



# Developing People, Teams, Tools and Direction in a Rapidly Changing Contracting Environment

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Presentation to NCMA

Space City Chapter

# [ Key Focus ]

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- Recruitment
  - Maintain intern and cooperative education programs
  - Renewed emphasis on hiring 'fresh outs'
    - Both bachelor's and master's level
- Retention
  - Keep the workforce challenged
  - Provide training opportunities
- Reinvigoration
  - Incorporate rotational assignments inside and outside of procurement as well as across Centers and Industry
  - Actively focus on career development goals
  - Create more opportunities for advancement

# [ Workforce Challenges ]

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- Aging procurement workforce
  - 35% eligible in the next 5 years
  - 56% eligible in the next 10 years
- Competition with private industry and other Government Agencies
  - Higher grades and salaries
- Resistance to new technology by older workforce
  - More difficult to acclimate to new systems

# [ Acquisition Team Concept ]

- Strengthen the relationship with the procurement, programs/projects and resources communities
- Work together to better define requirements – earlier in the acquisition process
- Solicit input from industry -- earlier in the acquisition process
  - Greater insight into the existing market
  - Greater insight into proven and cutting edge technologies

# [ Tools ]

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- Develop tools that promote better tracking and managing of cost, schedule and performance
- Incorporate automated processes to facilitate more accurate documentation
- Embrace strategic acquisition planning processes for more efficient and effective operations

# [ Tools of Today ]

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- Contract Writing System (PRISM)
  - Integrated with SAP Financial Management Backbone
    - Integrated Accounts Payable – faster payments
- NASA Acquisition Internet Service (NAIS)
  - Virtual Procurement Office
  - Procurement Data Warehouse
- Integrated Acquisition Environment
  - FPDS-NG, CCR, Past Performance, FedBizOps

# [Tools for Tomorrow]

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- Goal for tomorrow is an integrated enterprise
- Integrated suite of tools will move us from concept, to contract, to mission success
  - Steps along the way include
    - Vendor Portal
      - Web-based capability
        - Pre-solicitation activities; solicitations; evaluations; and contract administration
    - Agency-wide Source Selection Tool
    - Virtual Contract File

# NASA Procurement Tenets - Direction

- Procurement Tenets
  - Ancillary Federal/Agency procurement policies
  - Apply to development of strategies for NASA procurements
  - Purpose
    - Establish guidelines for a NASA way of doing business
  - Guideline implementation
    - HQ, Program, Project and Contract Managers in acquisition and procurement strategies, processes and procedures

# [ Procurement Strategy Tenets ]

- Maximize Competition
  - Market research
  - Solutions, commitment and lower cost
  - Use performance as factor in exercising options
  - Plan re-competes; shorter term contracts; component breakouts; have the right data and data rights
  - Competition process thorough but not complicated
- Develop Integrated Acquisition/Procurement Strategies
  - Road Map for Program Execution and success
  - Involve all the right players and Industry

# [ Procurement Strategy Tenets ]

- Zero-based approach in developing requirements
  - Requirements “Need to Earn Their Way into Contracts”
  - Industry’s input as requirements are developed!
  - Focus on commonality: technical requirements and reporting
- Streamline but do not compromise on safety, good business decisions and successful completion
  - Get rid of non-value added steps and requirements
  - Seek industry input on non-value processes and requirements
  - Seek process improvements and efficiencies

# [ Procurement Strategy Tenets ]

- Create Reward Performance Incentives
  - Milestone based incentives
    - Specific level of performance
  - Successful Outcomes
    - Technical, cost and schedule
  - Performance as factor in exercising options
  - Shared Savings, Cost Management and Lower Life Cycle Cost
- Merge NASA's and Industry's Core Expertise
  - Requires a tight NASA and Industry Team with appropriate "arms length" relationship
- Common NASA Contracts and Strategies
  - Provide a common face to industry
  - Create NASA Contracts
    - Not Center or Mission Directorate Contracts

# [ Procurement Strategy Tenets ]

- Reduce Cost and Cost Risk for procurements
  - Move towards firm fixed price contracts
    - Post development, service contracts
  - Perform work load analysis
  - Reduce “pass through” contracts
- Turn Contract Upside-Down
  - Insight of prime contractor’s supply chain management
  - Aggressive pursuit of socio-economic goals for prime contractors
    - Realistic, efficient and effective
  - Personnel, teams, subcontractors and suppliers share in objectives and rewards

***Maximize Return on Investment (ROI)  
for Industry and NASA!***