



# After 45 Years, this is the Final Procurement Countdown

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Winter 2009/10 No. 135

## Choosing the Right Contract Type Well-Defined Requirements Drive Decisions

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By William P. McNally

President Obama's March 4 "Government Contracting" memo renewed emphasis on Federal procurements. The Office of Management and Budget's July 29 "Improving Government Contracting" memo tasks agencies with turning the President's vision into reality. Both memos put a new focus on, among other things, using the right contract type. Specifically, the President's memo reads, "There shall be a preference for Fixed-Price type contracts. Cost-reimbursement contracts shall be used only when circumstances do not allow the agency to define its requirements sufficiently to allow for a Fixed-Price type contract."

The simplest way to determine contract type is to answer the question, "How well defined are my requirements?" The harder it is to define the requirements, the more likely the contract needs to be cost-type rather than fixed-priced.

Unfortunately, the President's preference for fixed-priced contracts has been misinterpreted by some to mean that cost-type contracts should not be used. This

needs to be corrected as agencies, particularly NASA, need to have cost-type contracts as part of their acquisition tool kits, because there will always be high-risk acquisitions.



Before the President's memo, on August 1, 2008, NASA's Chief Acquisition Officer endorsed the Procurement Tenets, which apply, not only to procurement personnel but to everyone involved in an acquisition. The tenets start with making sure the requirements are defined.

One of the tenets, "Reducing Cost and Cost Risk for Procurements," directly addresses contract type. It states, "Cost risk for each

requirement shall be properly allocated between NASA and industry. ... During the development phase of a project, NASA should take on the cost risk. ... However, once in the production and operations phases and for the acquisition of continuing services, industry should assume the cost risk of performance, and firm-fixed-price contracts should be used."

Unlike most agencies, NASA does a great deal of cost-type contracts. NASA's missions are often one-of-a-kind and contain a high level of development risk. For example, the Mars Science Laboratory is a rover being built to assess whether Mars ever was, or is currently, habitable to microbial life. The scientists know what they want to study. However, it is extremely difficult to define requirements that move any mission from a concept to a spacecraft on another planet. NASA needs cost-type contracts.

NASA also does acquisitions that do not require cost-type contracts. Simply because something is technical does not mean it is

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## About this Issue

The articles in this issue of the Procurement Countdown were submitted before the President's Fiscal Year 2011 budget and the changes to the Exploration program. While this program is going away, the processes and lessons included in this issue may be of interest to you and, so, have been included.

# The End of an Era

By Susie Marucci, Editor

In 1965, when almost half of you were not yet born, some pretty interesting things were happening. The Beatles were at the top of the charts. Little children all over America spent hours playing with toys just on the market – GI Joe, Operation, and Battleship. Parents were enjoying *Hogan's Heroes* and *The Fugitive*. *A Charlie Brown Christmas* aired for the first time. The Sound of Music and Dr. Zhivago opened. A gallon of gas was 31¢. A new car cost \$2,350.

NASA launched Ranger 8 and 9, which took more than 12,000 images of the moon. Gemini 3, the first U.S. two-man mission was launched. So were Gemini 4, 5, 6, and 7. In December, the first issue of the *Procurement Countdown* was printed.

The newsletter did not look anything like the issue you are reading. It was seven pages long. There were no real articles. Most of the 20 “articles” were one or two paragraphs, almost as if someone had taken the highlights of a staff meeting and printed them up.

While the design and layout were very different, some of the topics are very familiar.

The first story was on the Procurement Conference, which covered such areas as revisions to the SEB manual, contract changes,

performance ratings under Award Fee contracts, reducing the procurement cycle, and procurement reporting.

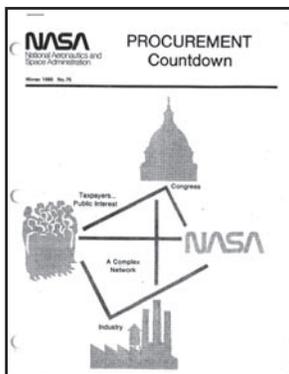
Some of the other items covered in the newsletter were a reporting review committee with participants from Headquarters, Langley, Goddard, Marshall, and the Manned Spacecraft Center – now known as Johnson Space Center; incentive contracting; contractor performance data; the new Service Contract act, which applies the principles of the Davis-Bacon act to a new set of employees; and a Chief Counsel-Office of Procurement meeting on conflict of interest.

One of the major differences is that the original *Procurement Countdown* focused primarily on news from Headquarters. Today's *Procurement Countdown* shares information between the Centers, with some news from Headquarters. Over the years the newsletter has grown, the focus has changed, the layout has been redone numerous times. In fact, the only two things that seem to be consistent are the title and the fact that it is produced by the Office of Procurement at Headquarters.

Just as newspapers are being replaced by the Internet, the *Procurement Countdown* will be replaced by a form of knowledge sharing.

Tentatively called the *Procurement Corner*, it will be part of NASA's Knowledge Management website. With the *Procurement Corner* still in the planning stages, Bill McNally will determine what type of information will be collected, how it will be collected, and how often. If you have suggestions for topics you would like to see covered, areas of interest you would like to see continue, or other ideas, please send them to me, Susie Marucci, at [susie.marucci@nasa.gov](mailto:susie.marucci@nasa.gov) or call me on (202) 358-1896.

On a personal note, I became the editor of the *Procurement Countdown* the day I walked in the door in 1993. It has been a great experience. Over the years, we have had articles about wildly successful missions and the contracts that made them happen and articles about terrible tragedies, like the Columbia and the loss of friends and coworkers. The newsletter could not have been done without the contributions of so many authors over the years. It would not have come out at all without the hard work of the Center points of contact, who made certain that the articles were written. I thank you all for your contributions. I thank the rest of you for reading the *Countdown* over the years. It has been my pleasure being your editor.



Procurement Countdown Cover 1985



Procurement Countdown Cover 1995



Procurement Countdown Cover 2005



## People on the Move

### ARC

**Congratulations:** Justin Pane, contracting officer, for his selection into the Mid-Level Leadership Program and Robin Wong, contract specialist, for her selection into the NASA First program.

**Farewell:** Carol Dones, contracting officer, who transferred to the Army Corps of Engineers; Nellie Powell, contracting officer, and who retired after 29 years of Federal Service. We wish them all well in their new pursuits.

**New Faces:** Welcome: Zachary Burkland, a Federal Career Intern; William Hale, Coast Guard; Sarah Andrae, GSA; Jeannette Albiez, DoD; Maria Alberty, NASA JSC; Bethany McClave, DOD; and Ken Kitahara, DOD.

### DFRC

**Congratulations:** Kari Alvarado, who earned a NASA Exceptional Service Medal for her efforts in support of the SOFIA program and Maikeyza Brown, who completed a one year TDY to the East Coast during which she obtained her Master's Degree. Ms. Brown returned to DFRC in January 2010.

