categories:

- **Expectations and Services** – The needs of AGC-500 customers, the services that they receive from their attorneys, and what services are the best.
- **Organizational Involvement** – The degree to which AGC-500 attorneys were perceived as contributing to the procurement processes of the FAA organization to which they were assigned through overall availability and participation in organization activities (e.g. meetings).
- **Timeliness** – The degree to which AGC-500 attorneys were perceived as available to the respective organizations they support, the priority AGC-500 attorneys placed on requests from these organizations, and the ability of AGC-500 attorneys to provide legal advice in a timely manner.
- **Value Added** – Identified the activities where AGC-500 attorneys provided the most help to the organizations to which they were assigned and the completeness and clarity of the legal advice they provided.
- **Overall Satisfaction** – The degree to which AGC-500 attorneys were perceived as helping the respective organizations to which they were assigned.

During the interview process, respondents sometimes provided additional comments, which, although adding insight into AGC-500 support, could not be easily categorized. These were documented in the **Other Comments** section after the results of the five categories.

A. Expectations and Services

During interviews, customers were asked what they needed and expected from their AGC-500 attorneys. They were also asked what they felt were the best services AGC-500 provided, and what services could use some improvement.

1. Expectations

Interviewees were asked what were their needs and expectations of AGC-500.

- For the most part, respondents' needs and **expectations** from AGC-500 mirrored their views about the primary value AGC-500 added to the procurement process. The evaluation team heard that:

- Legal services are needed to “keep us out of jail.” These services include **legal advice** for legal sufficiency and reviews of letters (e.g., stop work orders), responding to requests, and reviewing documents, contracts, and letters in a timely manner – sometimes within hours. The advice needs to describe options and pitfalls from a legal/contract viewpoint. The document reviews need to scrutinize acquisitions to minimize and mitigate protests.
- Another person told the survey team: We need someone who will be a **team player**, not an attorney who is on a “power trip.” The respondent believed that AGC-500 attorneys were team players.
- The attorney must have knowledge in many different areas: an **understanding** of the program, **know** the key players in the program, have acquisition **experience**, FAR/AMS knowledge, FAA experience, and a broad project base. The attorney should also have knowledge of Memorandums of Agreement (MOAs) and Memorandums of Understanding (MOUs) with other agencies, jurisdictions, and understand data rights.

2. AGC-500 Services

Interviewees were asked to look at a list of AGC-500 services and say which two services AGC-500 performed best, and which of those services needed improvement. Many respondents did not confine themselves to two items. We also asked them if there were any tasks AGC-500 performs that were not on this list. (See Appendix D for a copy of the list annotated with how many people chose each item as “best.”)

a. Services Performed Best

- The **Acquisition and Procurement Reviews** entries were named most often as the best service. They comprised 67% of all the services named as best. Of those in the section, 3 items – (1) acquisition policy, regulations, and orders, (2) solicitations, and (3) contracts - were 45% of the total best services named. Contract modifications and revisions were the next most frequently named. MOAs, MOUs, Interagency Agreements, Real Estate, Bankruptcy, and Intellectual Property were named once or twice each.
- Input to **Congressional Matters** was only named once as a best service.
- The **Consultations** entries were named as best services 31% of the time. There were not any individual entries with a significant number of mentions over other entries – rather, almost all items were named between two and four times. These categories were: IPT/PT meetings, interpretation of solicitations or contract provisions, protests, termination for default and for convenience of the government, functional/staff organization consultations, and regional/center counsel consultations.
- Acquisition Related **Litigation Support** was named twice as a best service.

b. Suggestions for Improved or Additional Services

Customers were asked for suggestions on services AGC-500 could improve upon or add. The following list is presented in the order of most frequently cited to least frequently cited. Almost half of the respondents did not have any suggestions.

