

## Activity 7.2: Senior Leader Role-Plays—Role B

### Scenario 1 - Source Selection Advisory Council (SSAC)

#### Role: Contracting Officer

You are an experienced Contracting Officer. You have been with this organization for seven years and have worked closely with most of the members of this acquisition team on other acquisitions. Your relationships with the SSAC members are generally positive. When you were alerted to the issues concerning Dell Helicopters, you did some additional research and decided that a pre-award survey by the Defense Contract Management Agency (DCMA) was in order. You are satisfied that the survey results support a recommendation not to award to Dell due to non-responsibility. You also note that in their Final Proposal Revisions (FPR) Dell offered a fixed price to fly 19,000 hours as specified in the solicitation, but that it based cost and pricing on 15,000 flight hours annually, which they assert would be funded out of the profit realized when the helicopters were eventually sold at the conclusion of the contract. You realize that this information has the potential to increase concern about the company's finances, but you believe that supports your recommendation. You learn that counsel for the SSAC has advised that a non-responsibility determination is inappropriate, because the evaluation should be based on the management evaluation factor that shows that Dell Helicopter would be high risk. However, your position is that based on the evidence, Dell Helicopter should not be awarded the contract due to DCMA's non-responsibility determination. You expect the Small Business Senior Leader may push for referral to the Small Business Administration (SBA).

### Scenario 2 - Emerging Legislative Changes

#### Role: Chief of Staff

You are the Chief of Staff reporting to the director. You have been a program manager, have been in this position with the organization for the past two years, and are very supportive of the new director. You feel that during the director's first few months in his new role you must educate him about programs and staff as he gets his feet wet. As a program manager you understand the importance of basic research on some of the weapons you have managed. You are familiar with the proposed rule and feel strongly that increasing the percentages to Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) would be detrimental to the basic research needed for the Research and Development portions of the weapon systems acquisitions, and would result in further delaying the development of the programs. You don't see yourself as opposed to the SBIR/STTR programs; however, you are skeptical and have expressed your views that arbitrarily increasing the percentage of research funds to these programs would present more obstacles to the acquisition process than benefits.

**Scenario 3 - Increasing Awards to HUBZones****Role: Small Business Senior Leader**

You have been working at this post for several years; have been concerned about the decreasing number of awards to HUBZone small businesses; and are relieved that due to recent events, including the Congressman's visit and the pressure from OSD, the issue is finally being addressed. However, you are concerned that it is nearing the end of the fiscal year and it might be too late to realize a significant turnaround in that time. You are aware that the program manager you will be working with has not been pleased with recent HUBZone contractors, which is likely to effect her willingness to positively advocate for ways to increase awards. Nevertheless, you want to work with your counterparts to develop a plan that will demonstrate your commitment to turning things around. Knowing that this has escalated to the Headquarters Office of Small Business Programs (OSBP) only puts increased pressure on you to perform.