**Farewell:** Jim Kitahara, whose last known whereabouts are working as a contract specialist at Camp Freedom in Iraq; Chivonne Everette, who left to work for the U.S. Army in Ft. Belvoir, VA; and Joseph Fowler who retired in October 2009.

**New Faces:** Andrea Basham and Rochelle Butler, who were hired under the fresh-out program. Ms. Basham is supporting the Airborne Science flight activities. Ms Butler is the program coordinator for the NASA Purchase Card.

## Front Office Changes

### ARC

Gary Heagy, the ARC Deputy Procurement Officer for the last five years, returned to his engineering roots in the ARC Engineering Directorate.

### DFRC

Richard Swanson retired and has subsequently returned as a rehired annuitant on a temporary appointment assigned to support the contract activities of the DFRC Acquisition Management Office. Mr. Swanson has been replaced by Penny J. Barnhill. Ms. Barnhill, who likes to be called PJ, was hired from the United States Air Force here at Edwards, CA.

### LARC

Kim Stone's nine-year run as Langley's Procurement Officer ended with her retirement. Kim had a wonderful retirement party. Speakers included Bill McNally and Lesa Roe, Langley's Center Director. Before coming to Langley, Kim was the Stennis Space Center Procurement Officer. She started her NASA career at Headquarters. Kim and her husband Les are traveling frequently and are enjoying retirement very much.

Virginia "Ginny" Wycoff was selected to succeed Kim. She came to Langley from Kennedy Space Center. This is Ginny's second tour at Langley; she was here from 1997 to 2005, and was serving as Langley's Deputy Procurement Officer when she left to take over Kennedy's Launch Services Branch. Ginny's career at NASA has also included stops at Glenn and Headquarters, so she comes well prepared for the job of Procurement Officer. The Langley Office of Procurement is glad to have her back home.

### NSSC

Nick Etheridge, NSSC Procurement Officer, left NASA for new opportunities with Defense Missile Command, Huntsville, AL in November 2009. Mike Sweigart, Chief of Procurement Operations, was selected as the new NSSC Procurement Officer.

Sarah (Sally) Saunders, worked previously in the DFRC AMO prior to June 2005, supports the facilities and construction related efforts at DFRC.

### GRC

**Congratulations:** Mark Manthey, the Exploration Systems Branch Chief who was selected as the Deputy Division Chief; Timothy Pierce, the Small Business Specialist for the past two years who was selected to replace Mark as the Exploration Systems Branch Chief.

**New Faces:** Mark Rebholz, now in Institutional Services Branch, who came from the Veterans Administration.

### GSFC

**Congratulations:** The following people were recognized with Goddard Honor Awards: Jennifer

Lamonte, Exceptional Achievement for Professional Administrative; Eric Newman, Exceptional Achievement for Mentoring; Lisa Mullen, Exceptional Achievement for Customer Service; Ann Haase, Leadership; Dawn Fountain, Management; and Steve Kramer, Management. The following people were recognized with Code 200 Peer Awards: Karen Place Leadership Quality; Viola Compton, Lisa Mullen, Kelly Jonas and Kathy Pierson, Gold Star; Jim Becker, Leslie Brooks, and Keisha Willingham, Innovation; Code 210 Simplified Acquisitions, Teamwork; and Steve Kramer, Supervisor. The following people were recognized with NASA Honor Awards: Olivia

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# Improving Cost and Pricing Skills within NASA

In the mid-1990s, NASA and many other agencies began to phase out Cost/Price Analysts in the acquisition workforce. This was due in part to the Federal Acquisition Streamlining Act and the downsizing of the acquisition workforce. This drove Government agencies to develop more generalized contract specialists and Contracting Officers who absorbed the responsibility for cost and price analysis. However, time has shown that without an adequate cost and pricing background and support infrastructure, contract specialists as well as Contracting Officers are ill prepared to perform all of the required cost and price analysis duties.

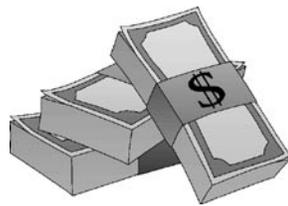
Bill McNally, NASA Assistant Administrator for Procurement, recognized the elimination of cost/price analysis and the reduced emphasis on cost analysis as a NASA workforce challenge in his "State of NASA Procurement" briefing in the fall of 2007. As a first step in addressing this challenge, Bill Roets was brought onboard at NASA Headquarters and assigned the task of improving the cost and pricing skills within NASA.

Mr. Roets arrived at NASA in late January 2008 and immediately started getting his arms around this daunting task. As a first step, a cost/price analysis point of contact was identified for each NASA Center and a monthly pricing teleconference meeting with the POCs was established. Mr. Roets chairs the meetings. The goal of these meetings is to foster communication on pricing issues and concerns. Initiatives to focus on and to improve the cost/price analysis skills across NASA are being implemented by this group. The NASA Procurement Library Website under the

Policy and Regulation section contains a list of the cost/price analysis points of contact for each Center. Please feel free to contact Mr. Roets or any one of these individuals if you have cost/price analysis questions or issues.

## PRACTICAL APPLICATION

Next, Mr. Roets benchmarked what other agencies were doing or planning to do in the area of cost/price analysis. Based upon this research, he developed a plan that has been approved by management that will re-sharpen the cost/price analysis skills within NASA. Mr. Roets has begun implementation of the plan by developing a three-day cost/price analysis class. He has already presented the class numerous



times to most of the Centers. Over the next few months, Mr. Roets will be holding additional offerings of this class at several Centers as well as offering a new two-day advanced cost/price analysis course. Another key part of the plan includes exploring other sources for cost/price analysis support that may, in the future, become tools in the Contracting Officers' toolbox. One source, the "Price Fighters," has been identified. According to the Navy, Price Fighters is "an innovative and responsive pricing and technical information resource" with goals of improving pricing, improving public confidence, and improving Government/Industry relationships.

Contact Mr. Roets if you would like to hear about the services that the Price Fighters offer. This is just the beginning. So, stay tuned for more!!

Mr. Roets is excited about taking on this challenge and is looking forward to working with all of you. He certainly has the experience. He began his Federal service career in 1984 as a cost/price analyst at Robins Air Force Base in Georgia. In this position, he honed his cost/price analysis and negotiation skills by primarily supporting the F-15 Fighter Jet program. In 1991, he was the recipient of the Air Force's Top Contract Price Cutter Award for significant negotiated savings on the F-15 Peace Sun program.

While Mr. Roets thoroughly enjoyed the major challenges and complexities associated with cost/price analysis, in 1993, he built on those skills as he became a supervisory Administrative Contracting Officer for the Defense Contract Management Command in the Virginia area. According to Mr. Roets, "This position was a lot of fun since I got to experience the entire world of contract administration by supervising a team of engineers, quality assurance personnel, property specialists, and cost/price analysts." Mr. Roets also learned quite a bit about contract close-out while in this position.