- **Education** was suggested as a desired improvement by three respondents. This included education of the attorneys and also included periodic presentations to IPT staff. Topic areas suggested were conflict of interest, patent law, software data rights, and how changes to AMS impact customers.
- **Additional staff** was cited twice. These respondents felt that AGC-500 was short staffed, and this affected timeliness.
- Named once each were: MOAs, MOUs, and Interagency Agreements; more in-depth interpretation of solicitations or contract provisions; and Acceptance of engineering information at face value by some of the younger attorneys.

c. Services Missing From List

When asked if there were services that AGC-500 provides to customers that were not on the list, only a few inputs were received. The following list of additional services is presented in the order of most frequently cited to least frequently cited.

- **Fiscal Issues** including fiscal law, services related to financial issues, and modifications when re-programming funds. This service was named by three respondents.
- **Conflict of Interest** and **Claims and Settlements** were named twice each. **Reviews** of schedules and point papers, and **data rights**, were each named once.

B. Organizational Involvement

Organizational involvement measured the degree to which AGC-500 customers perceived the attorneys as contributing to the procurement processes of their respective organizations. Organizational involvement was determined by examining the attorney's overall **availability and participation** in their clients' activities, such as IPT meetings.

1. Satisfactory Services

- Most respondents (90%) were satisfied with the **level of AGC-500 involvement** in procurement planning.
- 84% of the respondents agreed that AGC-500 was **proactively involved** in IPT and procurement meetings and discussions (58% strongly agreed).
- No one responded that AGC-500 maintains **too much involvement** in meetings that lead to procurement decisions.
- AGC-500 staff members **do not attend** every meeting, but they usually attend meetings when requested to do so. A number of respondents noted that if the attorney could not make a scheduled meeting, a **substitute** was sent or coverage was provided in some other fashion.

- As for **availability** of AGC-500 staff we heard: have an open door policy, worked overtime and weekends without being asked, travels with IPT, did not have to call and get an appointment.
2. Services That Could Be Improved
- Most respondents recognized that attorneys are usually assigned to **more than one project**. This impacts the attorney’s ability to attend meetings on short notice. For example, one respondent noted that “If AGC has advance notice, they will attend meetings, but sometimes they can’t participate if the meeting is not planned ahead.”
 - Although some of the attorneys take a highly **proactive** approach, most attorneys attend meetings only when requested to do so. This can sometimes raise concerns about overall AGC-500 support. For example, one respondent noted, “Legal would not know about activities unless requested by us.”
 - There was some concern expressed about AGC-500 **support for smaller projects**. A respondent who received AGC-500 support for a smaller project noted, “AGC-500 did not engage with the program up front during the early stages of contract pre-award.” The responder believes that “becoming more familiar with the program...would have allowed them to catch early issues.”
 - Another respondent felt that AGC-500 does not have “an outreach approach” and attends meetings “only when called upon.”

C. Timeliness

Timeliness measured the degree to which AGC-500 attorneys were perceived as **available** to the respective organizations they support, the **priority** AGC-500 staff placed on requests from these organizations, and the ability of AGC-500 staff to provide legal advice in a **timely** manner.

1. Satisfactory Services

- 90% of the respondents were satisfied with the **availability** of AGC-500 attorneys to support their procurement legal needs (10% of the respondents expressed no opinion).
- When asked if AGC-500 was sufficiently **accessible** to provide procurement legal services, 95% of the respondents agreed (45% strongly agreed – 5% expressed no opinion).
- All respondents felt that AGC-500 places an appropriate **level of priority** on legal reviews/opinions to support procurement efforts (47% strongly agreed).
- 85% of the respondents were satisfied with the **timeliness** of AGC-500 attorneys in providing legal reviews and advice. One respondent commented “We get very fast turnaround. No trouble getting timely feedback.”
- 90% of the respondents felt that AGC-500 provided **timely legal advice** (50% strongly agreed – 10% expressed no opinion).

