EFFECTS OF NAVY ENERGY GOALS ON THE NAVY SHORE ENERGY PROGRAMS



Abstract

The purpose of this research project is two-fold: to explore the development and progression of the Navy's Green Procurement Program (GPP) and then to assess Navy organizations' degree of success with incorporating GPPs into their installation procurement processes. This project provides an account of the federal policies and guidance regarding green procurement and the salient parts of the Federal Acquisition Regulation (FAR), the framework through which any possible GPP policy would be set. As we surveyed the Navy installation's progress toward a more energy-efficient and resource-conscious procurement process, we measured that progress by the goals and metrics outlined in the Department of Defense's (DOD's) GPP instruction. The green procurement process was measured by integrating the Contract Management Maturity Model (CMMM), which describes a procurement agency's level of development across the six phases of the Contract Management Process (CMP) framework. The CMP divides the procurement process into six major phases: procurement planning, solicitation planning, solicitation, source selection, contract administration, and contract closeout or termination. While previous applications of the CMMM focused on broader aspects of buying commands, our questions and diagnosis of Navy installation organizations were specifically focused through a lens of green procurement and energy efficiency. Our results show that Department of Navy procurement personnel have only a "basic level" of contract management maturity in green procurement.



The Six Phases of the Contract Management Process

Methods

Contract Management Phase	Corresponding FAR Part/Reference						
Procurement Planning	FAR Part 7: Acquisition Planning						
Solicitation Planning	FAR Part 10: Market Research						
	FAR Part 11: Describing Agency Needs						
	FAR Part 12: Acquisition of Commercial						
	Items						
	FAR Part 13: Simplified Acquisition						
	FAR Part 16: Types of Contracts						
Solicitation	FAR Part 5: Publicizing Contract Actions						
	FAR Part 6: Competition Requirements						
	FAR Part 9: Contractor Qualifications						
Source Selection	FAR Part 12: Acquisition of Commercial						
Items							
	FAR Part 13: Simplified Acquisition						
	Procedures						
	FAR Part 15: Contracting by Negotiation						
Contract Administration	FAR Part 42: Contract Administration						
	and Audit Services						
	FAR Part 46: Quality Assurance						
Contract Closeout/	FAR Part 4.804: Closeout of Contract Files						
Termination	FAR Part 45: Government Property						
	FAR Part 49: Termination of Contracts						

The Contract Management Process and Corresponding FAR Parts

We investigate Navy GPP and assess both the Navy shore procurement process and the organizational contract management capability by utilizing two recognized models. The first model used is the Contract Management Process (Rendon, 2007), which helps to define and distinguish the six major phases of the acquisition process. The second is the Contract Management Maturity Model (CMMM), which uses the phases defined by the Contract Management Process by assessing the acquisition processes of organizations through each phase. The CMMM serves as a tool that helps to assess and measure process and organizational gaps by ranking the maturity of those processes in each phase of acquisition. Organizational leadership can then realize improvement opportunities from the assessments, and can make deliberate steps to add efficiency to their organizational procedures and improve critical core procurement processes. The CMMM also aids in identifying shortfalls in organizational competencies and subsequently improve knowledge-sharing opportunities for improving organizations' mission success—in this case, through effective contract management. We use these two models to help determine how Navy GPP has influenced Navy installation organizations, and whether Navy GPP has been effectively implemented in those organizations.

Results

From the analysis made with the Navy GPP CMMM assessment, we concluded that Navy installations lack the processes and internal mechanisms that would enable them to achieve the standards set forth in Navy green procurement policy.

The ratings were defined by how each question was answered and also by how they aggregated to a process maturity ranking. The assessment model breaks down the stronger and weaker areas in each key phase of contracting and illuminates the Navy's unsuccessful implementation of processes to facilitate compliance with Navy green energy program goals.

Contract Management Maturity Model ©								
Maturity level	Procurement Planning	Solicitation Planning	Solicitation	Source Selection	Contract Admin	Contract Closeout		
5 Optimized								
4 Integrated								
3 Structured			Q17					
2 Basic	O3 O7 O7 O9 O13	Q14 Q15 Q16		O2 O2 O2 O2 O2	O2 O4 O2 O2	05		
1 Ad Hoc	Q10		01 01					

Navy GPP Contracting Management Maturity Assessment

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