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## Designing a Standardized Workflow for Improved Contract Administration in Non-Profit Organizations

Shaneva D. McReynolds  
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# Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral study by

Shaneva D. McReynolds

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

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Walden University  
2022

Abstract

Designing a Standardized Workflow for Improved Contract Administration in Non-Profit  
Organizations

by

Shaneva D. McReynolds

M.B.A., University of Phoenix, 2007

B.S.B.A., University of Alabama Huntsville 2003

Professional Administrative Study Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Doctor of Public Administration

Walden University

May 2022

## Abstract

This study explored a process that can help nonprofit organizations design and implement a new contract management system with a standardized workflow associated with administering their government contracts. The problem directly resulted in a decrease in efficiency and profitability for the organization. A mixed method study was conducted based on the business process reengineering (BPR) model. Previous studies have indicated that additional knowledge and development is required in the area of BPR implementation. Critical sources of evidence in the study included the partner organization's stakeholders, its staff, including those of its subsidiaries, and peer-reviewed literature. Qualitative interviews with 10 participants revealed three themes that addressed the overarching research question; perspectives of current processes, impact of new system design, and view of a standardized workflow. Two surveys were conducted to gather quantitative data for this study. For the first survey, a total of 30 responses were gathered. Participants were dissatisfied with the partner organization's current contract management process and agreed that standardizing the process will have positive results. The second survey revealed the participants were satisfied with the newly developed workflow after using it for a trial period. These findings offer the partner organization practical tools for positive social change through administering its government contracts that can be standardized for use by similar organizations in a manner analogous to standardized approaches to management. An increase in the volume of government awarded contracts directly translates into an increase in profits that can be used to fund programs strengthening the Native Hawaiian community.

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## Dedication

The effort behind this study is dedicated to my daughters, Kya, Zion, and Reagan.

This is proof that anything you set out to achieve is possible with commitment, hard work, and determination. I hope you know that you possess the spirit of your ancestors!

## Acknowledgments

I would like to thank my husband Jeffery and our children for their infinite patience with me over the years. I am forever grateful to you for allowing me to press pause countless times on my wife and motherly duties throughout this journey.

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I'm grateful for the people I met while matriculating in the doctoral program at Walden University. There's one very special young man and his cousin that I met during my residency in Hawaii. I am forever grateful for them both! Thank you for staying the course with me through the years. You are priceless.

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## Section 1: Introduction to the Problem

### **Introduction**

The partner organization is a nonprofit Native Hawaiian organization (NHO) founded in 2001 to support the Native Hawaiian community. To realize their goal as an NHO, and as designated as such by the Small Business Administration (SBA), the partner organization serves as the controlling interest of several for-profit companies. As mandated by the U.S. code and regulated by the SBA, businesses allowed to receive 8(a) designated contracts from the U.S. government through the Native Hawaiian program must be majority-owned by a native Hawaiian organization. Profits generated by qualifying organizations must be distributed so that the NHO can then use these funds to reinvest in native Hawaiian nonprofit (501(c)(3)) organizations. Within this corporate structure, the NHO-owned businesses' profitability directly translates into the financial means and potential impact available to the native community.

According to the organization, it began in 2001 with the creation of an organization of Native Hawaiians. The initial purpose was to aid the youth among the indigenous people. It took 4 years to define and implement the goals of the newly founded organization, after which the organization began searching for key partners and funding sources. The first pilot program was launched in 2007 and included mentoring activities in schools for single-parent children. Through the success of the early endeavors the organization was able to address critical issues that required solutions, including education for the homeless, temporary housing, after-school education programs, and parenting education for families. By 2020, the organization's plans also

included expanding access to social benefits for indigenous Hawaiians and working with youth to eliminate the risks of imprisonment.

Over the previous decade, the partner organization, an SBA-approved and designated NHO, has proven to be only modestly successful in supporting the Native Hawaiian community because of the limited profitability of its majority-owned business entities. A primary contributing factor to such minimal profits is the lack of a standardized contract acquisition approach and execution. The partner organization has not successfully defined, implemented, or automated a standardized workflow capable of facilitating the successful administration of its government contracts. By conducting this study, I was able to provide several benefits for the field of public administration generally, and for the partner organization and other similar organizations specifically. The results that I developed in this study may be used by the partner organization as practical tools for administering its government contracts that can be standardized for use by similar organizations in a manner analogous to standardized approaches to management. Finally, the interaction between stakeholders involved in the administration of government contracts can be improved by the use of the findings of this study.

### **Problem Statement**

Preliminary discussions with the partner organization's executive management via email revealed that the revenue produced by the companies of the enterprise has increased by 423% over the previous 5 years. Specifically, a gross revenue of \$24,765,275 was earned in FY16, and annual revenues have increased steadily over the last 5 years. FY21's total is currently conservatively projected to be \$129,600,000. As

previously mentioned, per SBA guidelines, profits generated by qualifying organizations must be distributed so that the NHO may then use these funds to reinvest in Native Hawaiian nonprofit 501(c)(3) organizations. Within this corporate structure, the NHO-owned businesses' profitability directly translates into the financial means and potential impact available to the native community.

The associated back-office support work required to support this revenue has had to increase in both scale and complexity. Additionally, executive management further revealed that the total number of employees has risen from 140 to nearly 600. The number of active contracts has increased from fewer than 50 to 264. The number of personnel employed by the provider of the back-office support has doubled. Similarly, the partner organization's number of supported companies has increased from five to 13, increasing the complexity of communications and operations with new contact points in multiple geographical regions.

This increased scale and complexity has, in turn, created an exponentially increased number of documents, internal corporate interactions, and workflow transactions. Practically, this has led to a plateaued level of service support that is both expensive and inefficient. Dedicated support through legacy processes and tools has been consistently applied across the enterprise's staff in a sincere attempt to keep pace with its significant growth. Unfortunately, this effort has also provided an easily referenced excuse to commit the financial resources, personnel, and time into creating a systematic and standardized approach to accomplishing this work.

From an executive management perspective, identifying the problem stated requires little, if any, analysis. The lack of standardized processes for numerous essential contract management workflows is obvious. Moreover, the significant negative impacts on time, costs, and morale are evident based on management experience. Unfortunately, the current random nature by which common workflows are accomplished makes the measurement of waste caused by inefficiencies difficult to accomplish. In addition to the random nature of how work is currently performed, the organization does not currently use a system capable of tracking any meaningful metrics. The partner organization's current conduct of contract management activities does not allow for a clearly defined baseline by which to measure stated efficiencies.

The main organizational problem at the center of this administrative study was the lack of a standardized workflow for contract management within the enterprise, which negatively affects the quality of work procedures, communication between departments, distribution of responsibilities, and overall efficiency. The current unstandardized process consists only of saving documents on an internal server.

Several reasons justify the organizational importance of solving this problem. First, an analysis of the financial state of the partner organization indicated an increase in the risk of minimized profits caused by the lack of a standardized approach to the conclusion and execution of government awarded contracts. In addition, organizations using outdated contract management processes are likely to lose efficiency, which forces them to increase costs in supporting their operations.

In this regard, this project benefited the partner organization. Moreover, other organizations, regardless of their areas of activity, can use the results of this research to gain new experience and reorganize their administrative processes, which they will be able to use to increase their productivity. This study will also benefit a wider area of government structures, as I propose new and improved systems for the administration of contracts.

### **Purpose**

The purpose of this mixed-methods study was to improve contract management processes to allow an organization to maximize the number of government contract awards, beginning with the decision to pursue an identified opportunity through the entire lifecycle of the contract and its ultimate completion. There are currently several gaps in organizational knowledge that relate primarily to contract administration. Multiple researchers, including AbdEllatif et al. (2018) and Akam et al. (2018), have addressed the standardization and reengineering of business processes.

Little research, however, has precisely focused on how to design and implement a standardized workflow that results in a new contract management system enabling an organization to evaluate its future effectiveness. In addition, there is no understanding of the sequence of steps in the contract administration reengineering process and of its implementation plan; thus, this study aimed to fill these gaps. In this case, I addressed each critical link in successful contract administration, namely, the review, design, development, and evaluation of a new business workflow.



As the partner organization has continued to grow, the current ad hoc system of managing contracts has proven necessary to be formalized. The current process is not standardized and only consists of saving documents on an internal server. The organization requires a means to manage government contracts and a standardized process that provides conditional indicators and the varied subworkflows based on those indicators. The ad hoc approach to managing contracts offers neither quality assurance methods nor a precise determination of responsibility for actions and also cannot offer a means to communicate clearly across departments. There exists a need for a standardized workflow for the successful administration of government contracts, starting with the decision to pursue an identified opportunity through the entire lifecycle of the contract and its ultimate completion.

The main research question that I used to guide this current study was: What processes can be used by a nonprofit entity to implement and evaluate a new contract management system for standardizing the workflow related to the administration of government contracts? Entities seeking to standardize processes should place an emphasis on conditional indicators and the varied subworkflows based on those conditions, unambiguous determination of responsibility for actions, the timeliness of specific task completions, quality assurance methods, and clear communications across departments.

Cultural buy-in across the spectrum of shareholders should be an underlying point of emphasis throughout the process to ensure the highest prospect of measurable success.

As the enterprise has continued to grow, the current ad hoc system and way of managing contracts needs to be formalized.

In this administrative study, I aimed to rethink workflows in contract management and develop new systems of administrating contracts to enable the partner organization to improve its success and efficiency. Based on mixed research methods, I expected the study to have several positive social consequences, including ensuring the effectiveness of the partner organization's administration of U.S. government awarded contracts and deepening the reengineering business processes. In addition, I expected that business owners would be able to use the results obtained to implement best practices. The expected results of the study included identifying the problems and needs of the organization as well as developing and standardizing the contract administration process. These outcomes may be used by the partner organization to increase efficiency, resulting in the ability to appropriately manage an expanded number of contracts. An increase in the volume of government awarded contracts directly translates into an increase in profits that can be used to fund programs strengthening the Native Hawaiian community.

### **Nature of the Study**

In this study, I used a mixed-method case study design based on business process reengineering as the conceptual framework for systematizing and analyzing evidence. It is necessary to ensure a thorough understanding of the challenges the partner organization faces as well as its needs and current workflow. I collected quantitative and qualitative data in phases based on the business process reengineering (BPR) processes; however, this information is detailed in Section 3.

I used qualitative and quantitative data collection to ascertain operational process failures and understanding potential improvements. The qualitative data source was interviews with the current contract administration team and the employees of the partner organization's subsidiaries who work directly with the contract administrators. I used interviews to capture the opinions and experiences of the study participants. The quantitative data source was surveys of individuals related to the organization, such as the managers, suppliers, and the managers of the subsidiaries. I used surveying to capture a larger volume of responses in a short period.

Phase 1 of the BPR process began with an analysis of the existing business strengths and weaknesses. The first step included an evaluation of responsibilities, technology, and how the current process functions. Jovanoski et al., (2017) noted the importance of identifying gaps and failures in operational processes to strategize process improvement. Therefore, in the second step I evaluated the issues that existed in the current process. The first two steps form the first phase, which entailed identifying and understanding the shortcomings and weaknesses that the current system presents through interviewing the contract administrators and other stakeholders who affect or are affected by the current process. I could not develop a solution concerning process enhancements without first identifying the root challenges and coordinating with various parties to design a new and improved workflow.