In 1996, he went to the National Reconnaissance Office (NRO) as, once again, an Air Force employee. This time around, he was the chief of the Contract Settlement team. Mr. Roets held a variety of positions during his tenure at the NRO ranging from team chief of a contracting special program office to Deputy Director of Contracts for the SIGINT (SIGnals INTelligence)

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## MARIE S. DORISH ARC's ACQUISITION STRATEGY MANAGER

*[edit: Before the Procurement Countdown went on hiatus, Ames Research Center submitted an article on Marie Dorish, ARC's Acquisition Strategy Manager. Since that time, Ms. Dorish has retired. However, her impact on ARC was so strong and she was known by so many, that we felt it was appropriate for the article to run.]*

In this issue, the *Procurement Countdown* is spotlighting Marie S. Dorish, Acquisition Strategy Manager, at Ames Research Center. Ms. Dorish retired after 24 years of distinguished Federal service.

Ms. Dorish began her contracting career at the NAVPRO (Naval Plant Representative Office) in Sunnyvale, CA, working as a contract administrator under the Fleet Ballistic Missile program at the Lockheed Missiles and Space Company. Ms. Dorish found the program extremely interesting and stimulating, but decided to pursue a career in the broader acquisition field. She came to ARC in October 1989. During this period, Ms. Dorish attended Golden Gate University where she earned a Master of Science Degree in Procurement and Contract Management. Ms. Dorish was co-located with her customers in Space Projects shortly after arriving at ARC – just days after the Loma Prieta earthquake. (That was the 1989 Bay Area earthquake that caused considerable damage. It was one of those occasions where, if you experienced it, you never forget where you were.)

Ms. Dorish began administering the contract for the Pioneer Venus project. It was a very successful space project for ARC that continued far longer than ever expected. She supported, for a time, the Aeroassist Flight Experiment (AFE) managed out of MSFC. She re-competed and administered the Scientific, Engineering, and Technical Services requirement and the SimLab contracts. She did all of that while being responsible for administering other mission support contracts. During that time,

Ms. Dorish was also involved in Agency-wide initiatives, such as the MidRange Working Group that streamlined procurements under the NASA MidRange policies and procedures.

### LEADERSHIP

Ms. Dorish was selected to a group lead position in the branch that supported Aeronautics in 1998. She managed the contracts for the System Level Integrated Concept Development team that supported the National Airspace System. Ms. Dorish also worked the ARC-led NRA for the Virtual Airspace Modeling and Simulating (VAMS) procurement. She awarded numerous R&D contracts to support VAMS. One of the most interesting projects Ms. Dorish recalled working on was the Integrated Vehicle Health Management (IVHM) in support of the Second Generation Reusable Launch Vehicle. Like the AFE, the IVHM was managed out of MSFC. This opportunity enabled Ms. Dorish to travel to MSFC and meet other contracting personnel not only from MSFC but from LaRC, KSC, and GRC.

The last key Agency-wide program that Ms. Dorish supported prior to her becoming a branch chief was the Integrated Financial Management Program (IFMP). From 1998 through 2002, Ms. Dorish traveled many times to Huntsville to support ARC's implementation and to train people on the new IFMP. Her last position there as the IFMP purchasing lead was indeed a valuable experience. It gave her the kind of leadership experience that made her feel she should take on more responsi-

bilities. So she applied for and was selected as the branch chief for the Acquisition Branch for Mission Support – another challenging and rewarding experience.

From 2003 to 2008, Ms. Dorish managed this 20-person branch made up of contract specialists, purchasing assistants, administrative personnel, and co-op students. The branch supported numerous ARC institutional contracts, R&D projects, and construction contracts. In 2008, Ms. Dorish became the ARC Acquisition Strategy Manager. In this job, Ms. Dorish conducted outreach meetings with the requirements organizations to understand their acquisition needs and provide them with guidance and training on the acquisition process. In this role, Ms. Dorish enjoyed meeting with the various customers across the Center.

### OUTSIDE ADVENTURES

Having been a member of the National Contract Management Association for many years, Ms. Dorish attended a noon luncheon and was captivated by the speaker who talked about improving people's quality of life. Inspired by the talk, she immediately enrolled in a series of classes for self growth and improvement. Over the past 11 years, Ms. Dorish has taken a number of "learning adventure vacations" and year-long courses with a company that provides exciting venues combined with a number of interesting topics. These include "Path of Dialog," "Winning Choices," "Vitality," and "Producing Position Change."

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## Solving an Age-Old Problem

Have you ever experienced that dreaded sinking feeling when someone, perhaps your boss; a program manager; or, heaven forbid, an auditor requests a contract file and you go to the file cabinet or Lektriever and it is not there? Not only is it not there, whoever “borrowed it” forgot to sign it out? I’m sure many of us have had that happen at one time or another. Then there’s a wild goose chase trying to track it down.

To remedy this, our support staff met with the CSC IT team to discuss the most cost effective solution to track the files and to decide what information we required to identify a file (contract number, name, specific information contained in that file, etc.). We also stressed that this new system should be “user friendly”



and not be intimidating to learn.

The SSC IT support contractor, Computer Sciences Corp (CSC), tackled the problem and came up with a solution, PReLL – no, not the shampoo. PReLL stands for the Procurement Records Lending Library.

PReLL was developed as a much more efficient way to keep track of files that have been checked in and out of the Lektriever. Previously, a card was inserted to replace any file that had been checked out. People check-

ing out the files were supposed to sign their names and the date. That didn’t always happen.

The CSC IT team figured out a way to meet all of our needs. They determined that the most cost effective action would be to use a barcode system. We were given the software to print our own barcodes on labels we already had in house. Each barcode was given a number – starting with 0001. Any information specific to that file was recorded on the barcode. “Once the labels



were printed, each file was labeled, the label was scanned into the Lektriever using a barcode scanner. This was the most time consuming part of the whole process,” stated Joy Dedeaux, (pictured) the CSC employee who was a member of the development team.

The software application is “housed” under the Access Request System (ARS). Every SSC Office of Procurement employee now has access to the system. Because of the limited space in the Lektriever rooms, small laptops were installed in the rooms. After a record is initially scanned in, any employee is able to use PReLL by inserting his or her smart card and searching for the needed file. Then, PReLL identifies where the file is located in the Lektriever. Once the file is pulled, the person uses PReLL

to scan it and check the file out. When the file is returned, it is scanned back in.

The file administrators have several options to look up files, i.e., contract number, folder contents, and date ranges. They can also use this for files that need to be transferred to the warehouse after the close out process has been completed.

The CSC IT team has long range plans to use this application for record keeping for the Records Management Office (RDMO). Since the files are scanned in with all of the information, once the file is ready to go to the warehouse for housing, we will simply scan in the file and have our option to “Transfer to RDMO.”