2. Services That Could Be Improved

- There was one significant dissent on timely legal advice. A respondent from a smaller project relayed that AGC-500 was **late** in turning around an acquisition review. This caused significant delays in the program (5 months). Another respondent believes that having a schedule that everyone can live with is important. This responder's program "presented schedules to AGC-500 for the purposes of getting review turnaround estimates, however, this has been unsuccessful (e.g., no AGC-500 response)."
- Respondents felt AGC-500 was **short staffed**, and this affected timeliness. "AGC-500 is swamped. Sometimes they take too long for reviews due to workload. [There is] only one attorney, who also handles another project."

D. Value Added

The value-added category identified where AGC-500 attorneys provided the **most value** to the procurement process. This category also examined the **quality** of AGC-500 submissions, including **completeness**, and providing customers with **alternatives** and their associated **risks**.

1. Satisfactory Services

- 95% of the respondents were satisfied with the **clarity of communications** with AGC-500 attorneys (written and oral)
- 90% of the respondents agreed that AGC-500 provided legal advice/opinions that were **clear and understandable** (60% strongly agreed with this statement – 10% of the respondents expressed no opinion).
- 95% of the respondents were satisfied that attorneys **identified potential procurement legal issues** prior to their becoming a problem.
- 85% of the respondents agreed with the statement "AGC-500 provides early legal advice intended to prevent procurement legal problems," (50% strongly agreed - 10% expressed no opinion – 5% disagreed).
- 95% of the respondents agreed that AGC-500 **proactively** seeks to find legal ways to support their procurement decisions (37% strongly agreed – 5% expressed no opinion).
- Almost all of the respondents stated that the information they received from AGC-500 was **complete** to meet their needs.
- There were no complaints of "**too much**" information.
- 89% of the respondents agreed that AGC-500 provided a **reasonable number of options** to pursue in making procurement decisions (42% strongly agreed – 11% disagreed).
- During interviews most of the respondents also felt that AGC-500 provided them with a sufficient number of **alternatives** to consider in support of procurement decisions, and that AGC-500 clearly **stated the risks** associated with each approach.
- Almost every respondent provided a unique view of the primary value ACG-500 added to the procurement process.

- Overall, the **service** listed most frequently as AGC’s primary value was that AGC-500 provided **legal advice** to “Keep us from breaking laws and doing things we shouldn’t be doing.” To accomplish that, AGC-500 provided legal advice regarding contract administration and legal sufficiency, suggested the best ways to structure contracts, made sure all contracts and modifications could withstand a legal challenge, and reviewed contract documents prior to their leaving the agency. Also mentioned were advice on sole source and competitive procurements, MOAs, providing opinions related to procurement law, and giving advice, guidance, and the pros and cons of a particular option.
- Many customers relayed that the **knowledge** the AGC-500 staff possesses and has access to, making it AGC-500’s second-most valuable asset. Specific topics mentioned were: keeping on top of the many changes in the laws and being in tune with industry and acquisition policy, and providing an “honest broker” view in applying the Acquisition Management System (AMS). One respondent said AGC-500 has a “good ear” for learning what was happening in the agency and sharing that with the customer and their fellow attorneys.
- A third valued expertise was supporting IPT/PTs when they were going through **litigation**, including help with Chapter 11 and strategizing termination for convenience or default.

2. Services that could be improved

- Some of the respondents specifically stated that they received AGC-500 legal opinions in writing. Other respondents, however, cited that their attorney’s were reluctant to put **opinions in writing**. For example, one respondent noted that he “never had an AGC-500 signature.” Another respondent stated that their attorney “believes it is not always best to put something in writing.” Written responses from this attorney were provided upon request, but they “may be late.” Finally, a respondent noted that AGC-500 “agrees with the way the program is going, but is reluctant to put their names on paper (it has been like that for 25 years).”
- There were a few **dissenting opinions** as well. One respondent stated “...AGC-500 will say that [a project] is risky, but there is **no thorough analysis**. They don’t say ‘20% if you do this, 70% if you do that.’”
- Another respondent noted, “Alternatives are not provided in all cases. ...Occasionally they could provide **more alternatives**.” However, that same respondent noted overall satisfaction with AGC-500.

E. Overall Satisfaction

Overall satisfaction measured the degree that AGC-500 was perceived as helping the organizations to which they had been assigned.