Literature review revealed that during the next phase, the project team's efforts should focus on identifying breakthrough opportunities and designing network steps or processes that create substantial gains and competitive advantages (Motwani et al., 1998),

therefore in Phase 2 of this study the organization identified present opportunities and sought to implement or improve them. I used surveys, a source of quantitative data collection, to collaborate information obtained from the interviews, demonstrating the effectiveness of mixed-methods research to attain the desired outcome. The evaluated metrics included quality, speed, and the objectives presented by the partner organization's stakeholders, subsidiaries, and suppliers. My primary goal was to enhance operational efficiency by achieving the set objectives.

Phase 3 included development and testing of the new workflow. Phase 4 involved implementation. Torres et al., (2018) records it is important to test the plans before implementation to eliminate possible risks. Motwani et al. (1998, p. 969) stated that conducting a test study is useful for:

- fine-tuning the new process design
- enhancing management and employee understanding of the new process(es)
- providing realistic estimates of the scope of the organizational change and the resource requirements necessary

The expected results for the partner organization included identifying gaps in the existing process; creating a new, more efficient workflow; enhancing target audience coverage; and evaluating the effectiveness of implementing the standardized workflow. I achieved these goals through reengineering the partner organization's contract administration process. My final goal for this administrative study was to improve the contract management process, so the organization could increase the number of government contracts it is awarded.

## **Significance**

This project included several key stakeholders because the solution to the problem under study may benefit them. First, one of the interested parties was the organization itself: the partner organization's management, contract administrators, senior managers in the subsidiaries, and suppliers. Another stakeholder was the U.S. government, which awards contracts to the partner organization, as the government is interested in the quality and efficiency of the organization's administrative processes. It is also necessary to note representatives of businesses who may be interested in best practices in contract management and aspects of business workflows.

Finally, an indirect stakeholder was the Native Hawaiian community, as improved contract management processes in the partner organization will help increase the number of possible government awards and, consequently, funding. Through this project, I identified and justified the relevance of and need for the reengineering of workflows and the development of a viable contract management solution, which will positively affect the organization's entire administration.

In addition, I assumed that this administrative study would lead to several positive social changes. For example, it may be used to improve support for Native Hawaiian families, students, and improve the quality of healthcare and education in their communities by maximizing profits through an effective contract administration process.

## **Summary**

Defining, designing, and developing a new contract administration process for the partner organization were essential tasks that should improve the effectiveness of the

management area in the enterprise and bridge existing organizational gaps. My primary goal for this study was to improve the existing contract administration process. To understand the shortcomings of the current system and the organization's needs, I collected quantitative and qualitative data based on the BPR framework. The importance of the administrative study stems from the positive results that I anticipated for the partner organization and other nonprofit organizations.

This study may have significant managerial and social implications. Section 2 includes evidence regarding the importance of reengineering the contract administration system, the general relevance, and significance within the framework of the partner organization.

## Section 2: Conceptual Approach and Background

### **Introduction**

Developing a correctly structured business process that can increase both productivity and the bottom line is essential for effective contract management in an organization. For this study, I undertook an analysis of the problems and needs of the partner organization with the aim of creating a conceptually new contract administration management plan.

In this section, I describe the theoretical background and conceptual basis of business process reengineering in organizations, the features of the BPR structure, the impact of reengineering on the efficiency of companies, and its relevance. The section also contains an overview of the organizational context. In this administrative study I aimed to rethink workflows in contract management and develop new schemes of administering contracts that enable the partner organization to streamline its processes. The main research question was: What processes can be used by a nonprofit entity to implement and evaluate a new contract management system for standardizing the workflow related to the administration of government contracts?

### **Concepts, Models, and Theories**

In recent years, business process reengineering has gained momentum and has been hailed as a revolutionary concept that allows organizations to enhance processes, improve services and quality, and reduce costs. The concept promotes radically rethinking conventional organizational and administrative concepts, helping organizations to renovate operational processes in a manner that enhances performance.

The business process reengineering concept allows people to deconstruct and rethink existing business processes. BPR ensures that an organization can enhance productivity processes and minimize costs, attaining the quality and service level necessary to meeting business objectives. It is critical to understand that the concept is limited in that, if not adequately analyzed, it may adversely impact the process improvement phase. BPR involves workflow analysis and redesigns that render processes in a business more efficient to control costs and attain high service levels and quality. In their book focusing on BPR, Hammer and Champy (2009) stated that the radical redesign of an organization represents the most suitable approach to reducing costs and enhancing service and quality levels. The authors suggested that an organization should organize effectively around outcomes instead of focusing on tasks. An organization should also ensure that information processing is integrated into actual work in the business setup to produce information, link similar activities, and build adequate controls to ensure that the system works effectively. Hammer and Champy (2009). The authors concluded that it is essential to ensure that all tasks and activities are effectively working to realize a similar objective.

### **Conceptual Framework**

The central concept behind this study was the application of business process reengineering (BPR). According to Sungau et al. (2012), this method of reconstructing and restoring business processes aims primarily to support the vision and mission of an organization. Moreover, it can always be adapted to a company's current needs. In this regard, organizations must radically restructure their core business processes to achieve the results desired. The origins of the business management concept and strategy can be



traced back to the early 1990s, when its primary focus was on designing business processes and workflows in an organizational setup. BPR became a business buzzword during that period, and many experts have analyzed the extent to which it would ensure that business processes were streamlined toward near perfection (Hammer & Champy, 2009; Sungau et al., 2012). Michael Hammer and other experts have been touted as the first to introduce the concept.

Organizations can use the BPR model as a conceptual framework for developing, designing, and evaluating new systems. In addition, organizations can use this model to formulate the organization's primary goals. It is necessary to note that researchers have considered the concept of business reengineering for a considerable time. According to Sungau et al. (2012) and AbdEllatif et al. (2018), an organization's productivity can only be enhanced by the appropriate and effective modernization of its business processes. In turn, reengineering provides the organization with many opportunities, including increasing its competitiveness, facilitating its control over personnel, reducing the time it takes to complete tasks, reducing its costs, and increasing labor productivity (Awolusi & Atiku, 2019; Bartnicka et al., 2020; Mor et al., 2019; Seaman, 2018). For a growing business, it is therefore necessary to replace outdated business processes with new ones (Elapatha & Jehan, 2020).

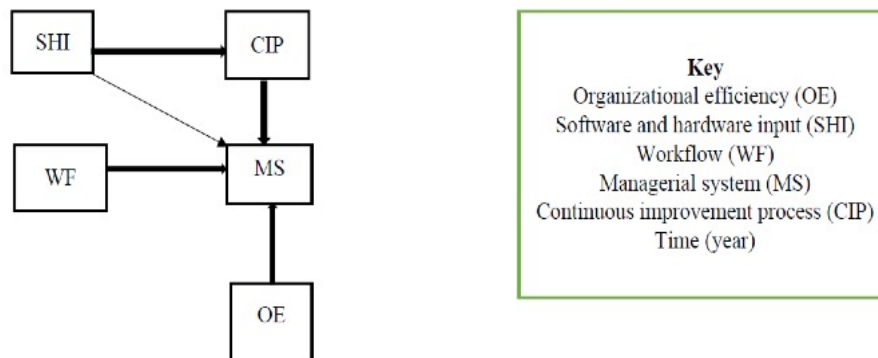
If a company intends to streamline its internal workflow, the managers must be responsible for organizing human capital, resources, and systems. The BPR framework identifies the basic organizational principles that a company should concentrate on when the goal is to enhance workflows. The theory has several presumptions:

- Attributes of the managerial system (MS) can be modified
- Managers know critical aspects in the company such as:
  - Software and hardware input (SHI)
  - Organizational efficiency (OE)
  - Continuous improvement processes (CIP)

The model map presented in Figure 1 illustrates workflow (WF) directly affected by the MS, which influences CIP, SHI, and OE. Notably, CIP impacts SHI. The model map illustrates a simplified approach to improving WF in the company.

**Figure 1**

*Model Map*



Bold arrow shows that the relationship is dependent on time  
 Pale arrow shows that the relationship is not dependent on time

First, the management enhances the competencies of the executives, who then modify the remaining aspects to ensure the achievement of the desired results. Managers anticipate adversities and opportunities and formulate policies to address them, coordinate and allocate necessary resources, guide subordinates in the execution stage,

review outcomes, and make appropriate changes (Gitman et al., 2018). The relationship depicted in the map is reasonable when time and proficiency aspects are introduced. The program's success depends on the manager's levels of training and competency. Leonard (n.d.) stated that management training is essential in integrating changes, as the administrators can create approaches to executing transformations with minimal disruption. According to Leonard (n.d.), such individuals have been educated on the reason for changes, and they know how to manage teams. For progress to be realized, however, time is a significant factor that should be considered. More time in competency training equips managers with the necessary knowledge concerning organizational efficiency, continuous improvement processes, and the software and hardware inputs required to optimize workflow. It is important to note that the partner organization's managerial systems use Microsoft SharePoint software tools, and the new workflow must be designed to work in this capacity.

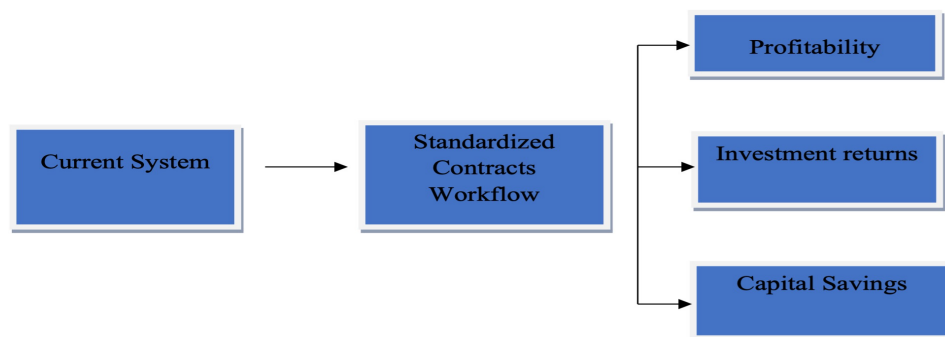
In summary of the main argument, the model I developed illustrates that the focus on the managerial system should be adequate to initiate and sustain the company's workflow. The rationale behind this notion is that diverting efforts toward improving administrators is more efficient than separating them across software and hardware inputs, continuous improvement processes, and organizational efficiency endeavors. This approach introduces time, however, which is a significant factor in the visibility of progress. Management training takes time, which affects other aspects of the company. When executives acquire relevant knowledge and skills pertaining to systems and human capital transformation, they apply them. The executives then perform more effectively in

core functions, such as anticipating adversities and opportunities, making plans to address them, coordinating, and allocating necessary resources, guiding subordinates in the execution stage, reviewing outcomes, and making appropriate changes to the company. Consequently, the managers improve the organization's workflow systems and bolster its ability to manage government contracts.

The organization should aim to initiate a ripple effect by prompting enhancement through the managerial system. A substantial component of this study was the design and implementation of a standardized workflow for the successful administration of government contracts. In turn, management will evaluate the newly designed system's impact on the profitability, investment returns, and capital savings of the subsidiaries controlled by the partner organization. I expected this paradigm shift would significantly and positively impact the three key performance indicators, enable the partner organization's for-profit businesses to streamline operations, cut costs, and maintain strong financial results. Figure 2 highlights the overarching emphasis of this study.

## Figure 2

### *Conceptual Framework*



It is necessary to clarify that business processes are understood as a sequence of actions, the totality of which makes it possible to realize a specific organizational goal. For the partner organization, the analyzed business process consists of the management and execution of government contracts. It is also necessary to expound on the concept of new systems. In the context of this study, new systems may include a wide variety of processes and standardized procedures that facilitate and improve an existing process. In this administrative study I used the BPR model to fulfill the stated research objectives.