### Marie Dorish

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“Time for Intentions” took Ms. Dorish to Glacier Bay in Alaska in June 2002, “Building Better Relationships” found her on a cruise to the Tahitian Islands in 2004, and “Dare to Manifest your Dreams” culminated in an African Safari in Tanzania in 2007. These classes have increased Ms. Dorish’s quality of life. She plans to reap the benefits from these classes for many years to come. Being active has always been important to Ms. Dorish and she enjoys walking, aerobics, and golf. (She recorded her first hole in one in 2007.) All of these activities reinforce her mission to “support self-improvement and continued growth in myself and others.”

While we are happy that Marie is enjoying her life of exploration and activities, she is deeply missed at ARC.

## Rebecca Wilkinson: NMO's Procurement Officer

By Tom Servilla, NASA Management Office

WOW! The dust has finally settled around the Procurement Officer's desk at the NASA Management Office-JPL. After three Procurement Officers in as many years, NASA has found stability by promoting former NMO team leader, Rebecca Wilkinson to the position of Procurement Officer.

Ms. Wilkinson, who came to the NMO from Goddard in 2004, has proven to be an excellent choice for Procurement Officer. She hit the ground running in redefining the operational structure of NMO's Contract Management Section (CMS). From the start, she made her mark. She gave the operation a thorough top-to-bottom look over and refined, at every chance, the processes and procedures used to conduct business. For example, Ms. Wilkinson directed the team to review the task order issuance procedure with the idea of making it a more streamlined operation. The objective was met by reassigning a

significant amount of the related administrative work to the support group and revising the task order template to exclude extraneous information.



Ms. Wilkinson believes in challenging Contracting Officers with stimulating projects designed not only to hone individual contracting skills but improve the overall effectiveness of the CMS as well. Ms. Wilkinson is enlisting the Contracting Officers to take on challenging research assignments, such as defining unfunded termination liabilities, in preparation for the up-coming Acquisition Strategy Planning exercise for the follow-on contract. Ms. Wilkinson engages Contracting Officers, challenging them to excel

and grasp at every career enhancing opportunity along the way. The pay-off, of course, is a group of polished Contracting Officers shining on behalf of the Agency.

A supervisor's job can be a balancing act between the management of work and employees. Getting it just right can be very difficult. In Ms. Wilkinson's case, it appears she has hit the bull's eye.

As an added bonus, the NMO selected Angel Castillo to replace Ms. Wilkinson as team leader. Mr. Castillo, who started his NASA career at the NMO, complements Ms. Wilkinson's business philosophy quite nicely and is eager to orchestrate the many improvements CMS sees coming down the road.

Congratulations to Ms. Wilkinson, Mr. Castillo, and the staff at the NMO! Ms. Wilkinson broke the one-year spell. She has been the Procurement Officer for over 18 months now. We think she's a keeper.

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## Bill Roets

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Directorate. He ended his tour at the NRO serving as Director for the Acquisition Center of Excellence. While in that job, Mr. Roets was able to do what he enjoys most - help contracting personnel to get their jobs done. "It was so satisfying to assist Contracting Officers and contract specialists through the source selection process providing them with templates, training, and advice," he said. "I, too, was learning, while supporting over 100 source selections. It gave me a chance to get back to my first love - cost/price analysis - by teaching multiple pricing courses."

On a personal note, Mr. Roets grew up in Milwaukee, WI. After his senior year in high school, he went to Georgia when his father was transferred. Mr. Roets and his wife, Diana, have seven children ranging in age from twenty-four to three. When you meet Mr. Roets, ask him what his children's ages are and what grades they are in school. It is a lot of fun watching him try to answer that one!

Mr. Roets is happy to answer any questions that you have about his plan for cost/price analysis, the Price Fighters, or anything else in this area. His phone number is (202) 358-4483. His email is [william.roets-1@nasa.gov](mailto:william.roets-1@nasa.gov).

# People on the Move

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Gunter, Exceptional Achievement Medal; and Carlos McKenzie, Outstanding Leadership Medal. The following people received promotions: Teresa Anthony, Sislyn (Pauline) Barrett, Caesar Gooden, Eric Newman, Nysle Ortiz, Antwan Reid, Geoff Sage, Theresa Stevens, and Vic Yocco. Karen Smith was acting procurement manager and is now permanent!

**Farewells:** Darlene Coen, Code 210.M to Code 700 (SEWP); Erika Eam to USDA; Carlene Jackson returned to DOT; Adrian Jefferson to Security; Jared Johnson to NSA; Jennifer LaMonte, Code 210.M to Code 700; Malores Hall to the Customer Service Office; and Joenay Smaw to NSA (Contractor).

**New Faces:** Daniel Adams, Code 210, COOP Student; Jackie Arrington-Goins, Code 210 Division Secretary from Census Bureau; Stephanie Bailey, Code 210.I (WFF); Mark Buddoo, Code 210.M from DOE; Laura Freeman, Code 210.H (IV&V); Darlene Harkins, Code 210.M; Phillip Harkins, Code 210.I, COOP Student; Alexis Harris, Code 210.M from British Embassy; Majesta Hartley, Code 210.H from DOD; Denise Hurey, Code 210.M from Code 500; Jenna Kunz, Code 210.I from Shore Health System at UM Medical System; Nettie Lindon from DCMA; Keith Long, Code 210.Y, COOP Student; Eboni Luck, Code 210.M from USDA; Laura Marrero, Code 210.H, COOP Student; Cedric Mitchener, Code 210.Y from LaRC; Tiffany Neal, Code 210.H from DOT; Michael Nguyen, Code 210.H; De'Andre Rawlings, Code 210; Julie Rivera, Code 210, COOP Student; Teresita Smith, 210.H, converted COOP; Marcus Straughter, Jr., Code 210.S, recent graduate of University of

Maryland; Didetsa Vazquez, Code 210.H, COOP Student; and Eboni Washington, 210.H, converted COOP.

**More Information:** Andrea Davis returned from her detail at APL to Code 210.I. Welcome back! **HQ**

**Congratulations:** The following people were selected for the Space Flight Awareness Honoree event: Dan Eldridge, Veronica Lansey, Sandie Morris, and Bill Rots. The following people received the Agency Honor Award Medal for Exceptional Service: Sheryl Goddard and Harold Jefferson. Diane Frazier received the Headquarters Honor Award for Exceptional Performance.

**Farewells:** Diane Thompson, who went to the Office of Small Business Programs.

**New Faces:** Karen Andres, Andy O'Rourke, and Todd Lacks.

## JSC

**Congratulations:** The following people were selected as contracting officers: Jenny Arkinson, Stacy Houston, Adrian Clayton, and Wendy Crisman. Robert Kolb and Karen Kelldorf were selected procurement team leads. Michelle Isermann was selected as the Deputy Procurement Manager.

**Farewells:** Judy Stovall, Bennie Williams, Susan Stephanovic, Francis Mahan, Lilia Carr, Michelle Ladrach, Robin Chapman, and Jack Colopy.

**New Faces:** Tucker Reed and Christina Hibbs, Institutional Procurement Office; Cornell King, Procurement Policy and Systems Office.