1. Satisfactory Services

- All of the respondents were satisfied with the **overall** level of legal services provided (95% agreed that AGC-500 services were helpful – 65% strongly agreed with that statement).

- 95% of the respondents disagreed with the statement that AGC-500 appeared to be a “**roadblock**” to procurement activities and decisions (50% strongly disagreed – 5% had no opinion).
- Similarly, 95% expressed satisfaction with the usefulness of AGC-500 **products**.
- There was ambiguity in responses to the statement about AGC-500 **processes**. 39% either had no opinion or disagreed about the effectiveness of AGC-500 processes. The remaining 61% agreed that AGC-500 processes were effective in supporting procurement planning and decision-making.
- Almost all respondents believed that the information received from AGC-500 **helped them to make decisions**. One respondent challenged the importance of legal opinion in decision making. This dissenting respondent felt that decisions were made because of policy, not legal implications.

2. Services That Could Be Improved

There were not any services named in this category.

F. Other Comments

This section includes comments made by respondents during the interview process that could not be placed into the other categories in this section. These comments, however, provided a larger picture of the activities of AGC-500 and how they impacted these organizations they supported. The comments are in no particular order. Most of the comments were made by more than one respondent.

1. Satisfactory Services

- A number of respondents were highly supportive of their respective attorneys. They considered the attorneys as part of their **team**, not part of the AGC-500 organization.
- The AGC-500 manager is viewed as “very **responsive**” and very **knowledgeable** and is held in high regard. Respondents noted that AGC-500’s door is always open.
- The “**Two-Minute Drill**,” a quick synopsis of acquisition legal topics prepared by an AGC-500 attorney, was seen as a useful resource for contracting officers.
- Attorneys kept each other aware of **lessons learned** in other parts of the agency, and thus are a brain trust of knowledge and lessons learned.
- Attorneys are very knowledgeable on **case studies** (especially FAR acquisitions) and give an honest broker view on applying AMS.
- One attorney came down to the program office and asked how things were going without being asked. She kept **abreast** of things on the program. She worked on her own. She shared her experience with other attorneys outside the FAA. She has gone out and researched topics.
- Attorney **attributes** cited by various respondents: very knowledgeable, genius, one of the best, bright and flexible, good credibility, very responsive, extremely helpful, does not make you feel stupid, easy to talk to, good rapport, close relationship, integral part of the team, never had a lawyer like

him, doesn't wait to be called, not on a power trip, volunteered a lot of time, very professional, highly cooperative, take their work seriously.

2. Suggestions

- AGC-500 should consider developing a **transition** plan when attorneys go on planned leave. Respondents noted that the transition was not smooth when their attorney went on extended leave.
- “**Data rights**” appears to be an emerging field that will require legal expertise. Data rights concerns/issues include who owns data when a system is contracted to a third party vendor, and who owns the rights to the software that the vendor is using.
- The government is moving towards a **commercial model** for procurement and away from the FAR. FAA has adopted AMS for some of its acquisitions. AGC-500 should develop expertise in AMS and commercial procurement models.
- Two respondents felt that AGC-500 should have fought harder on **protests**. In each case the incident was settled, but the respondents believed that AGC-500 looked more towards settling the matter than in representing the Government's side of the issue.

Appendix A: List of AGC-500 Services

AGC-500 Services

Acquisition and Procurement Reviews

- Acquisition policy, regulations, orders
- Solicitations
- Contracts (pre and post award)
- Contract revisions/modifications
- MOAs, MOUs, Interagency Agreements
- Cooperative Agreements and other Transaction Agreements (OTAs)
- Real Estate
- Bankruptcy
- Anti Trust
- Patent Law
- Intellectual Property

Congressional Matters

- Input to Congressional Matters as relates to Procurement

Consultations (As related to Procurement Issues)