During the early 1990s, Hammer and Champy (2009) introduced workflow management systems, including BPR, that were based on aspects such as business rules and workflow processes. Workflow management and workflow history date back to those previously imagined and were embraced many years ago to enhance efficiency and manufacturing productivity. It gradually covered other business sectors, ensuring that people would identify ways to streamline workflow and gain cost reductions and enhanced quality and service levels. The concept that originated in the 1990s was aimed at enhancing industrial efficiency.

### **Relevance to Public Organizations**

The research problem and its solution may be of relevance for public organizations. Authors have shown in their studies on this topic that using the BPR model allows organizations to lower their overall costs and maximize their clients' satisfaction (Jovanoski et al., 2017; Revere, 2004). In addition, researchers have confirmed that business reengineering is the optimal tool for improving teamwork, productivity, and financial management (Akam et al., 2018). According to Bako and Banmeke (2019),

implementing the BPR model is essential for those companies that face performance issues, a contention also supported by Mohapatra et al. (2017). In this regard, if organizations do not use BPR, they may experience a general efficiency decline across all areas of their operational and administrative activities.

The state of practice in this area is currently under development. For example, in their study, Bhasin and Dhami (2018) argued that many aspects of BPR remain unexplored. Previous researchers have also indicated that additional knowledge and development is required in the area of BPR implementation. Important points include improving workers' skills, providing managers with additional specialized knowledge, and using advanced technologies (Vorkapić et al., 2017).

Several strategies and practices, however, have already been proven effective. For example, Elapatha and Jehan (2020) reported on the importance of converting business processes to electronic modes. Hashem (2020) also confirmed that electronic engineering is the most effective management method for an organization to become quickly competitive. In turn, Awolusi and Atiku (2019) argued that it is necessary to combine people and resources to appropriately organize a business process. Finally, Bartnicka et al. (2020) indicated that introducing a standardized workflow is a necessary reengineering tool. In this regard, authors have proven that these strategies and standard practices have provided organizations with a successful solution to the challenges the partner organization currently faces. In most of the existing studies, authors have focused on the overall performance improvements of organizations using BPR. Little attention has been paid, however, to the impact that transforming contract administration systems

has on profits. The current research intended to help fill the existing research gaps in this area.

### **Organization Background and Context**

The partner organization in this study had a need for conducting administrative research. There were several reasons for this need. First, the partner organization has experienced a rapid increase in revenue over the past five years, which indicates active growth and the concurrent necessity of revising the efficiency of existing business processes. In addition, the difficulty of controlling current income volumes is increasing due to their broader scale. The number of staff, including those involved in contract management, has also increased significantly. Accordingly, the lack of effective business processes will disrupt communication between the staffers. Finally, it is necessary to note the increase in the number of contracts, which has reached 264. Therefore, in the absence of a systematized administration system, a drop in profitability can be expected.

It is also necessary to consider the institutional context of the problem. In particular, the organization's chief operating officer (COO) indicated the importance of continuing to follow the previously formulated path, which, despite considerable opportunities, has several significant barriers. Every year, the partner organization implements an increasing number of projects aimed at funding health and education systems, supporting young families and students, empowering Native Hawaiians, and preserving their culture. These elements require effective management and conclusion of a large number of contracts with the U.S. government. At the same time, the partner organization's mission assumes its further expansion to maximize coverage of its target

audience. Accordingly, there was a need to develop practical tools and implement a BPR model to ensure that the organization meets its objectives, which was the basis of this administrative study.

The geographical context of this research project was the state of Hawaii. In particular, the study addressed the administrative issues of an organization with the goal of empowering the Native Hawaiian community to achieve lasting success through a recommitment to Native Hawaiian values and culture.

### **Role of the D.P.A. Student / Researcher**

My professional role with the organization began as a consultant. I have over 20 years of experience in federal government contracting. As the partner organization began to realign its organizational structure, the need to establish a stand-alone contract management department became increasingly evident. In 2017, I was hired as the vice president of contracts management. The initial scope of my work was to staff the contract management department by assessing the support required to sustain the partner organization's subsidiaries. The enterprise continued to proliferate by adding to its number of subsidiaries.

Each subsidiary must identify its primary business classification—defined by economic activity—and register their classification with the SBA per the North American Industry Classification System (NAICS). By design, there can only be one associated NAICS per company in the organization. This business model allowed the partner organization to grow exponentially to meet the demands of federal government



procurement. Staffing to meet the organization's rapidly growing needs, however, was increasingly problematic.

The chief executive officer (CEO) outlined the five-year vision for the enterprise. By 2027, he wants the organization to triple in size. The vision is to be able to support 26 subsidiaries. The organization has plateaued due to the lack of efficiency and the need for a standardized contract management process.

The motivation behind solving the need for a standardized workflow equates to adequately staffing the contracts management department and reducing the amount of administrative burden currently experienced due to the lack of personnel. Being short-staffed translates to 100+ hour work weeks for me personally. Because the partner organization struggles to provide administrative support for the subsidiaries, I am unable to provide support to the staff. Consequently, I am struggling to fulfill my executive management role and responsibilities.

My motivation also illustrates my personal bias. The lack of a standardized workflow to sustain effective and efficient contract administration consumes me professionally. It is impossible to support the increased scale and capacity the CEO desires under the current conditions and continued rapid growth. For this study I used qualitative and quantitative research approaches to ensure that they collaborated to enhance credibility and reliability. Surveys were the quantitative data source, and an in-depth interview process served as the qualitative data source. The survey and interview content were first approved by faculty and the university's Institutional Review Board (IRB) before engaging in the subsequent steps of seeking approval from the partner

organization's COO. The COO had final approval over the proposed solution to the problem: a standardized workflow. The data collection process is described in more detail in Section 3. My goal was to ensure the workflow supports each stakeholder as it relates to the support provided to the individual subsidiaries.

### **Summary**

Organizations can use the BPR framework to increase productivity, reduce the time it takes to complete tasks, and improve the management system. Reengineering is also of substantial importance for organizations that face the problem of low efficiency. Therefore, the problem under study was relevant both for the partner organization and for other stakeholders. Conducting this administrative study provided an extensive understanding of the contract administration process and suggests an innovative and improved solution. In order to achieve the goals set forth in this study, it was important for me to obtain primary information for my analysis. Section 3 provides details on the sources of data, the process for collecting evidence, and the procedure for analysis.

### Section 3: Data Collection Process and Analysis

#### **Introduction**

The partner organization is a nonprofit Native Hawaiian organization (NHO) with the goal of empowering the Native Hawaiian communities. The partner organization serves as the controlling interest of several for-profit companies. Profits generated by qualifying organizations must be distributed to ensure the NHO can then use these funds to reinvest in Native Hawaiian nonprofit 501(c)(3) organizations. Within this corporate structure, the NHO-owned businesses' profitability directly translates into the financial means and potential impacts available to the native community.

The problem consists of the lack of optimization regarding the administration of contracts in the partner organization. This leads to a decrease in profits and organizational efficiency, which should be solved with the organization employing the BPR model. In this study I aimed to create a new standardized workflow for managing government contracts. As the conceptual model demonstrates, the implementation of this plan may provide the organization with several benefits, including increased productivity, reduced costs, increased profitability, and, accordingly, a positive impact on the Native Hawaiian community. Therefore, it was important to develop a precise and effective process for collecting and processing data. In this section I provide details on the sources of data, the process for collecting evidence, and the procedure for analysis.

#### **Practice-Focused Questions**

The organizational problem I explored in this study was the absence of a standardized process for administering government contracts, which exposes the partner

organization to various risks, including loss of profitability, reduced funding, and decreased productivity. Therefore, my primary task was to determine which process could be used by the organization under study to effectively implement and assess the new contract management system. As part of this task, I must answer several questions. First, it's necessary to identify the shortcomings of the existing business process and the problems that the staff and management of the organization face. It is also necessary to identify metrics such as the speed of contract administration, its quality, and its service levels. Finally, it's vital to understand which contract management strategies and practices are most effective and how the partner organization can use them. In this regard, my goal is to collect and organize primary and secondary information to develop a new administration arrangement and improve the contract management process. In doing so, I hope to enable the organization to maximize its ability to increase the number of government contract awards and enhance their successful management. The answers to the questions allow me to achieve the main research goal and identify optimal management strategies and gaps in the organization's activities and needs.

Conceptually I use the BPR process to address the research question: What processes can be used by a nonprofit entity to implement and evaluate a new contract management system for standardizing the workflow related to the administration of their government contracts?

### **Sources of Evidence**

In this study I use a mixed-methods case study design with BPR as the conceptual framework. The target population is individuals and other stakeholders who affect or are

affected by the current process and are related to the organization, such as the organization's contract administrators, managers, suppliers, and the managers of the organization's subsidiaries. I was able to draw on the direct experience of people working in the organization. I garnered sufficient data relevant to the organization's current business processes and I was able to identify deficiencies in the entity's contract management and organizational knowledge.

While questionnaires can provide evidence of patterns among large populations, qualitative interview data often gather more in-depth insights on participant attitudes, thoughts, and actions (Harris & Brown, 2010, as cited in Kendall, 2008). Therefore, the qualitative data source was interviews, which allowed me to capture the opinions of those related to the study through their experiences. The quantitative data source was two surveys that I conducted at separate points in time during the data collection process. Using surveys, I'm able to capture a larger volume of responses in a short period. By using a mixed-methods approach, I am able to thoroughly investigate the problem under study. Data analysis is an important component in reviewing, designing, and developing a new control scheme and assessing its consistency and effectiveness.

I collected the data in phases. The quantitative data were collected in two surveys. I administered Survey 1 prior to the participants using the new test workflow. I administered Survey 2 after the participants had the opportunity to use the new workflow for a week. The data collection phases based on the BPR process is illustrated in Table 1.

**Table 1***BPR Stages*

BPR Stages	Action	Info to Collect	Qualitative Data Source	Quantitative Data Source
Phase 1 Initiating	Perform analysis of current processes	Current process and ideas to streamline workload	Interview support staff of the partner organization and subsidiaries	
Phase 2 Identify Improvements	Evaluate and document necessary improvements and resource capabilities	Synergize between overall workflow, stakeholder opinions of current processes, I.T. resources, missing opportunities, and desired improvements	Interview I.T. staff to understand resource capabilities for the new system	Use Survey 1 with the partner organization stakeholders and subsidiary stakeholders
Phase 3 Develop Workflow and Test	Design schematic to illustrate workflow, test by simulating contract process	The time it takes to complete the new workflow, parts of the process that cause delay, additional changes needed	Use Survey 2 with the partner organization contract admin and subsidiary staff directly involved with the process to gauge success or failure of reengineering, document timeline of using the system from inception to execution	Use Survey 2 with the partner organization stakeholders and subsidiary stakeholders to gauge success or failure of reengineering, document timeline of using the system from inception to execution
Phase 4 Implement	Concluding a successful user testing period, the new process will be fully implemented			

The survey administered prior to the participants using the new workflow is presented in Appendix A. I expected that conducting surveys prior to the introduction of the new standardized workflow, I would highlight the problems faced by the organization, identify gaps in the current contract administration process, and detect the changes required across the partner organization. The interview I administered prior to the participants using the new workflow is presented in Appendix B. Because interviews present first-hand experience, the process is intended to elicit empirical data detailing the current nature of processes, gaps, failures, and desired changes. I administered a follow-up survey (Appendix C) after the participants had an opportunity to use the new workflow. My goal was to identify whether the reengineering efforts achieved the established objectives.