## KSC

**New Faces:** Zijian Xu, policy office; and Jennifer Dorsey, supporting the Expendable Launch

Vehicles office, were hired through the Early Career Hiring Federal Career Internship Program. Chris Zuber, supporting the Engineering Office; and Chelsea Poling, supporting the Expendable Vehicle, are part of the KSC Co-op Program. New members from the Federal Career Internship Program are Suzanne Blubaugh and Chele Taylor, supporting the Engineering Office; Nicole Rivera and Tyrnza Borden supporting the Human Space Flight Office; Donald Wood supporting the Institutional Office, and Bradley Smith supporting the Expendable Launch Vehicles Office.

**More Information:** Larry Third is now the KSC Small Business Specialist. Larry is a great spokesperson for our Socioeconomic Programs and a great representative of KSC. Richard Quinn is now the KSC Industrial Relations Officer. He performs these duties along with providing policy and CO expertise to our Policy Office.

## LARC

**Congratulations:** Tom Weih received an Agency Exceptional Achievement Medal for his work related to the achievement of AS 9100 certification for the Center.

**New Faces:** Alene Arnott, Tessada and Associates, NASA Langley; Bobbi Forbes, from U.S. Special Operations Command, Technology Applications Contracting Office, Fort Eustis, VA; Lisa Malott, from DCAA, Hampton, VA; and Autumn Picotte, from Raytheon, NASA Langley.

## MSFC

**Congratulations:** Amy Campbell, Steven Morris, Lizette Kummer, Kimberly Carson, Jeannette Swearingen, Jeffrey Jackson, Sherry

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# Federal Times

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inherently high risk. This is the case with the NASA Launch Services contract. Launching a satellite into space is complicated and technical. It is also something we've done many times before, so the requirement is well-defined. Because of this, our Launch Services contract is firm fixed-price.

For continuing services, program and procurement offices need to develop workload projections so current service contracts can move to fixed-price ones.

NASA's strategic acquisition process is a fundamental shift in

the way we think about and create acquisitions. This process uses three levels of review to manage high-risk missions. Requirements and contract types are discussed with program managers considerably earlier in the concept stage than in the past.

While we are moving forward, NASA has challenges to overcome including improving funding stability and cost estimating and overcoming cultural resistance.

Despite these challenges, I feel confident about NASA's change in focus from cost-type to fixed-price

contracts. Using the tenets as a framework to implement the President's memo and OMB guidance, we will have better-refined requirements and a clearer, earlier picture of which contract type is the best in each situation. This will provide NASA with a better return on its procurement dollars. It will make NASA more effective while we continue doing great things in our science, aeronautics, exploration, and space operations missions and in our acquisitions.

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## People on the Move

Fenn, Erica Carter, Anita Ayers, Sarah Annerton, Jennifer McCaghren, Kellie Craig, Daniel Roets, Belinda Triplett, Janice Stewart, and Barry Kaigler, who all received promotions and Pamela White and Wayne Harmon, who were chosen for Space Flight Awareness Launch Honoree Awards.

**Farewells:** Elaine Hamner, Isaac Jones, Bessie Smith, Jim Young, Eunice Adams, and Stephen Stewart retired; William Holtzclaw and Kevin Blankenship resigned. The following people transferred to other agencies: Monica Heidelberg, MDA; Edgar Sanchez, AMCOM; and Eunice Rose, Homeland Security.

**New Faces:** From the NASA Contracting Internship Program: Jason Lou (LaRC) is working in the Institutional Support Office and Ra-Deon Kirkland (GRC) is working in the Science & Space Systems Support Office.

### NSSC

**Congratulations:** Nathan Carver, Ben Benvenuti, Latessa Poole, Chris Bridges, Michelle Berdux, Kim Johnson, and Brad

Binder received promotions; Joseph Ladner was recognized as the NSSC Employee of the Quarter.

**Farewells:** Sandy Presnell and LouAnn Beu retired; Cheryl Lee went to the Corps of Engineers, Huntsville, AL.

**New Faces:** Kim Johnson, from the Air Force Command in Hawaii; Michelle Dalmado, from the Corps of Engineers, New Orleans, LA

### SSC

**Congratulations:** Rebecca McKenzie Hopper and Jennifer Rolison, CSC employee received promotions. Gregory Fletcher and Gerald Norris were selected for the Space Flight Awareness Honoree event. Rob Harris, Deputy Procurement Officer, received an Exceptional Service Medal; Jim Huk, Carol Burnside, and Greg Fletcher received the NASA Acquisition Improvement Award for their work related to the urgent refurbishment of a liquid propellant barge project. Jason Edge was selected as the Procurement Person of the Year at the 2009 Small Business Symposium and Award Ceremony.

The following people were SSC Star Performers of the Month: Chuck Heim, Jake Jacobs, and Adrienne Peyton.

**Farewells:** Jenn Parker, CSC subcontractor, left to attend nursing school; Emily Polk, CSC employee, now works for Legacy at NSSC.

**New Faces:** Leanne Olson, from Hurlburt Field, FL; Patricia White, CSC subcontractor. New to the division: Carol Burnside transferred from the Project Management Division to the Procurement Management Support Division.

**More Information:** Tony Goretski returned to us from active duty U.S. Air Force, Maxwell AFB, Montgomery, AL. George Piccolo returned in September after an extended leave because of health issues. Lakeisha Wills became Lakeisha White on November 21, when she became Terrence's wife. Jason Edge became the proud grandfather of his first granddaughter in November. Sonia Rushing represented SSC and appeared on NASA Headquarters TV during the Hispanic Heritage Month Festivities in October.

# Lessons in Contract Management Teaming Effectively with our Technical Counterparts

By Bradley Niese and Lara Procknow, Johnson Space Center

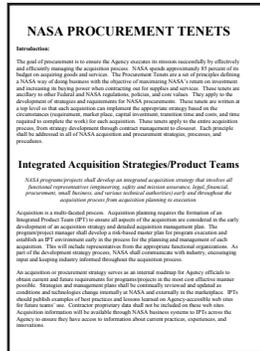
Anyone that has worked in procurement can understand the tremendous value associated with having a technical program or project office that actively involves procurement early on in the decision making process on actions that affect contracts and acquisition strategies. Being able to effectively team with our technical counterparts is an essential and vital aspect of successful program and project management. Moreover, it is absolutely necessary to ensure the success of NASA's mission.

As NASA transitions from the Space Shuttle era to the next era of Constellation, a tightly integrated and effective acquisition team will be required to efficiently and effectively accomplish the ambitious mission goals at hand in spite of an ever-shrinking procurement workforce and tightening budgets.