- IPT/PT meetings (with legal implications)
- Interpretation of solicitations or contract provisions
- Protests
- Termination for Default
- Termination for Convenience of the Government
- Functional/Staff Organization Consultations as related to Acquisitions
- Upper Level Management Consultations as related to Acquisitions
- Regional/Center Counsel Consultations

Acquisition Related Litigation Support

Appendix B: Questionnaires

AGC-500 Products and Services Questionnaire #1

AGC-500 Customer Satisfaction Survey

Using the scales to the right, please place a check in the box that best reflects your opinion about the following statements:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Organizational Involvement						
Procurement Legal (AGC-500) is proactively involved in meetings and discussions that support procurement planning and decision-making						
AGC-500 maintains too much involvement in meetings and discussions that lead to procurement decisions						
Timeliness						
AGC-500 is sufficiently accessible to provide procurement legal services						
AGC-500 provides timely procurement legal advice						
AGC-500 places an appropriate level of priority on legal reviews/opinions to support my procurements						
Value Added						
AGC-500 proactively seeks to find legal ways to support my procurement decisions						
AGC-500 provides legal advice/opinions that are clear and understandable.						
AGC-500 provides a reasonable number of options to pursue in making procurement decisions						
AGC-500 provides early legal advice intended to prevent procurement legal problems						
Overall						
AGC-500 appears to be a "roadblock" to my procurement activities and decisions.						
AGC-500 has effective processes to support procurement planning and decision-making						
AGC-500 services are helpful						

AGC-500 Products and Services Questionnaire #2

AGC-500 Customer Satisfaction Survey

The following relate to your overall perception of AGC-500's products and services. Please indicate your numerical rating on a scale of 1-10 in the appropriate column:

10=Extremely Satisfied 1=Extremely Dissatisfied	Dissatisfied, Needs Immediate Attention (1-4)	Needs Improvement (5-6)	Satisfied (7-10)
Usefulness of products			
Clarity of communications (oral and written)			
Availability to support your procurement legal needs			
Timeliness in providing legal reviews and advice			
Level of involvement in procurement planning			
Identification of potential procurement legal issues prior to becoming a problem			
Overall level of service provided			
Other: (Please rate any other Procurement Legal issues not listed, using the same scale):			

Appendix C: Interview Questions (Versions 1 and 2)

INTERVIEW QUESTIONS (Version 1 – used through 2/6/01)

Request that the questionnaire be filled out first and then use the following interview questions to gain further insight.

1. What do you see as the primary value AGC-500 adds to the procurement process?
2. How would you describe the level of participation AGC-500 has with your procurements (in terms of attendance at IPT or procurement meetings or any other means of participation)?
3. What are your needs and expectations from AGC-500?
4. Is the information you get from AGC-500 complete for your needs? If not, what more do you need? Are you getting too much information?
5. Does the information you receive from AGC-500 help you make decisions?
6. Do you believe that AGC-500 provides you with a sufficient number of alternatives to consider in support of procurement decisions?
7. How would you describe AGC-500's process for communicating procurement legal risks? Do you have suggestions for improving their communications process in this area?

Refer to List of AGC-500 Services:

8. From the list of services, what are the 2 you think AGC-500 does best? (If not on the list please list them)
9. Are there other services that AGC-500 provides that aren't on the list?
10. What 2 areas would you like to see improvements from AGC-500? (If not on the list please list them)
11. What other concerns do you have?

Appendix C: Interview Questions (Versions 1 and 2), page 2

INTERVIEW QUESTIONS (Version 2 – used after 2/6/01)

Request that the questionnaire be filled out first and then use the following interview questions to gain further insight.

1. What do you see as the primary value AGC-500 adds to the procurement process?
2. How would you describe the level of participation AGC-500 has with your procurements (in terms of attendance at IPT or procurement meetings or any other means of participation)?
3. What are your needs and expectations from AGC-500?
4. Is the information you get from AGC-500 complete for your needs? If not, what more do you need? Are you getting too much information?
5. Does the information you receive from AGC-500 help you make decisions?
6. Do you believe that AGC-500 provides you with a sufficient number of alternatives to consider in support of procurement decisions? Does AGC-500 clearly state the risks associated with each approach?
7. DELETED

Refer to List of AGC-500 Services:

8. From the list of services, what are the 2 you think AGC-500 does best? (If not on the list please list them)
9. Are there other services that AGC-500 provides that aren't on the list?
10. What 2 areas would you like to see improvements from AGC-500? (If not on the list please list them)
11. What other concerns or comments do you have?