### **Evidence Generated for the Administrative Study**

Using mixed-methods research ensures that information obtained from one source is collaborated and enhanced by data from another source. In this study, I used a mixed-method case study because combining both approaches offer improved insights through the exploratory research and concurrent benefits from the statistical evidence needed to support the decisions made. The quantitative data I collected offered scalable information used to gain extensive insight into the perspectives of the impacted individuals based on the data I derived from the interviews, which are the qualitative data source.

### **Participants**

The research participants include the partner organization's management, employees, and representatives of its subsidiaries. I administered Survey 1 to 30

participants and I interviewed 10 participants. The partner organization's chief operating officer (COO) provided access to the participants by giving me access to an email distribution list titled "Ohana." These contributors are highly relevant, as they're able to provide insight into internal organizational issues related to the entity's contract administration.

The quantitative data collection process was comprised of two surveys. For Survey 2, I included the initial 30 people from the first survey, and the 10 people who were interviewed, as they were not included in the group of participants completing Survey 1. It was not necessary to compare the responses to the two surveys, as I used Survey 1 to evaluate necessary improvements to the partner organization's current process prior to implementing the new workflow, and I used Survey 2 to gauge the success or failure of the new workflow.

### **Procedures**

Before conducting the survey and interviews, I obtained permission from the members of my research committee to ensure they approve of the content. Next, permission was granted from the University's Institutional Review Board (IRB) to ensure I met ethical requirements, satisfied program objectives, and met risk evaluation standards while conducting the study. Last, I presented the approved interview and survey questions to the partner organization's COO to ensure the questions met the organization's expectations.

To meet the compliance requirements set forth by the IRB, the partner organization executed an Oversight and Data Use Agreement with me. In the agreement,



the organization granted me permission to modify the partner organization's typical data collection practices as follows:

- Design a questionnaire using SurveyMonkey and distribute the survey link to the organization's email distribution list titled "Ohana". This distribution link did not itemize the email addresses and therefore individual identifiers such as names and email addresses were not present.
- Conduct recorded interviews using the organization's Zoom application which allowed for the interviews to be recorded and stored on the internal server.
- The data collected via the survey and interview was formally released to me for use in this capstone study.

I used Survey Monkey to administer the surveys. I conducted the interviews using Microsoft TEAMS which allowed for virtual interaction and recording the participants' responses.

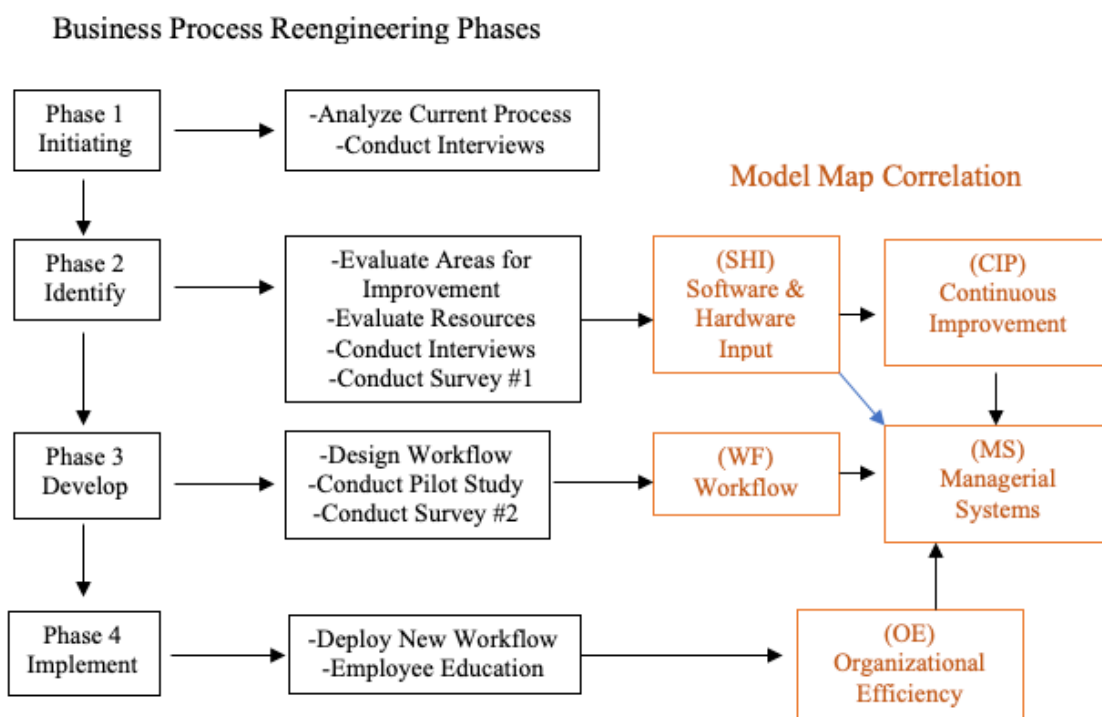
The surveys included a list of statements, the answers to which were provided on a Likert scale. According to Safrudiannur (2020), a Likert scale provides an efficient way to obtain quantitative data; hence, it is widely used in quantitative research. Appendix A includes Survey 1, which I used in Phase 2 of the data collection process to identify improvements from the stakeholders' perspectives prior to using the new workflow. Appendix C includes Survey 2, which I conducted after the new test workflow study was complete. The intention of the follow-up survey was to gauge the success or failure of the reengineering process and to collect information concerning additional opportunities for improvement.

The interviews were semi structured, which supplied the study with quality data and increased its reliability. Prior to the using the new workflow design, I administered the interview (Appendix B) to the partner organization’s contract administrators.

Figure 3 illustrates how the model map previously presented as Figure 1 in Section 2 correlates to the BPR concept.

**Figure 3**

*B.P.R Phase and Model Map Correlation*



With the help of the partner organization’s COO, It took me two days to complete the interview and surveys. I began the process by sending out a link to the survey via an email distribution list, scheduling interviews with participants, and I ended with a compelling collection of information from all participants.

**Protections**

As noted above, consistent with IRB requirements, the partner organization executed an Oversight and Data Use Agreement with me. I adhered to the guidelines of the agreement as collecting information that involves human participation requires that I adhere to specific ethical protections for the participants and the organization. The participants were not required to provide their identification information. Additionally, the email distribution link provided by the partner organization's COO did not reveal identifiers such as email addresses or names. In turn, I used codenames for the interview participants to exclude their identification. I stored all the data under password protection known only to me. In addition, all the participants were advised that they could leave the project at any time without explanation.

**Analysis and Synthesis**

To record data from the interviews, I used Microsoft TEAMS which allowed for virtual interaction and recording the participants' responses. I used a qualitative analysis tool called NVivo. The information I gathered from the interviews I subsequently encoded in relation to separate topics. I analyzed interviews using thematic analysis, which is a qualitative data-analysis method that entails searching across a data set to identify, analyze, and report repeated patterns (Braun & Clarke, 2006). I analyzed the survey results from the questionnaire in Appendix A using Microsoft Excel and IBM statistical package for social sciences (SPSS) software tools. I conducted a statistical analysis to demonstrate the frequencies, percentages, and likely correlations between the individual variables. The independent variable was the newly designed standardized

workflow. The dependent variable was the efficiency of the contract administration process. I included a correlation analysis in the quantitative analysis. To ensure the integrity of evidence, I excluded blank and partially filled questionnaires from the study. As previously stated, it was not necessary to compare the responses between the two surveys. I evaluated Survey 1 and the interview results to determine the differing and complementary results. I conducted Survey 2 after the participants used the new workflow so that I could gauge the success or failures of the reengineering process and to collect information regarding additional opportunities for improvement.

Upon completing the study, I provided the partner organization the final standardized workflow product and supporting work instructions for the COO to integrate into the organization's daily use. I expected the stakeholders of the partner organization would continue to evaluate the success of the reengineered workflow to ensure the organization's objectives were met and actualize the increased efficiency to support scalability in the volume of government awarded contracts.

### **Summary**

I used a mixed-method study to obtain qualitative and quantitative data. The qualitative data source were surveys, and the quantitative data source were interviews. The evidence obtained from these data sources was directly related to the study's primary purpose. Section 4 details the evaluation and recommendations of the study.

## Section 4: Evaluation and Recommendations

### **Introduction**

In this administrative study, I used mixed research methods to improve the partner organization's contract management processes. I aimed to create a process to maximize the organization's number of potential government contract awards. I designed a schematic that started with the decision to pursue an identified opportunity through the entire lifecycle of the contract and its ultimate completion. The main research question was: What processes can be used by a nonprofit entity to implement and evaluate a new contract management system for standardizing the workflow related to the administration of government contracts? I collected quantitative and qualitative data for this study. The quantitative data sources were surveys of individuals related to the organization, such as the partner organization's managers, suppliers, and the managers of the organization's subsidiaries. Using surveys allowed me to capture a larger volume of responses in a short period. The qualitative data source was interviews with the current contract administration team and the employees of the partner organization's subsidiaries who work directly with the contract administrators.

I used two surveys in the study. I administered the first survey before the participants used the newly designed workflow. I administered the second after the participants used the new workflow for one week to gather feedback on the use of the new process.

I used thematic analysis to analyze the interview data. For the quantitative data, I performed a statistical analysis to demonstrate the frequencies, percentages, and likely

correlations between the individual variables. The independent variable was the newly designed standardized workflow. The dependent variable was the efficiency of the contract administration process. I included a correlation analysis in the quantitative analysis to determine the relationship of the newly designed standardized workflow and the efficiency of the contract administration process.

In this chapter I presents the results, findings, implications, and recommendations for this study. This chapter ends with a summary of the key findings of the qualitative and the quantitative analyses.

### **Findings and Implications**

Prior to implementing the newly designed workflow, 30 participants responded to an online survey and 10 participants took part in semi structured interviews. After using the newly designed workflow for a trial period of 1 week, the combined 40 participants responded to a second online survey. I input the data from the surveys in Microsoft Excel spreadsheets which I used in IBM SPSS software to produce frequencies and percentages to analyze the survey data. I used NVivo software for the thematic analysis of the interview data. The findings and results to the data collection are organized and presented in this order.

#### **Survey 1: Review of Current Contract System**

Survey 1 included 11 items and I collected 30 responses. Participants were dissatisfied with the partner organization's current contract management process and agreed that standardizing the process will have positive results.

### *Satisfaction of Current Process*

I asked participants about their satisfaction of the current partner organization's contract management process and its elements. Participant responses to three of the 11 questions in Survey 1 are presented in Table 2. The majority of participants were highly dissatisfied with the organization's current contract management process ( $n = 19$ , 63.3%). Sixteen participants were highly dissatisfied (53.3%) with how the current contract management process allows for cross-departmental interaction and support, 13 participants were highly dissatisfied (43.3%) and five participants partially dissatisfied (16.7%) with the increase in volume and complexity of processes within the organization. In general, there were more participants who were dissatisfied with the partner organization's current contract management process than satisfied.