This relationship is so critical that it gained a spot within one of the Agency's official Procurement Tenets: "Integrated Acquisition Strategies." This tenet states "*NASA projects and programs shall develop an integrated acquisition strategy that involves all functional representatives (Legal, Resource, Contracts, Small business, Systems engineering, Safety and Mission Assurance) early and throughout the planning process. In doing this the Project and Program Manager must establish an Integrated Product Team environment... These strategies should be continuously reviewed and updated as conditions change internally at NASA and externally in the marketplace and with technology.*"

Johnson Space Center's Exploration Systems Procurement Office (ESPO) has embraced this integrated teaming philosophy in the day-to-day management of its portfolio of Constellation program contracts.

ESPO's contracts range from complex development contracts such as the Orion Crew Exploration Vehicle (CEV) and Commercial Crew and Cargo Development Space Act Agreements to critical program and project support services contracts



for program integration, assessments, and technical support.

The Orion CEV contract with Lockheed Martin serves as an example of the benefits achieved by effectively integrating procurement within the technical project office. As with any complex development contract, change is an inevitable aspect of the development project lifecycle. The ability to react and implement change effectively is vital to the programmatic success of the project. Procurement strategy is an inherent part of the change process.

A notable example of this involved a major redesign activity initiated by NASA on Lockheed Martin's design of the Orion CEV's communications and tracking subsystem. With more than two years of development already underway, requirement changes to this subsystem were contemplated by NASA in an effort to increase performance, robustness, and overall operability with other assets within the Constellation program. Leveraging upon our relationships with the technical organization, we were successful in quickly implementing

a trade study with Lockheed Martin to assess design options and feasibility, while in parallel developing a contract change strategy, which was ultimately utilized to implement our resultant requirement changes.

Another example involved adding a NASA-led Space Shuttle Relative Navigation Development Test Objective task aimed to demonstrate key attributes of the Orion CEV Guidance Navigation and Control (GN&C) subsystem being developed by Lockheed Martin. Essentially, the Orion project desired to fly CEV GN&C hardware on an available Shuttle flight to test its capabilities with the International Space Station in a live environment in lieu of a simulated environment. This proposed risk reduction activity presented many challenges including procuring a copy of select GN&C components with long-lead times. In the end, we were successful in quickly negotiating a task order with Lockheed Martin to procure this long-lead hardware in a timely fashion to accommodate the upcoming STS-134 flight; none of which would have been possible if the project did not include procurement in its early decision making and planning of this activity.

Day-in and day-out, we often find ourselves spending more time with the project engineers than with our fellow procurement colleagues. However, it is through this close and continual coordination and support that the Orion project members have grown to truly recognize and appreciate the vital role that we play in effective project management and development and implementation of solutions to keep the project progressing forward.

# Ground Control Recovery Act Continues its Mission

By Steve Elsner, Johnson Space Center

Johnson Space Center has a huge role to play in the success of NASA's implementation of the American Recovery and Reinvestment Act of 2009 (ARRA or Recovery Act). The ARRA, known originally as the stimulus bill, was signed by President Obama on February 17, 2009. Of the \$1 billion in ARRA NASA funding, over \$440 million will go to programs and projects managed by organizations at JSC.

As the act was being prepared for the President's signature, JSC senior management formed the JSC Recovery Act project. The project has a small, dedicated staff that is advised by a board of directors and that oversees all of the Recovery Act work the Center organizations need to perform.

Since then, the Recovery Act project effort has grown to involve more than a dozen directorate-level organizations. Most personnel supporting this work are doing so in addition to their other duties.

The extensive organizational involvement in the Recovery Act reflects the broad range of activities being undertaken with ARRA

funds. These include repair of facilities, stimulation of commercial crew development, development of commercial human-rating requirements, concepts for a common docking adapter for the International Space Station and improvements to the WB-57 aircraft.

To succeed in all these areas, it takes teamwork in every aspect of project management. The most crucial phase during the first nine months was the development and execution of the acquisition strategy for each work package.

The procurement nature of the projects runs the gambit and

construction, and research and development.

The unprecedented transparency and accountability required by ARRA and the priority of rapid implementation has tested the already-strained resources in many disciplines. While there are many stakeholders involved in developing excellent acquisition strategy, the JSC and Headquarters procurement organizations have been central to JSC's success. Our procurement colleagues have blazed the trail for NASA's ARRA-funded procurements. Their contributions have enabled JSC to award NASA's first

ARRA-funded contract for Hurricane Ike repairs.

Since then, a total of nine new contracts have been awarded; five new Space Act Agreements have been awarded; and modifications have been issued to more than half a dozen existing contracts including the largest (dollar-wise) single contract action NASA will issue for ARRA work.

The Recovery Act is about helping the country. NASA is contributing to that effort, thanks to our

procurement professionals and JSC Recovery Act project team members.



*Members of the procurement team supporting the JSC Recovery Act project pose on the roof of Building 45. The roof of Building 46 is in the background. Both roofs will receive repairs funded by the ARRA. Procurement team members, from left to right, are: Tasba Beasley, Mary Kincaid, Tumarrow Iglehart, Cornell King, Karen Kelldorf, Cecelia Williams, Lisa Phillips, Roger Roberts, Anna Carter, Maureen O'Connell, Brad Niese, Chuck Williams, Tim Marion, Raymond Espinosa, Mary Proudly and Rosalie Carpentier.*

Follow the Recovery Act as it works to improve our Center and space program. Read more articles at JSC Features on the Web: <http://www.jsc.nasa.gov/jsfea-tures/>.

# The International Space

## ISS Contract Strategy Changes and Challenges

By Katherine Autry, Johnson Space Center

The International Space Station (ISS) program manages some of the most complex and fascinating contracts in the Agency. The Boeing contract for assembly and integration of the International Space Station is essentially an enormous construction project of a complex R&D facility, spanning more than 10 years from initial launch of the first element in 1998. Of course, this laboratory, unlike any other, has been built in space. The Cargo Mission Contract (CMC), Checkout, Assembly, and Payload Processing Services (CAPPS), Program Integration and Control Contract (PIC), and Mission Integration Contract (MIC) stitch together the complex logistics, integration, operations, and program planning and support functions across multiple companies and multiple nations as smoothly as a well-oiled machine.

Recent ISS awards to two entrepreneurial U.S. commercial firms foster the fledgling industry of commercial space transportation services. Finally, our international partnerships and associated contracts have been integral to the program from its inception. International support from our Russian partners was particularly critical in providing transportation of crew and cargo to and from the ISS in the three years after the Columbia accident and in providing ongoing crew rescue capabilities.

The 2004 Vision for Space Exploration pointed the Agency in a new direction. In the process, it created challenges and opportunities in program, project, and acquisition management for the entire Agency, including the ISS program. The year 2010 was established for

retirement of the Shuttle fleet. This in turn potentially impacts NASA's ability to complete assembly of the ISS, maintain a U.S. presence in space once completed, and meet our obligations to our international partners.

### Finishing the ISS

Completing assembly of the ISS prior to Shuttle retirement was essential because of our dependence on the Shuttle payload and large lift capacity, unequaled by any other spacecraft in existence. The upcoming Shuttle retirement also forced a change in our approach to logistics management, since certain equipment could no longer be



returned to earth for maintenance and repairs.