Appendix D: Data Summaries for Questionnaires 1 and 2

Data Summary for AGC-500 Products and Services Questionnaire #1

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	% Total
Organizational Involvement						
1. Procurement Legal (AGC-500) is proactively involved in meetings and discussions that support procurement planning and decision-making.	5%	11%	0%	26%	58%	100%
2. AGC-500 maintains too much involvement in meetings and discussions that lead to procurement decisions.	32%	63%	5%	0%	0%	100%
Timeliness						
3. AGC-500 is sufficiently accessible to provide procurement legal services	0%	0%	5%	50%	45%	100%
4. AGC-500 provides timely procurement legal advice	0%	0%	10%	40%	50%	100%
5. AGC-500 places an appropriate level of priority on legal reviews/opinions to support my procurements	0%	0%	0%	53%	47%	100%
Value Added						
6. AGC-500 proactively seeks to find legal ways to support my procurement decisions	0%	0%	5%	58%	37%	100%
7. AGC-500 provides legal advice/opinions that are clear and understandable.	0%	0%	10%	30%	60%	100%
8. AGC-500 provides a reasonable number of options to pursue in making procurement decisions.	0%	11%	0%	47%	42%	100%
9. AGC-500 provides early legal advice intended to prevent procurement legal problems.	0%	5%	10%	35%	50%	100%
Overall						
10. AGC-500 appears to be a "roadblock" to my procurement activities and decisions.	50%	45%	5%	0%	0%	100%
11. AGC-500 has effective processes to support procurement planning and decision-making.	0%	6%	33%	33%	28%	100%
12. AGC-500 services are helpful.	0%	0%	0%	35%	65%	100%

Appendix D: Data Summaries for Questionnaires 1 and 2, page 2

Data Summary for AGC-500 Products and Services Questionnaire #2

Level of Satisfaction	Dis-satisfied, Needs attention	Needs Improvement	Satisfied	Average Level of Satisfaction (1=Extremely Dissatisfied, 10=Extremely Satisfied)
Usefulness of products	5%	0%	95%	8.42
Clarity of communications (oral and written)	0%	5%	95%	8.65
Availability to support your procurement legal needs	0%	10%	90%	8.55
Timeliness in providing legal reviews and advice	0%	10%	85%	8.43
Level of involvement in procurement planning	0%	10%	90%	8.20
Identification of potential procurement legal issues prior to becoming a problem	0%	5%	95%	8.40
Overall level of service provided	0%	0%	100%	8.60
Other:	0%	0%	100%	10.00

Appendix E: List of AGC-500 Services

AGC-500 Services [annotated w/the # of times each service was called "best"]

Acquisition and Procurement Reviews [3]

- Acquisition policy, regulations, orders [11]
- Solicitations [11]
- Contracts (pre and post award) [13]
- Contract revisions/modifications [7]
- MOAs, MOUs, Interagency Agreements [2]
- Cooperative Agreements and other Transaction Agreements (OTAs)
- Real Estate [1]
- Bankruptcy
- Anti Trust
- Patent Law
- Intellectual Property [1]

Congressional Matters

- Input to Congressional Matters as relates to Procurement [1]

Consultations (As related to Procurement Issues)

- IPT/PT meetings (with legal implications) [3]
- Interpretation of solicitations or contract provisions [4]
- Protests [4]
- Termination for Default [2]
- Termination for Convenience of the Government [2]
- Functional/Staff Organization Consultations as related to Acquisitions[4]
- Upper Level Management Consultations as related to Acquisitions
- Regional/Center Counsel Consultations [4]

Acquisition Related Litigation Support [2]