**Table 2***Survey 1: Frequencies and Percentages of Satisfaction Items*

		Frequency	Percent
How satisfied are you with the current contract management process?	highly dissatisfied	19	63.3
	partially dissatisfied	2	6.7
	neutral	3	10.0
	partially satisfied	1	3.3
	very satisfied	5	16.7
	Total	30	100.0
How satisfied are you with the way the current contract management process allows for cross-departmental interaction and support?	highly dissatisfied	16	53.3
	partially dissatisfied	5	16.7
	neutral	3	10.0
	partially satisfied	2	6.7
	very satisfied	4	13.3
	Total	30	100.0
How satisfied are you with the increase in volume and complexity of processes within the organization?	highly dissatisfied	13	43.3
	partially dissatisfied	5	16.7
	neutral	7	23.3
	partially satisfied	2	6.7
	very satisfied	3	10.0
	Total	30	100.0

*Note.*  $N = 30$  ( $n = 30$  participants for each question)

***Agreement About the Current Process***

The second set of responses are on the level of agreement of participants on the current process. Participant responses to three of the 11 questions in Survey 1 are presented in Table 3. Almost all participants ( $n = 28, 93.3\%$ ) agreed that the partner organization requires improvements to the current contract management process to achieve standardization. The majority of participants ( $n = 22, 73.3\%$ ) also agreed that the current process for managing the organization's contracts constitutes a risk to the



organization. Further, 21 participants strongly agreed that the current process for managing contracts is time-consuming and equates to decreased efficiency (70%).

**Table 3**

*Survey 1: Frequencies and Percentages of Agreement About Current Process*

		Frequency	Percent
Do you agree that partner organization requires improvements to the current contract management process to achieve standardization?	Neutral	2	6.7
	Agree	7	23.3
	Strongly Agree	21	70.0
	Total	30	100.0
Do you agree the current process for managing contracts constitutes a risk to the organization?	Strongly Disagree	2	6.7
	Neutral	6	20.0
	Agree	9	30.0
	Strongly Agree	13	43.3
Total	30	100.0	
Do you agree the current process for managing contracts is time-consuming and equates to decreased efficiency?	Strongly Disagree	1	3.3
	Disagree	2	6.7
	Neutral	4	13.3
	Agree	2	6.7
	Strongly Agree	21	70.0
Total	30	100.0	

*Note.*  $N = 30$  ( $n = 30$  participants for each question)

### ***Development of New Workflow***

The third set of responses are on the level of agreement of participants on the development of a new process for the contract administration process. Participant responses to four of the 11 questions in Survey 1 are presented in Table 4. A total of 20 participants ( $n = 20$ , 66.7%) agreed that standardizing the contract administration process will result in maximized profits for the partner organization. Further, six participants (20%) strongly agreed, and six participants (20%) agreed that designing the new

workflow in Microsoft SharePoint will provide an efficient and streamlined process. A total of 15 participants (50%) agreed while seven strongly agreed (23.3%) that standardizing the contract management process will address relative risks to the organization. Lastly, 24 participants (80%) agreed that standardizing the contract management process will allow for an increase in scale and productivity.

**Table 4***Survey 1: Frequencies and Percentages on New Workflow Development*

		Frequency	Percent
Do you agree that standardizing the contract administration process will result in maximized profits for the partner organization?	Strongly Disagree	4	13.3
	Neutral	6	20.0
	Agree	8	26.7
	Strongly Agree	12	40.0
	Total	30	100.0
Do you agree that designing the new workflow in MS SharePoint will provide an efficient and streamlined process?	Strongly Disagree	4	13.3
	Disagree	2	6.7
	Neutral	12	40.0
	Agree	6	20.0
	Strongly Agree	6	20.0
Total	30	100.0	
Do you agree standardizing the contract management process will address relative risks to the organization?	Strongly Disagree	6	20.0
	Neutral	2	6.7
	Agree	15	50.0
	Strongly Agree	7	23.3
	Total	30	100.0
Do you agree standardizing the contract management process will allow for an increase in scale and productivity?	Strongly Disagree	5	16.7
	Neutral	1	3.3
	Agree	7	23.3
	Strongly Agree	17	56.7
	Total	30	100.0

*Note.*  $N = 30$  ( $n = 30$  participants for each question)

***New Workflow Influence on Procedures***

In Survey 1, participants were also asked how likely they think it is that a standardized workflow will influence procedures between departments in the organization. The responses are presented in Table 5. Based on the results, 10 participants (33.3%) responded very likely, and 11 participants (36.7%) responded likely.

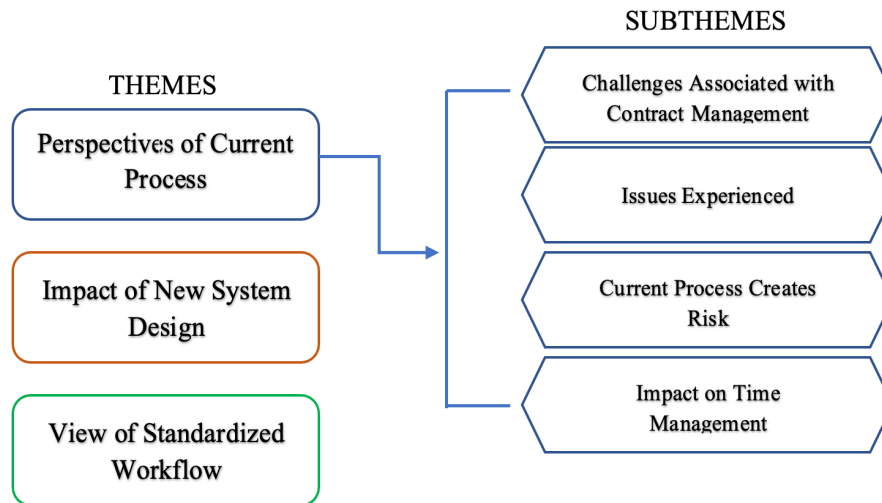
**Table 5***Survey 1: Frequencies and Percentages the Influence of New Workflow*

		Frequency	Percent
Do you think it is likely that a standardized workflow will influence procedures between departments in the organization?	very unlikely	4	13.3
	not likely	1	3.3
	Neutral	4	13.3
	Likely	11	36.7
	very likely	10	33.3
	Total	30	100.0

*Note.*  $N = 30$  ( $n = 30$  participants for each question)

### **Interview Findings**

Ten individuals participated in semi structured interviews which consisted of four questions that analyzed the current contract management process, and five questions that evaluated necessary improvements to be captured in the new workflow. Figure 4 summarizes three themes revealed from the interviews that addressed the overarching research question: perspectives of current processes, impact of new system design, and view of a standardized workflow.

**Figure 4***Interview Themes**Perspectives of Current Process Theme*

The first theme that arose from the qualitative analysis of interview transcripts was perspectives of current processes. There were four subthemes included in this theme: (a) challenges associated with contract management, (b) issues experienced, (c) current process creating risk, and (d) impact on time management. Participants shared their opinions about their experiences with the current contract management system.

All participants shared the challenges that were associated with the current process for contract management. The primary challenge was a lack of standardization and organization. For example, Participant 1 shared, “Needing organization is the biggest thing.” Similarly, Participant 8 reported, “It’s a little chaotic because, um, everyone is kind of doing their own thing the best way they know how.” Another challenge that was listed was problems with standardization and communication. For example, Participant 9

commented, “The challenges would be that no one is doing this in things the same way, also that it’s hard to find things or even know where to look at times.” Participant 2 also stated, “The current challenges I would say are, um, making sure that everybody getting the notifications that they need and making sure that everybody’s on the same page with all of the documents that we have.” These participants believed that the current contract management process lacked organization and standardization.

The second subtheme, issues experienced, was motivated by information contributed by all 10 participants. They shared the problems they faced while using the current contract management process. One challenge was losing files and information. For example, Participant 2 noted, “I guess some of the issues I get with the current processes, the sharing of documents is not, I mean, we, we want everybody to have access to the exact same documents.” Similarly, Participant 1 voiced, “Some of the issues that I’ve experienced are loss of files and information, not being able to find them in a timely manner.” Another issue was a not having a tracking system. For example, Participant 8 mentioned, “One of the bigger issues that is that, um, no two do or respond to, to things in the same way or things aren’t easily tracked.” Participant 9 also said, “One main issue would be having a standard process that applies. I know things will deviate from time to time, but not having an actual documented process is an issue.”

The third subtheme, current processes creating risk, arose from six participants’ responses regarding the potential risk that could come from the current system. These risks included losing information or having a hard time finding information. For example, Participant 9 reported, “I think that the lack of, of process in anything creates risk

actually.” Participant 8 also shared, “I would say yes a little bit, because nothing is standard and it’s hard to find things when you need them, there’s little organization.”

Participant also purported,

By not being able to find files that are needed, um, and potential loss of information, um, information or certain information that someone, another CA for example may not need to be able to see or get their hands on sometimes it allows for too much exposure.

Nine participants contributed responses to the fourth subtheme, impact on time management. These participants shared how the current contract management system impacted time management. Participants reported negative impacts of the system on time management. For example, Participant 10 opined, “It makes time management like, it doesn’t exist basically like a foreign concept, you know, you never know how long it’s gonna take to go from one part of the process to the next.” Similarly, Participant 7 stated, “I would say maybe it is, uh, maybe it’s a bit unnecessarily time consuming, uh, to collect or, or, um, or go out and find the documents necessary.” Participant 9 also indicated, “Sometimes it can take a lot of time to work on one contract because of the lack of process. So right now, we have to create our own checklist to ensure we’re doing everything.” In contrast, other participants felt the current process did not impact time management where they were concerned. Participant 6 denoted, “It doesn’t really have a negative impact. I think the process for handling documents works well for the most part.” Participant 3 reported the following:

I think the current process, uh, well as far as time management goes, you know, everything being in just one big folder, uh, can be hard but, you know, I haven't run into as many problems, uh, with stuff being mislabeled, as you would think I can use filters sometimes to go in and search, uh, you know, by a document type, uh, by when it was uploaded and, uh, you know, pretty much have a good idea of what I'm looking at before, before I open it.

### ***Impact of New System Design Theme***

Participants in the qualitative study also shared their opinions about the potential benefit of a new workflow design. Nine participants contributed to the theme, impact of new system design. Participant 10 thought a new system could help with organization. This participant stated, "So of course that does mean it allows the companies to organize more contract awards." Participant 2 listed several potential changes that could result from a new system:

I think it would enable them to research past projects and use those as resources to move forward and, and gain awards in the future. I think it would enable them to share documents with each other, um, much more freely. And I think it would allow them all to be on the same page with current government projects.

Participant 4 opined, "I feel like they'll be more at ease. ... it's just more open communication, I guess, if that makes more sense." Lastly, Participant 6 noted, "I think it'll make the process of them getting things to us, uh, faster if we standardize it on our end."



### *View of a Standardized Workflow Theme*

A third theme, view of standardized workflow, conveyed participants opinions about implementing a standardized workflow. There were two subthemes included in this theme: (a) impact of standardized workflow and (b) potential issues with standardized workflow. Nine participants proposed what the impact of a standardize workflow would be. For example, Participant 10 stated, “Anything that makes the work efficient would directly result in making it easier for everyone.” Similarly, Participant 6 voiced, “I think that once it’s implemented that it’ll bring in different companies and it’ll make a lot of the processes much faster.” Participant 7 also denoted, “Yes, because we have to coordinate across, um, several departments and standardization will further help to improve that level of communication and efficiency.”

Additionally, eight participants commented on the potential issues with a standardized workflow. For example, Participant 1 imparted, “The only potential issues that I could see would be getting everyone on board to learn, to move as one, um, which I also don’t think would be a, a big issue. Just something that would take time.” Participant 4 also indicated there may be resistance to implementation of a new system: “Just pushback from people not wanting change.” Similarly, Participant 8 noted, “Um, since, since everyone is used to doing things the way they want to want to do them, it would likely be issues getting everyone on board, but those are just growing pains, I guess.”