We transitioned to a policy of disposal and replacement rather than repair and return. This necessitates a very precise calculation of failure rates and risks to identify essential quantities of critical spares, which must then be manifested on the limited remaining Shuttle flights in order to be stored on the Space Station and be available when needed. Buying and getting these spares to orbit, many of them involving long-lead items, non-existent production lines, obsolescence, and out-of-business vendors, became another major challenge and a major success story for the program and the contracts team.

### Changing the numbers

The management of our orbiting research facility was further complicated by new requirements

to support a six-person crew versus a three-person crew as the ISS becomes a fully operational R&D facility. This was done to enhance and increase the scientific research activities on board. Doubling the crew increases crew rotation and rescue requirements. It requires delivery and installation of additional on-orbit equipment supporting health and hygiene, including a second treadmill, water treatment equipment procured through GSFC, and a second hygiene compartment (also known as the "orbital outhouse") procured directly from the Russian corporation Energia. The increase in crew also doubles the need for supplies and consumables. Because the crew is there to perform research, the payloads supporting that research also increase. So while transportation capacity is declining, transportation requirements are increasing.

As Shuttle retirement looms ever nearer, the number of replacement "visiting vehicles" to the ISS has multiplied. In the past, the vehicles approaching and docking to the ISS included only the Shuttle and the Russian Soyuz and Progress. These three vehicles have a long history of successfully mating to the ISS. The future presents a picture involving a lot of traffic around the ISS. Visiting vehicles will include commercial vehicles being developed by U.S. entrepreneurs, the European ATV, and the Japanese HTV as well as Soyuz and Progress. New requirements and policies are being developed to govern the increased traffic and the interfaces between the Space Station and the various new vehicles.

*(continued on next page)*

# Station - Indepth

## ISS Commercial Resupply Services

By Sheela Logan, Johnson Space Center

*The story beyond the requirements summary, milestones, and industry perspectives...*

Soliciting the commercial sector for space transportation services has been described as “an unprecedented step to a free and open frontier in space.” With the Shuttle’s scheduled retirement this year, resupplying the International Space Station (ISS) has become a huge challenge.

To meet critical station resupply needs, in April 2008, NASA issued a solicitation for services for 1) pressurized cargo upmass to the ISS (stored under pressurized conditions within the spacecraft); 2) unpressurized cargo upmass (transported under unpressurized conditions); 3) disposal (ISS refuse to be burned up in the atmosphere as the spacecraft returns to earth); and, 4) cargo return (to be brought back to earth and returned to NASA intact).

In December 2008, Orbital Sciences Corporation and Space Exploration Technologies (SpaceX) were awarded commercial, Firm-Fixed Price, Indefinite Delivery/Indefinite Quantity contracts with not-to-exceed limits of \$3.1 billion and period of performances through 2015. Using a FAR Part 12 acquisition approach for these commercial capabilities

was a significant departure from the customary FAR Part 15 and cost-reimbursable contracting model. The approach expanded the Agency’s commercial contracting partners for space transportation services, allowed for the avoidance of cost overruns, and encouraged NASA contracting partners to offer innovative solutions for successful delivery of the services while protecting their profit margins.

An on-ramp clause was included in the contract to hedge the risk of non-performance of the Commercial Resupply Services (CRS) contracts. This clause allows for the reissuance of the CRS solici-



tion to competitively award to a new provider in the event of the loss of a provider. The contracts also include a clause that requires adequate security for finance payments and, if required, gives the Government first lien-holder status against all work in process. In a conventional commercial contract,

the Government would have little insight into the contractor’s efforts leading up to the rendering of services. With CRS, adequate levels of reviews and Data Requirements Documents (DRDs) were incorporated into the contract to allow the Government sufficient insight into and oversight of the contractors’ performance in order to protect the Government’s cargo and the ISS; and yet, the reviews and DRDs have not exceeded the bounds of appropriateness for a commercial instrument.

Identifying potential risks and developing unique clauses and/or DRDs to mitigate these risks was essential in the Procurement Development Team (PDT) contracting strategy. Involving senior Headquarters acquisition personnel in the early planning stage of the CRS acquisition was key to getting buy-in on the strategy, which enabled the PDT to release the final RFP only three months after the Procurement Strategy Meeting and issue awards eight months thereafter. Lessons learned: NASA’s Procurement Tenets work – innovative contracting was vital to the CRS contracting solution.

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## Contract Strategy

Program planning, manifesting, mission integration, and operations just got a lot more interesting.

NASA loves a challenge. Meeting these challenges drove significant changes in acquisition strategy. Transforming these challenges into opportunities achieved commercial and international participation in NASA space programs. With the Shuttle retiring in 2010, the Agency has accelerated its goal of promoting commercial participation in space through commercial contracts for cargo transportation services. (See the Commercial Resupply article above.)

The ISS role in developing a U.S. commercial space transportation industry is a fascinating and exciting story that is just beginning with cargo transportation. The role of our international partners in facilitating the success of our U.S. space program and the unique contracting environment created by these international partnerships is an equally remarkable story. After Shuttle retirement, and until new U.S. capabilities are developed and proven, crew transportation services will be obtained, of necessity, through contracts with our international partners.

# The International Space

## International Contracting in the ISS Program

By Aaron Olmsted and Katherine Autry, Johnson Space Center

The International Space Station (ISS) is truly “international” because there are over sixteen nations involved in the program through our international partnerships and contracts.

The European Space Agency (ESA), the Japanese Aerospace Exploration Agency (JAXA), and the Russian Space Agency (RSA) have been particularly important in meeting the challenges of post-Shuttle space transportation; in fact, for crew transportation and rescue, the Russian Soyuz is the only proven capability for 2011 and beyond. Negotiating and contracting with the Russians for additional Soyuz

**esa**

seats, along with Soyuz training and housing in Russia for the crew, has become critical to ensuring continuous operations and a continuous U.S. presence on board the Space Station from 2011 through 2015. Sitting across the table from our Russian counterparts in Moscow on their turf, provides a whole new perspective on the complexities of international contract negotiations.

The differences between international and domestic contracting can be roughly divided into three categories: political ramifications, legal and accounting complications, and cultural and language complexities. These differences are particularly evident when contracting with foreign governments, as opposed to foreign companies.

### POLITICAL

Many of our domestic contracting activities have political ramifications; Congress is properly interested in how taxpayer dollars are spent by NASA and other

agencies. Political ramifications on international contracting actions can be even farther reaching. For this reason, one of our lessons learned is how important it is to get key players at NASA Headquarters involved early and often. NASA Headquarters Office of Procure-



ment and Office of the General Counsel offer a wealth of actual negotiation experience and knowledge from which to draw when dealing with the myriad complexities of international contracting and international law. Additionally, the Headquarters Office of External Relations and Office of Legislative Affairs serve as the interfaces between international contract actions and a host of external interested parties, including Congress; the media; the Office of Space Transportation Policy; and the State Department, which maintains a special interest in contracts with Russian entities because of the Iran Syria Non Proliferation Act.

