

Government Contracting

Karr J.B., “Technology, Terrorism Drive R&D Spending” *Federal Times* (September 20, 2004), pp. 12-14.

Engardio, P., Ardnt, M., & Foust, D., “The Future of Outsourcing” *Business Week Online* (January 30, 2006), pp. 1-5.

This article discusses ways US businesses are using outsourcing to increase efficiency and innovation.

Fischer, K. & Hobbs, T., “Kinko’s Deal is Costly to DISD” *DallasNews.com*, (January 28, 2006), pp. 1-5.

In 2003 the Dallas Independent School District signed a 3 year contract with FedEx/Kinko’s for their copying and printing needs, after being told that they would save millions of dollars. Two years later the cost estimates that FedEx/Kinko’s were using were proven misguided and oftentimes based on ludicrous assumptions. In 2005, the school district had already spent millions of dollars more under the new contract. What seems interesting is that no one from purchasing seems to have looked at the assumptions of the cost benefit analysis until 2005.

Government Accountability Office, “Long-Standing Problems Impair Airport Screeners’ Performance” (June, 2000), pp. 1-13.

McGraw, M., Tulsy, F., and Nalder, E., “A Legislative Logjam on Airport Security”, *Philadelphia Inquirer* (November 11, 2001), p. A26.

Martin, L., “How To Compare Costs Between In-House and Contracted Services” (Reason Foundation: March 1993), pp. 1-22.

Public officials need accurate cost comparisons of in-house vs. outsourcing to make informed decisions. This guide presents a step-by-step approach for assessing the true cost of providing services.

W. Eggers, “Competitive Neutrality: Ensuring a Level Playing Field in Managed Competitions” (Reason Public Policy Institute: March 1998).

This report examines how managed competitions are being implemented and makes recommendations to make them more successful and fair.

Kotter, J. P., “Leading Change: Why Transformation Efforts Fail” *Harvard Business Review* (March-April 1995), pp. 59-67.

Businesses hoping to survive over the long term will have to remake themselves into better competitors at least once along the way. These efforts have gone under many banners: total quality management, reengineering, rightsizing, restructuring, cultural change, and turnarounds, to name a few. In almost every case, the goal has been to cope with a new, more challenging market by changing the way business is conducted. A few of these endeavors have been very successful. A few have been utter failures. Most fall somewhere in between, with a distinct tilt toward the lower end of the scale. John P. Kotter is renowned for his work on leading organizational change. In 1995, when this article was first published, he had just

completed a 10-year study of more than 100 companies that attempted such a transformation. Here he shares the results of his observations, outlining the eight largest errors that can doom these efforts and explaining the general lessons that encourage success. Unsuccessful transitions almost always founder during at least one of the following phases: generating a sense of urgency, establishing a powerful guiding coalition, developing a vision, communicating the vision clearly and often, removing obstacles, planning for and creating short-term wins, avoiding premature declarations of victory, and embedding changes in the corporate culture. Realizing that change usually takes a long time, says Kotter, can improve the chances of success.

Gessing, P., “Time to Re-Deregulate the Airline Industry,” National Taxpayers Union Policy Paper #117, (July, 2005), pp. 1-7.

Sandy Keeney, “The Foundations of Government Contracting,” (a brief history), *J of Contract Management*, Summer 2007

Kenneth Barden, “Strategies Support Procurement Reform” (elements of good procurement systems), *Government Procurement*, October 2006

Vicky W. Knerly, “Contracting with the US Government: A Small Business Perspective” *Journal of Contract Management*, Summer 2007

Thomas Sinclair, “Governmental purchasing in the public policy process: Orienting theory and practice,” *Journal of Public Budgeting & Financial Management*, Summer 2000

Keith F Snider, “Procurement Leadership: From Means to Ends,” *Journal of Public Procurement*;6:3, 2006

Suzanne M. Dallimore, “The Ten Commandments of Ethical Government Purchasing,” *Government Procurement*; April 2006

Ruben Berrios, “Government Contracts and Contractor Behavior,” *Journal of Business Ethics*, January 2006

The U.S. government embraces the concepts of privatization and market competition, but the realm of contracting shows that it has not always been able to put its principles into practice. Although the contracting system is supposed to be open and competitive, in recent years the government has often awarded contracts with little or no competitive bidding, has chosen to award mostly cost-plus type contracts that force the government to assume more of the risk, and lacked efficiency in monitoring and overseeing private contractors. While the number and value of contracts have increased, the workforce to oversee these contracts has been reduced, preventing the government from adequately enforcing compliance with the contractors, and the government has not made use of past performance evaluations in its contracting system. Private contractors that do business with the U.S. government are for the most part well-established firms with ample resources and inside contacts; many contracts are still being awarded on preferential treatment and to the larger and well-established contractors.

Ginger Thompson & Eric Schmitt, "Graft in Military Contracts Spreads from Base," *NY Times*, Sept. 24, 2007

Eric Schmitt & James Glanz, "US Says Company Bribed Officers in Iraq," *NY Times*, Aug. 31, 2007

Joanie F. Newhart, "Strategic Sourcing: What's All the Buzz About?" *Contract Management*; Jan 2006

Whether you are a senior procurement executive, a contract specialist, or a purchasing agent, you can use strategic sourcing to make a difference in your organization. How do you begin? Just start!

Wendell C. Lawther, "Flexible Procurement Approaches that Facilitate Relationship Change and Negotiation: The Use of the Invitation to Negotiate (ITN)," *Journal of Public Procurement*; 7:2, 2007

Richard D. Lieberman, "10 Big Mistakes in Government Contract Bidding," *Contract Management*; Jan 2007

Vincent Gooden, Contracting and Negotiation: Effective Practices of Successful Human Service Contract Managers, *Public Administration Review*, Nov/Dec, 1998

John Dobriansky, "Contract Management: What Happens After the Contract Award?" *Contract Management*; Apr 2006

Robin Pogrebin and Katie Zezima, MIT Sues Contractor, *NY Times*, Nov 7, 2007

Philip J Tarnoff, "Principles of Procurement for High-Technology Systems," *Institute of Transportation Engineers. ITE Journal*; Jan 2007

THE CHANCES OF SUCCESS FOR THE ACQUISITION OF A HIGH-TECHNOLOGY PROJECT, WHETHER AN ELABORATE TRAFFIC MANAGEMENT SYSTEM, A SIGNAL SYSTEM, OR THE PURCHASE OF NEW SOFTWARE, ARE SIGNIFICANTLY INFLUENCED BY THE PROCUREMENT PROCESS USED. THIS FEATURE DISCUSSES THE PROCUREMENT PROCESS AND PRESENTS A MODEL APPLICABLE TO THE ACQUISITION OF NEW SYSTEMS, ITS CONSULTING, OUTSOURCING AND OTHER TYPES OF ACQUISITIONS.

W. Earle Klay and Margaret Bowden, "Contracting for 21st Century Infrastructure," *Public Budgeting & Finance*, Fall 1996

Carole Pettijohn & Yuhua Qiao, "Procuring technology: Issues faced by public organizations," *J of Public Budgeting, Accounting, and Financial Management*, Fall 2000

Mahendra Gupta & Richard Palmer, "Purchase Card Use by the U.S. Government," *J of Government Financial Management*, Summer 2007