### **Survey 2: Results After New Workflow**

For the second survey, participants were asked about their satisfaction as it related to using the new workflow, and how they agree with the statements about the new

workflow for the contract management process. Table 6 presents the frequencies and percentages of responses. The second survey included 40 participants which was the initial 30 participants surveyed and the 10 participants that were interviewed. All participants were satisfied with the new workflow for the contract management process, with 7 participants (17.5%) who responded with partially satisfied and 33 participants (82.5%) who responded very satisfied. A total of 39 participants (97.5%) responded that the new workflow process is likely to improve the execution of tasks across the enterprise. The majority of participants (n = 38, 95%) were also satisfied with the likelihood of the new process to promote seamless and streamlined operations across the partner organization and its subsidiaries. A total of 35 participants (87.5%) also responded that the new process is likely to streamline interactions between each department as it relates to organization's contract administration. All participants were also satisfied with the proposed initiative as it relates to desired improvements and efficiency levels.

**Table 6***Frequencies and Percentages of Survey #2 Responses*

		Frequency	Percent
Are you satisfied with the new workflow for the contract management process?	partially satisfied	7	17.5
	very satisfied	33	82.5
	Total	40	100.0
How likely is the new workflow process able to improve the execution of tasks across the enterprise?	neutral	1	2.5
	likely	9	22.5
	very likely	30	75.0
	Total	40	100.0
How satisfied are you with the likelihood of the new process to promote seamless and streamlined operations across organization and its subsidiaries?	neutral	2	5.0
	partially satisfied	7	17.5
	very satisfied	31	77.5
	Total	40	100.0
How likely will the new process streamline interactions between each department as it relates to the organization's contract administration?	I do not know	5	12.5
	likely	7	17.5
	very likely	28	70.0
	Total	40	100.0
Are you satisfied with the proposed initiative as it relates to desired improvements and efficiency levels?	partially satisfied	7	17.5
	very satisfied	33	82.5
	Total	40	100.0

*Note.* N = 40 (n = 40 participants for each question)

Spearman's correlation analysis was conducted to determine whether there was a relationship between the satisfaction of participants on the current process and the agreement on standardizing the elements for the new workflow. The satisfaction on the organization's current contract management process was significantly correlated with the agreement on designing the new workflow in Microsoft SharePoint (Spearman's  $Rho = .586, p < .01$ ). The agreement that the partner organization requires improvements to the current contract management process to achieve standardization was negatively correlated with the agreement on designing the new workflow in Microsoft SharePoint

(Spearman's  $Rho = -.484, p < .01$ ). Similarly, the agreement on the statement that the current process for managing contracts constituted a risk to the organization (Spearman's  $Rho = -.617, p < .01$ ), and the current process for managing contracts was time-consuming and equated to decreased efficiency (Spearman's  $Rho = -.641, p < .01$ ), was negatively correlated with the agreement on designing the new workflow in Microsoft SharePoint. On the other hand, the satisfaction with the way the current contract management process allows for cross-departmental interaction and support (Spearman's  $Rho = .614, p < .01$ ) and the satisfaction with the increase in volume and complexity of processes within the organization (Spearman's  $Rho = .563, p < .01$ ) was significantly correlated with the agreement on designing the new workflow in Microsoft SharePoint.

**Table 7***Spearman's Correlation Analysis*

	Do you think it is likely that a standardized workflow will influence procedures between departments in ?	Do you agree that standardizing the contract administration process will result in maximized profits for the organization?	Do you agree that designing the new workflow in SharePoint will provide an efficient and streamlined process?	Do you agree standardizing the contract management process will address relative risks to the organization?	Do you agree standardizing the contract management process will allow for an increase in scale and productivity?
How satisfied are you with the current contract management process?	0.097	-0.030	.586**	0.065	-0.153
Do you agree the partner organization requires improvements to the current contract management process to achieve standardization?	0.040	0.111	-.484**	0.079	0.149
How satisfied are you with the way the current contract management process allows for cross-departmental interaction and support?	0.133	0.048	.614**	0.173	-0.025
Do you agree the current process for managing contracts constitutes a risk to the organization?	0.147	-0.111	-.617**	0.156	0.233
Do you agree the current process for managing contracts is time-consuming and equates to decreased efficiency?	-0.184	-0.095	-.641**	-0.037	0.167
How satisfied are you with the increase in volume and complexity of processes within the organization?	0.229	0.057	.563**	0.175	0.084

*Note:* \* Correlation is significant at the .05 level. \*\* Correlation is significant at the .01 level.

### **Summary of the Quantitative and Qualitative Analysis**

I conducted two surveys to gather quantitative data for this study. For the first survey, a total of 30 responses were gathered. In general, participants were dissatisfied with the partner organization's current contract management process and its elements. On the other hand, participants agreed that standardizing the process will have positive results. In the second survey, participants were satisfied with the newly developed workflow. The correlation analysis also determined that the satisfaction of participants was related with the agreement of participants on designing the new process with Microsoft Sharepoint.

The qualitative interviews with 10 participants revealed three themes that addressed the overarching research question. The first theme, perspectives of current processes, represented participants views of the challenges of the current system, the issues they experienced with the contract management process, the impact of the process on time management, and the current process creating risk. All participants expressed that there were weaknesses within the existing process that needed to be improved. The second theme, impact of new system design, included participants' proposals of how a new system would improve their workflow. Lastly, the third theme, view of a standardized workflow, included participant reports of how they felt a standardized workflow would impact their work. They also shared the potential issues they foresaw in this new approach.

Taken together, these findings demonstrated the need for and effectiveness of a strategy to improve contract management processes to allow an organization to maximize

the number of government contract awards. Participants were receptive to the implementation of a standardized workflow for the organization's contract management. Both the quantitative and qualitative findings supported the implementation of this new process. Furthermore, the correlation analysis determined that the satisfaction of participants was related with the agreement of participants on designing the new process with Microsoft Sharepoint. Despite participant support for this change, there were concerns about the general reception of a standardized workflow. Some participants did not know if the new process would streamline work. Additionally, in the interviews, some participants raised concerns about resistance to change within their work groups.

These findings have implications for practice. First, the standardized workflow was generally supported and people felt that it improved the efficiency of the contract management system. This finding demonstrates that using a standardized workflow should be maintained within the current organization and may be beneficial for other organizations that currently face challenges within their processes and poor efficiency.

Second, while participants agreed that this new system was beneficial, they did have some hesitation regarding its implementation that should be considered by other companies that are hoping to implement new management systems. Participants proposed that the implementation process requires clear communication and support during the transition period. Existing research has indicated that BPR implementation requires additional knowledge and development in this area. Important points include improving workers' skills, providing managers with additional specialized knowledge, and using advanced technologies (Vorkapić et al., 2017). The current study findings aligned with

these findings, suggesting the need for support throughout the transition to a novel workflow.

In addition to these practice implications, there are also social implications. For example, findings have the potential to improve support for Native Hawaiian families and students and to improve the quality of healthcare and education in their communities by maximizing profits through an effective contract administration process. Over the previous decade, the partner organization has only been modestly successful in supporting the Native Hawaiian community because of the limited profitability of its majority-owned business entities. These minimal profits are largely caused by the lack of a standardized contract acquisition approach and execution. The partner organization had not successfully defined, implemented, or automated a standardized workflow capable of facilitating the successful administration of its government contracts. The findings from this study therefore provide several benefits for the field of public administration generally, and for the partner organization and other similarly structured organizations.

This study offers the partner organization practical tools for administering its government contracts that can be standardized for use by similar organizations in a manner analogous to standardized approaches to management. Finally, the interaction between stakeholders involved in the administration of government contracts can be improved by the findings of this study.

### **Recommendations**

There are several future research directions that are motivated by the findings of this research study. First, using the standardized workflow across a longer period of time



should be conducted to determine the impact of implementing the new workflow and possible changes to the workflow. Participants in the current study were supportive of implementing a standardized workflow and indicated the benefits of such an approach. There were, however, some participants who were concerned with the initial uptake of a new method. They voiced concern about other employees resisting this change and proposed that support would be needed throughout the process.

Another research direction is to roll out a survey to determine reception to a standardized workflow among a larger group of participants. The initial survey in the current study was administered to 30 people. The second survey included all 40 of the participants. In order to assess the opinions and collect concerns of a larger employee population, the survey could be administered to the entire enterprise.

Studying the organization's financial statements pre/post implementation to evaluate the profits resulting from the increased efficiency is a plausible research idea to illustrate the importance of business process reengineering and to determine the potential social impact of this change. It is important to track outcomes that support a positive social change. The impact of this change can be measured by conducting a pre/post analysis of the number of contracts awarded following the implementation of a standardized workflow across a specified period. The ability to define the impact on the profitability, investment returns, and capital savings of the subsidiaries controlled by the partner organization will further the need for business process reengineering efforts in nonprofit entities.

### **Strengths and Limitations of the Project**

This study has several strengths. First, the design of this study was mixed methods. The researcher conducted interviews with 10 participants who were the partner organization's contract administration team. Interviews allowed the researcher to capture the opinions and experiences of those individuals directly related to the study. Survey 1 was administered to 30 participants related to the organization such as managers, suppliers, and the managers of the organization's subsidiaries. Survey 2 included the 10 participants that were surveyed, and the original 30 participants from the initial survey. Surveying allowed for capturing a larger volume of responses in a short period. Using these methods in combination provided a better understanding of the ways to improve contract management processes to allow an organization to maximize the number of government contract awards. These processes begin with the decision to pursue an identified opportunity through the entire lifecycle of the contract and its ultimate completion.

Another noted strength was the partner organization's support and willingness to provide the participant pool and relevant data to the study that would've otherwise been difficult for the researcher to ascertain. The partner organization also provided the resource to design the workflow in their management system, Microsoft Sharepoint, using my schematic design illustrated in Appendix D.

One possible limitation of this study was the risk that bias can be introduced with the qualitative methodology employed in this study. Participants reported on their own experiences and opinions, and I analyzed the data. During data analysis, however, it was

possible that my personal experiences could've influenced data interpretation. This limitation was partially minimized by my recording and transcribing the interviews. This approach ensured that the participant's voice was maintained. I also aimed to reduce personal bias by reviewing the interview transcripts multiple times to identify and compensate for any evidence of bias.

Finally, another limitation was the small sample size used for the survey and interviews. While small sample sizes are standard in qualitative research, this sample size may reduce generalizability of the findings. The 30 participants who completed the survey may not represent the views of all employees. Section 5 details the final deliverable provided to the organization and the usefulness of the study for a broader audience.

## Section 5: Dissemination Plan

In this study, I aimed to improve the partner organization's existing contract administration process as well as to understand the shortcomings of the current system and the organization's needs. I employed a quantitative and qualitative design and data were collected based on the BPR framework.

I expect the findings from this study to positively influence the partner organization and other nonprofit entities. Dissemination of these findings will occur in several ways. First, I will present this capstone study to an academic audience through peer-reviewed publication and presentation of this study to the academic community. Second, I will publish this mixed-methods study in an academic journal that disseminates research on improving business practices. I will also provide a copy of this capstone study to the partner organization's CEO and the COO. The partner organization's stakeholders can use the results to inform their business practices. Additionally, I will use the email distribution list provided for my data collection process to distribute a copy of this study to the participants. Lastly, I will provide a copy of the workflow schematics and a brief work instruction to the COO.