Political ramifications might also include volatile economic and political conditions in foreign countries where the U.S. is contracting for goods or services. These can impact contract performance in unforeseen ways. These contingencies are best dealt with early in the process to ensure fair and equitable treatment of both parties and satisfactory performance of contract requirements. Impacts of inflation and other economic conditions on currency exchange rates can also complicate matters. Although most contracts are written in U.S. dollars, this can create problems with contract performance when dramatic

shifts in exchange rates impact the local value of payments received. After all, those are the monies used to pay labor and other expenses associated with contract performance. Conversely, dramatic shifts in the other direction can create contract funding dilemmas. Developing contract language that deals with these realities while protecting both parties is an ongoing creative effort.

### LEGAL

In addition to political ramifications, legal and accounting differences create added challenges in international contracting. With a contract between two sovereign

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nations, or agencies within those nations, what happens when U.S. law and applicable foreign law are in conflict? Unilateral rights of the U.S. Government which we take for granted in domestic contracting – termination for convenience, exercise of options, and so on – may be considered fair game for negotiation, or even unacceptable terms, when the other party to the contract is also a sovereign nation. Many standard FAR clauses are not applicable, and even some that remain applicable become almost nonsensical in an international contracting setting. Yet there is little in the regulations to accommodate this reality. Other clauses have the potential of offending our international counterparts. For example, the need for a clause prohibiting forced or indentured child labor or mandating a drug-free workplace can be difficult to explain to a foreign government with its own laws governing such activities.

# Station - Indepth

Just as legal systems differ from one nation to the next, so do accounting systems and standards. U.S. firms have accounting standards that make evaluating pricing and accounting information plausible, if not always easy. However, in the international arena, not all countries or companies have such exacting standards and the contracting professionals are required to use their best judgment relying upon “other than cost and pricing data,” even for sole source actions well above the TINA threshold. Disclosure statements, cost accounting standards, certificates of current cost and pricing, detailed cost breakdowns – these things do not exist outside of the U.S. or exist in different forms and with different standards and expectations. In practice, in many international contracting situations, we must rely on independent government estimates and price comparisons with recent acquisitions to establish a price as fair and reasonable.

## CULTURAL

Finally, cultural and language complexities are both obvious and subtle. Language barriers are the most obvious. Discussions and negotiations through an interpreter can be long and tedious. The interpreter must communicate to your foreign counterpart on your behalf. You must then wait for the response, then listen as the interpreter makes the reply in English. This exchange goes back and forth repeatedly until all parties are satisfied. Since both parties are speaking through an interpreter, occasionally the meaning or intent gets lost or confused and that causes delay. During these discussions, it is especially important to be patient

and practice good listening skills, as frustrations may be felt on both sides of the table. It is as important to communicate non-verbally very clearly as it is to help your interpreter and your counterpart understand the meaning and intent of your words and not just the words themselves.

In contracting with the Russians, it is necessary to translate all documents, requiring additional time and money. What is perhaps less obvious is that this effort involves every word of the contract, including the full text of every clause incorporated by reference, which must then be discussed and explained. Not all FAR clauses are easy to explain when you get right down to it.

The prescription and any statutory requirements generating the clause must also be fully understood and explained. More often than not, where there is no law mandating the use of a particular clause (and sometimes even where it is a matter of law), inclusion of that clause will be challenged by these international government agencies and corporations, especially where it does not exactly fit the situation. Negotiators and decision-makers in other countries don't always understand the concept of “self-deleting” clauses. They prefer to just strike the offending language from the contract. They don't always care that this is difficult for us because of the structure of the regulations and statutes involved.

Because of all the explanation and discussion, contract specialists working international contracts gain an extraordinarily in-depth understanding of the FAR. They are

also likely to be more experienced at obtaining deviations to the FAR than the average contract specialist. For our contract with Energia, a Russian company, there were over 20 deviations and waivers required.

Another consideration when working with international contracts is the culture of the partner country. For example, in some countries a face-to-face meeting is imperative to successful negotiations; in other countries shaking hands is a social faux pas. Many novices are confused when negotiating with the Japanese by the constant use of the Japanese word that roughly translates to “yes.” U.S. negotiators tend to construe “yes” to mean “Yes, I agree with you.” They may leave the table happy, believing their counterparts have agreed to all of their negotiation objectives. It is not until later that they realize the Japanese word translates more closely to “Yes, I understand you.” It does not represent agreement with your position nor commitment to any proposed action. It is a word of courtesy, not agreement. These types of misunderstandings are common when dealing with an unfamiliar language or culture; it takes extra time to acclimate and to understand your counterparts when these barriers exist.

Whatever the social norms may be, it is up to the contract professional to know and understand these cultural idiosyncrasies and prepare the contract team accordingly. It is up to us as Contracting Officers and contract specialists to build relationships of trust with our international partners in order to overcome these inherent barriers to effective communication.

# Procurement 1995 and 2010

## HOW GOOD IS YOUR KNOWLEDGE OF PROCUREMENT OFFICERS PAST AND PRESENT?

Match the Procurement Officer (or head of the procurement organization) to the location:  
(The answers are below.)

### 1995

Procurement Organization	Leader
1. Ames Research Center	a. William Kivett
2. Dryden Flight Research Center	b. Scott Thompson
3. Goddard Space Flight Center	c. Brad Baker
4. Headquarters Acquisition Division	d. Charles Henkle
5. Johnson Space Center	e. Mike Ladomirak
6. Kennedy Space Center	f. Russ Davis
7. Langley Research Center	g. John Williams
8. Lewis Research Center	h. Tom Sauret
9. Marshall Space Flight Center	i. Linda Rogers
10. NASA Management Office	j. Kim Stone
11. Stennis Space Center	k. Dennis Brown

### 2010

Procurement Organization	Leader
1. Ames Research Center	a. Rebecca Wilkinson
2. Dryden Flight Research Center	b. Susan Dupuis
3. Goddard Space Flight Center	c. Ginny Wycoff
4. Glenn Research Center	d. Jeff Lupis
5. Johnson Space Center	e. Penny J. Barnhill
6. Kennedy Space Center	f. Mike Sweigart
7. Langley Research Center	g. Brad Baker
8. Marshall Space Flight Center	h. Debra Johnson
9. NASA Management Office	i. Val Burr
10. NASA Shared Services Center	j. Dudley Cannon
11. Stennis Space Center	k. Byron Butler

2010 Answers: 1-d, 2-e, 3-i, 4-g, 5-b, 6-f, 7-c, 8-k, 9-a, 10-f, 11-b

1995 Answers: 1-k, 2-f, 3-e, 4-f (who retired as the PO of Langley in 2008), 5-b, 6-i, 7-a, 8-c (now Glenn Research Center), 9-d, 10-b, 11-g

## Procurement Countdown

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