

Activity 7.2: Senior Leader Role-Plays— Role A

Scenario 1 - Source Selection Advisory Council (SSAC)

Role: Small Business Senior Leader

You have been with this organization for several years. You have worked hard to maintain collaborative working relationships that demonstrate your support for the mission so that you can be a strong advocate for small business. You have, on occasion, met a bump in the road working with other senior leaders on other acquisitions, but so far not with the individuals on this SSAC. Based on the information provided by the Source Selection Evaluation Board (SSEB), the Defense Contract Management Agency (DCMA) survey results, and the Contracting Officer's recommendation, you believe that Dell Helicopter—being a small business—should be referred to the Small Business Administration (SBA) for a determination of responsibility; however, counsel's suggestion that a non-responsibility determination is inappropriate surprises you. You are not entirely convinced that this is the correct interpretation. You are aware that pressure is being exerted to get this contract awarded as soon as possible and you recognize that delaying award might set back your relationships with other senior leaders. You want to continue to be perceived as supporting the organization's mission, but you have a responsibility to follow the requirements of the law as well.

Scenario 2 - Emerging Legislative Changes

Role: Director

This is your first assignment as director of an organization, and you are still in information-gathering mode. You've been in this position for less than three months. You are familiar with the Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) programs, but not intimately so. You are aware that there is legislation that may increase the percentage of research funding for these programs, but you are not familiar with the specifics. You are also aware that the small business programs may be included in your evaluation. You are a supporter of the SBIR/STTR program in general, but not quite sure of the best steps to take to advocate for it in this organization. You have detected some resistance among some staff members, but you have yet to identify the reasons for the resistance or how widespread it is.

Scenario 3 - Increasing Awards to HUBZones

Role: Civil Engineer Program Manager

You have had several bad experiences with HUBZone contractors in the past two years. In one case, the HUBZone contract to build an elementary school resulted in cost overruns of more than \$5M and a delay in completion of the project by eight months. This seriously impacted your construction budget

for the post. A second HUBZone contract for janitorial services at the hospital had to be terminated because the contractor did not fulfill the requirements. The result was unsanitary conditions at the hospital and an emergency contract that had to be issued to bring the hospital up to acceptable Office of Safety and Health Administration (OSHA) standards. A third HUBZone contract for grounds maintenance services has been plagued by marginal performance at best. The post grounds have been in unsightly condition continuously over the past year. This is especially problematic because the post is due for its annual inspection next month. You have not been an advocate for the HUBZone program as a result and are not disposed to award any more HUBZone small business contracts at this time. However, you recognize that the commander is expecting your support for this effort and you begrudgingly participate.