### **Summary**

In summary, I employed a mixed methods design based on business process reengineering as the conceptual framework for systematizing and analyzing evidence. The qualitative data source was interviews with the current contract administration team and the employees of the partner organization's subsidiaries who work directly with the contract administrators. The quantitative data source was surveys of individuals related to

the organization, such as the organization's managers, suppliers, and the managers of the its subsidiaries. The results of these two approaches revealed that participants were dissatisfied with the current contract management process, and participants noted that it lacked organization. Additionally, participants were receptive to a standardized workflow. Participants revealed that they felt a standardized workflow was likely to influence procedures. Participants did voice some concerns about pushback for a new system and proposed that clear communication and support during the transition would facilitate the implementation of a standardized workflow.

The anticipated social benefits of the project I foresee include ensuring the effectiveness of the partner organization's administration of U.S. government awarded contracts and deepening the reengineering business processes. Based on the results of the study, I was able to illustrate the problems and needs of the organization that I hope will help inform other organizations on the development of a standardized contract administration process using the BPR framework as guidance. An increase in the volume of government awarded contracts directly translates into an increase in profits that can be used to fund programs strengthening the Native Hawaiian community. Organizations can use these outcomes to increase efficiency resulting in the ability to appropriately manage an expanded number of contracts. In addition, I anticipate business owners will be able to use the results obtained to implement best practices within their organizations.

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## Appendix A: Copy of Survey #1 Questions Used

Analyze Current Process

How satisfied are you with the current the organization's contract management process?

1. Very satisfied
2. Partially satisfied
3. Neutral
4. Partially dissatisfied
5. Highly dissatisfied

Do you agree that the organization requires improvements to the current contract management process to achieve standardization?

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

How satisfied are you with the way the current contract management process allows for cross-departmental interaction and support?

1. Very satisfied
2. Partially satisfied
3. Neutral
4. Partially dissatisfied

5. Highly dissatisfied

Do you agree the current process for managing the organization's contracts constitute a risk to the organization?

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Do you agree the current process for managing contracts is time consuming and equates to decreased efficiency?

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Evaluate Improvement Needs & Resources

How satisfied are you with the increase in volume and complexity of processes within the organization?

1. Very satisfied
2. Partially satisfied
3. Neutral
4. Partially dissatisfied

5. Highly dissatisfied

Do you think it is likely that a standardized workflow will influence procedures between departments in the organization?

1. Very likely
2. Likely
3. Neutral
4. Not likely
5. Very unlikely

Do you agree that standardizing the contract administration process will result in maximized profits for the organization?

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Do you agree that designing the new workflow in MS SharePoint will provide an efficient and streamlined process?

6. Strongly agree
7. Agree
8. Neutral
9. Disagree
10. Strongly disagree

Do you agree standardizing the contract management process will address relative risks to the organization?

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Do you agree standardizing the contract management process will allow for an increase in scale and productivity?

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

## Appendix B: Copy of Semi Structured Interview Questions

### Analyze Current Process

1. What are the challenges associated with the current contract management process at the partner organization?
2. Describe the issues you experience with the current process for managing contracts.
3. How does the current process impact time management?
4. Does the current process create risk for the organization?

### Evaluate Improvement Needs & Resources

1. How will other entities dependent on the partner organization benefit from the minimization of barriers to the increase in government contract awards?
2. Do you view standardizing the workflow necessary for effective cross-departmental engagement?
3. What are your thoughts about implementing a standardized workflow for the management of government contracts as it relates to the partner organization's profit?
4. Do you see potential barriers to creating the new workflow in Microsoft SharePoint?
5. What potential issue do you foresee resulting from standardizing the workflow?

Appendix C: Copy of Survey #2 Questions: Effectiveness of New Process

Are you satisfied with the new workflow for the contract management process?

1. Very satisfied
2. Partially satisfied
3. Neutral
4. Partially dissatisfied
5. Highly dissatisfied

How likely is the new workflow process able to improve the execution of tasks across the enterprise?

1. Very likely
2. Likely
3. Neutral
4. Not likely
5. Highly unlikely

How satisfied are you with the likelihood of the new process to promote seamless and streamlined operations across the partner organization and its subsidiaries?

1. Very satisfied
2. Partially satisfied
3. Neutral
4. Partially dissatisfied
5. Highly dissatisfied



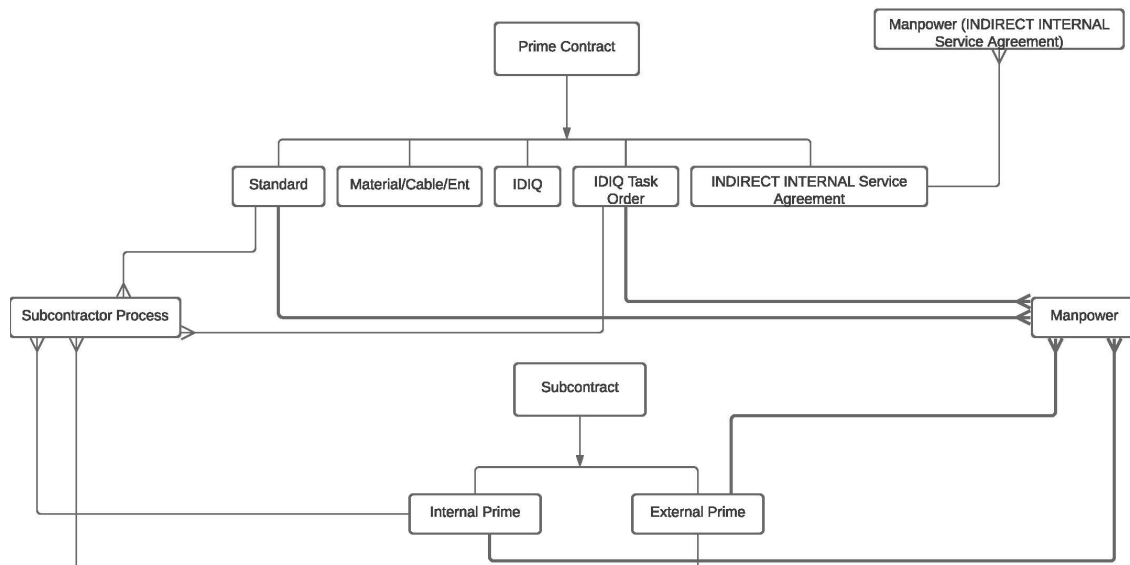
How likely will the new process streamline interactions between each department as it relates to the partner organization's contract administration?

1. Very likely
2. Likely
3. I do not know
4. Unlikely
5. Strongly unlikely

Are you satisfied with the proposed initiative as it relates to desired improvements and efficiency levels?

1. Very satisfied
2. Partially satisfied
3. Neutral
4. Partially dissatisfied
5. Highly dissatisfied

### Appendix D: Copy of Workflow Schematics



#### Contract Management Process - Path Selection

						Description	
	<b>Prime Contract</b>						
	→	(Select one)					
		↓	↓	↓	↓	↓	
		Standard	Material/Cable/ Entertainment	IDIQ	IDIQ Task Order	INDIRECT INTERNAL Service Agreement	1. On "New Document Set: Prime Contract" page, replace words below 2nd field with "LEAVE as Contract Name when setting up a new contract. When uploading files at any point in the Task List, select the appropriate meta-data tag from this list."
	<b>OR</b>						
	<b>SubContract</b>						
		(Select One)					
		↓	↓				
		Sister Prime	External Prime				1. On "New Document Set: subcontract" page, replace words below 2nd field with "LEAVE as Contract Name when setting up a new contract. When uploading files at any point in the Task List, select the appropriate meta-data tag from this list."

Prime Contract - Standard				Instruction Statement/Question (shown to user)	Logic	Auto-Notifications when COMPLETE	Required to Proceed	Link(s)			
<b>1.0 Proposal Phase</b>											
Checkbox	1.1			Complete 1st half of Contract Summary Sheet	CSS fields shown and available to be populated; <b>Progressive Action:</b> Selection of "Complete" AND population of designated fields required for completion of step	Mgmt	Yes	N/A			
	↓										
Choice	1.2a ⚪	If "yes" →	↓	Is there an RFP?		None	Yes				
	↓		↓								
Checkbox			1.2b	Upload Request for Proposal/Quote (Use "Upload Files" button at the top of this list. Tag as "RFP/RFQ" from dropdown list.)	Action "button" to open Upload interface with MetaData Tags; <b>Progressive Action:</b> Selection of "Complete"	Program Management	Yes	N/A			
	↓		↓								
	↓	←	←								
Label	1.3			No Longer Applicable	<b>Progressive Action:</b> N/A	None	No	N/A			
	↓										
Choice	1.4 ⚪	If "yes" →	↓	Will Teaming Agreement(s) and/or NDA(s) be used?	<b>Progressive Action:</b> Selection of "Yes" or "No"	None	Yes	N/A			
	↓		↓								
Choice			1.4.1 ⚪	Will TA(s) and/or NDA(s) deviate from Template?	<b>Progressive Action:</b> Selection of "Yes" or "No"	None	Yes	TA Template; NDA Template			
	↓		↓								
	↓		↓								
Checkbox				1.4.1.1	Upload Amended DRAFT TA(s) and/or NDA(s) (Use "Upload Files" button at the top of this list. Tag as "DRAFT TA/NDA" from dropdown list.)	Action "button" to open Upload interface with MetaData Tags; <b>Progressive Action:</b> Selection of "Complete"	Mgmt	Yes	N/A		
	↓		↓								
	↓		↓	1.4.1.2	Approve Amended Draft TA(s) and/or NDA(s) [Jim] (3 business days)	<b>Progressive Action:</b> Selection of "Complete"	None	Yes	N/A		
	↓		↓								
	↓		↓								
	↓		1.4.2	←	←	Upload Amended Signed TA(s) and/or NDA(s) (Use "Upload Files" button at the top of this list. Tag as "TA/NDA" from dropdown list.)	Action "button" to open Upload interface with MetaData Tags; <b>Progressive Action:</b> Selection of "Complete"	None	Yes	N/A	
	↓		↓								
	↓	←	←								
	1.5 ⚪	If "yes" →	↓	Will new Projected Indirect Rates be used?	Rate Matrix Displayed (OH, G&A, Fringe). "Current" Rate Fields shown and cannot be changed here (Populated based on static data updated by Program Management every Quarter). "Projected" Rate Fields blank for now and can only be populated by Honu personnel. "Proposed" Rate Fields blank for now and can be populated by all. <b>Progressive Action:</b> Selection of "Yes" or "No"	None	Yes	N/A			
	↓		↓								
	↓		↓								
	↓	If YES Or No	↓								
	←	1.5.1	→								
	↓		↓								
	↓		↓								
	↓		1.5.2			Provide "Projected" Indirect Rates on Rate Matrix [Program Management] (5 business days)	Will populate "Projected" Rate Fields in 1.5 Rate Matrix. <b>Progressive Action:</b> Selection of "Complete" AND population of all "Projected" fields in Rate Matrix	None	Yes	N/A	
	↓		↓								
	↓		1.5.3 ⚪	If "yes" →	↓	Does PM request to deviate from Projected Rates?	<b>Progressive Action:</b> Selection of "Yes" or "No"	None	Yes	N/A	
	↓		↓								
	↓	←	←			1.5.3.1	Provide "Proposed" Indirect Rates on Rate Matrix	Will populate "Proposed" Rate Fields in 1.5 Rate Matrix. <b>Progressive Action:</b> Selection of "Complete" AND population of all "Proposed" fields in Rate Matrix	Mgmt	Yes	N/A
	↓		↓								



