Subject: General Services Administration, Statement of Objectives for Enterprise E-Mail and Collaboration Services, RFP #OCIO-14558

The following clarification does not constructively change or add requirements to the subject Statement of Objectives (SOO). Its purpose is to expand upon GSA's objectives for an effective collaborative work environment and to again emphasize that GSA is seeking innovative solutions that are integrated, flexible, robust, and promote and enhance cooperation and coordination.

GSA believes that effective and efficient collaboration is critical to achieving continued success in our mission in the increasingly complex, interconnected, and fast paced world. Yet collaboration is not an end state in itself. It is a different, better means of doing what we already do. Collaboration allows individuals and teams to work more effectively and efficiently and to find and converge on solutions for complex problems. GSA wants to create an environment in which it is easy to share information quickly to work and communicate across our geographically diverse enterprise, and bring together diverse groups to converge on and execute complex solutions.

Collaboration means peers and teams working together on non-routine cognitive tasks[1] through the sharing of information, expertise, and solutions across an organization. A collaborative workplace has the potential to benefit every level of GSA, including the individual, teams, and the agency as a whole, as a place where individuals and teams could work and a place to store and access collective knowledge.

A collaborative work environment could combine elements of social networks, communication applications, office applications, business applications, and content management systems while retaining an intuitive and engaging user interface that encourages participation. Individual and team engagement in and with the workspace could create a searchable, content rich repository of the agency's collective knowledge that could be tapped again and again to solve problems and transfer knowledge. While this environment should store knowledge, it should also promote engagement through intuitive design and use and easy to use features.

Some of the key elements of collaboration we want to promote and support throughout the enterprise include:

- Information sharing
    - Through the dissemination of ideas, products, expertise, and solutions and their retention in a searchable repository

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[1] Austin, Tom and Betsy Burton. "Define Collaboration Before Planning a Strategy." Gartner Research Note, ID G00124081 December1, 2004

- Communication
    - All types—both synchronous and asynchronous—and sizes—person to person, person to group, group to person).
- Cooperative work
    - The ability to create, analyze, and solve problems in a shared virtual environment, both synchronously and asynchronously.
- Decision Making
    - Through either "crowd sourcing" or "wisdom of the crowds" types approaches