					2.6				Create Project in CostPoint [Contracts] (3 business days)	Progressive Action: Selection of "Complete"	None	Yes	N/A	
					2.7				Initiate Manpower Process. Click "Create 2.7 Manpower List" button to create EACH position associated with this contract. Updates for each position can be captured clicking on the Pencil icon for each position	Progressive Action: N/A Note: Open after 2.1	None	No	N/A	
					2.8	↙			Does this award have Subcontractor(s)?	Progressive Action: Selection of "Yes" or "No" Note: Open after 2.1	None	Yes	N/A	
					2.8.1				Click "Initiate Subcontractor Process. Create 2.8.1 Subcontractor Process List" button to create EACH subcontract associated with this contract. Updates for each subcontract can be captured clicking on the Pencil icon for each subcontract	Progressive Action: N/A Note: Open after 2.1	None	No	N/A	
					2.9				Upload Invoice Plan (Use "Upload Files" button at the top of this list. Tag as "Invoice Plan" from dropdown list.)	Action "button" to open Upload interface with MetaData Tags; Progressive Action: Selection of "Complete"		Yes	Invoice Plan Template	
<b>3.0 Execution Phase</b>														
					3.0				Submit Required Reporting (eCRMA, CPARS, CDRIs, etc.)					
					3.1				Coordinate Manpower updates through Manpower Process (Step 2.7)	Progressive Action: N/A LABEL	None	No	N/A	
					3.2				Coordinate Subcontractor updates through Subcontractor Process (Step 2.8.1)	Progressive Action: N/A LABEL	None	No	N/A	
					3.3				No longer applicable	Action "button" to open Upload interface with MetaData Tags; Progressive Action: N/A LABEL	Contracts, TBD (based on Company)	No	N/A	
									Delete this step - it is redundant with 3.3	Upload Contract Modifications	Action "button" to open Upload interface with MetaData Tags; Progressive Action: N/A	None	No	N/A
					3.4	↙		Renumbered	Is a Material Closeout action required?	Progressive Action: Selection of "Yes" or "No"	None	Yes	N/A	
					3.4.1			Renumbered	Complete and Upload Material Closeout Checklist	Action "button" to open Upload interface with MetaData Tags; Progressive Action: Selection of "Complete"	None	Yes	Material Closeout Template	
					3.5			Renumbered	Declare Contract Closed	Progressive Action: Selection of "Complete"	None	Yes	N/A	

Manpower Process									Instruction Statement/Question (shown to user)	Logic	Auto-Notifications when COMPLETE	Required to Proceed	Link(s)	
<b>2.7 Manpower Process - Performed for EACH POSITION (Recruitment)</b>														
					2.7.1				Provide Project Labor Category (PLC) Title in Task List Field	Will populate "PLC" field shown as part of this step in the Task List; Progressive Action: Selection of "Complete"	None	Yes	N/A	
					Insert Text Field				Project Labor Category (PLC)	This field and 2.7.1 must be completed before moving on	None	Yes		
					2.7.2	→	→		How Will this Position be Filled?	Progressive Action: Selection of "New Employee" or "New Employee (Badge Swap)" or "Existing Employee"	HR	Yes	N/A	
					(condition) if 2.7.2 = [New Employee] OR if 2.7.2 = [New Employee (Badge Swap)]				Conditional Action					
					Insert Text Field				Provide Applicable CLIN #	Comment under field: *IMPORTANT! If there is a change to the employee's TITLE and/or SALARY please coordinate directly with HR with this information	HR			
					Insert Choice Field				Position Type	Choice (FT / PT)				
					Insert Choice Field				Security Clearance Requirement	Secret Top Secret N/A				
					Insert Text Field				Supervisor Name					
					Insert Text Field				Supervisor Email					



2.7.19				↓			↓	0	Create and Send Offer Letter to President for Same Day Signature via DocuSign [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.20				↓			↓	4	Confirm Receipt of Background Check Results [HR] [4 business days]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.21	⊕	If "yes" →	↓	↓			↓	0	Did New Hire Fail the Background Screening? [HR] [Same business day]	Progressive Action: Selection of "Yes" or "No"	None	Yes	N/A
↓		If "no" ↓	↓	↓			↓						
↓			2.7.21.1	↓			↓	0	Notify Client Company Hiring Manager of failure [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓			↓	↓			↓						
↓			2.7.21.2	↓			↓	0	Either Resolve Issues with Selected New Hire or Initiate New Manpower Process Tasklist for the Same Position [HR/PM]	Progressive Action: Selection of "Complete"	HR	Yes	N/A
↓			?	↓			↓						
2.7.22				↓			↓	0	Send Offer Letter to Candidate via DocuSign [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.23				↓			↓	2	Confirm Receipt of Signed Offer Letter from Candidate via DocuSign [HR] [2 business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.24				↓			↓	0	Initiate Drug Screening Test [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.25				↓			↓	0	Send out New Hire Packet [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.26				↓			↓	2	Confirm Receipt of Completed/Signed New Hire Packet from Candidate [HR]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.27				↓			↓	3	Confirm Receipt of Drug Screening Results [HR] [3 business days]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.28	⊕	If "yes" →	↓	↓			↓	0	Did New Hire Fail the Drug Screening? [HR] [Same business day]	Progressive Action: Selection of "Yes" or "No"	None	Yes	N/A
↓		If "no" ↓	↓	↓			↓						
↓			2.7.28.1	↓			↓	0	Notify Client Company Hiring Manager of failure [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓			↓	↓			↓						
↓			2.7.28.2	↓			↓	0	Either Resolve Issues with Selected New Hire of Initiate New Manpower Process Tasklist for the Same Position [HR/PM]	Progressive Action: Selection of "Complete"	HR	Yes	N/A
↓			?	↓			↓						
2.7.29				↓			↓	0	HR Generalist Sends Complete Personnel Packet to Kanani [HR] [Same Business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.30				↓			↓	0	Notify Client Company POC via email of Authority to Proceed with Sending Company Welcome Aboard Packet [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
2.7.31				↓			↓		Send out Company-Specific Welcome Aboard Packet	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓			↓						
2.7.32				↓			↓	3	Set-up Personnel in TRINET [HR] [2 business days]	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓			↓						
2.7.33				↓			↓	0	Set-up Personnel in CostPoint [HR] [Same business days]	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓			↓						
2.7.34				↓			↓	0	Send New Hire Information to Contracts [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓			↓						
↓				2.7.17B			↓	1	Conduct New Hire and Not Selected Candidate(s) Honu QA [HR] [1 business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
↓				2.7.18B			↓	1	Create and Send Offer Letter to President via DocuSign for Same Day Signature [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
↓				2.7.19B			↓	0	Send Offer Letter to Candidate [HR] [Same Business Day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
↓				2.7.20B			↓	2	Confirm Receipt of Signed Offer Letter from the Candidate via DocuSign [HR] [1 business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
↓				2.7.21B			↓	0	Initiate background Check [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						
↓				2.7.22B			↓	0	Send out New Hire Packet [HR] [Same business day]	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓			↓						

↓				2.7.23B		↓	1	Confirm Receipt of Completed/Signed New Hire Packet from Candidate [HR] (1 business day)	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓		↓						
↓				2.7.24B		↓	0	Notify Client Company POC via email of Authority to Proceed with Sending Company Welcome Aboard Packet [HR] (Same business day)	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓		↓						
↓				2.7.25B		↓	0	Send out Company-Specific Welcome Aboard Packet	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		↓						
↓				2.7.26B		↓	1	Set-up Personnel in TRINET [HR] (1 business day)	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		↓						
↓				2.7.27B		↓	0	Set-up Personnel in CostPoint [HR] (Same business day)	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		↓						
↓				2.7.28B		↓	0	Send New Hire Information to Contracts [HR] (Same business day)	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		↓						
↓				2.7.29B		↓	1	Manage Workforce in CostPoint [Contracts] (1 business day)	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		↓						
↓				**Employee Available for Work**		↓						
↓				↓		↓						
↓				2.7.30B		↓	1	Initiate Drug Screening Test [HR] (1 business day)	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓		↓						
↓				2.7.31B		↓	0	Confirm Receipt of Background Check [HR] (Same business day)	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓		↓						
↓				2.7.32B		↓	5	Confirm Receipt of Drug Screening Results [HR] (5 business days)	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓		↓						
↓				2.7.33B	If "yes" →	↓	0	Did New Hire Fail the Background and/or Drug Screening? [HR] (Same business day)	Progressive Action: Selection of "Yes" or "No"	None	Yes	N/A
↓				↓		↓						
↓				If "no" ↓		↓						
↓				↓		↓	0	Notify Client Company Hiring Manager of failure [HR] (Same business day)	Progressive Action: Selection of "Complete"	None	Yes	N/A
↓				↓		↓						
↓				↓		↓	0	Either Resolve Issues with Selected New Hire or Initiate New Manpower Process Tasklist for the Same Position	Progressive Action: Selection of "Complete"	HR	Yes	N/A
↓				↓		↓						
↓				2.7.34B	LABEL	↓	1	No Longer Applicable	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		↓						
↓				END		↓						
↓				↓		↓						
↓				2.7.35		←	1	Manage Workforce in CostPoint [Contracts] (1 business day)	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		←						
↓				2.7.36	LABEL	←	0	No Longer Applicable	Progressive Action: Selection of "Complete"	None	No	N/A
↓				↓		←						
↓				END		←						

Subcontractor Process				Instruction Statement/Question (shown to user)	Logic	Auto-Notifications when COMPLETE	Required to Proceed	Link(s)	
<b>2.8.1 Subcontractor Process - Performed for EACH Subcontractor</b>									
2.8.1.1	↓			Have you submitted the Subcontractor Requisition form (FM-CON 12)?	Progressive Action: Selection of "Yes" or "No"	Contracts	Yes	N/A	
	If "no" ↓								
	↓			Support Negotiations with Subcontractor [Contracts] (3 days as required)	Progressive Action: Selection of "Complete"	None	Yes	N/A	
	↓								
	←								
	↓								
2.8.1.2	→			Send PDF file from Azure BLOB	"Send Email with PDF" button. Upload File window should have the following fields: - POC Name (text) - POC Email (text)		Yes	N/A	
	↓								
				Email	"MailTo" used to send email with PDF link to the POC Email entered from 2.8.1.2				
	↓								
				2.8.1.2.1	Upload completed survey	Upload button			
	←								
	↓								
2.8.1.3				Upload Subcontract COI	Progressive Action: Selection of "Complete"	None	Yes		
	↓								
2.8.1.4				Upload FINAL SIGNED version of Subcontract (Use "Upload Files" button at the top of this list. Tag as "FINAL SIGNED Subcontracts" from dropdown list.)	Action "button" to open Upload interface with MetaData Tags; Progressive Action: Selection of "Complete"	None	Yes	N/A	
	↓								
2.8.1.5	↓			Is this a Cleared Subcontract?	Progressive Action: Selection of "Yes" or "No"		Yes	N/A	
	↓						If "Yes" then FSO; If "No" then None		
				2.8.1.5.1	Create and Deliver DD-254 to Subcontractor	Progressive Action: Selection of "Complete"	None	Yes	N/A



**STANDARD Contract Summary "Sheet" Contents**

Field Name	When Required	Field Type	Field Options	Description/Instruction	Completed By	Required for Completion of Step
Contract Name	Step 1.1	Text	N/A		Client Company	Yes
Period of Performance - Start Date	Step 1.1	Date	Calendar	As stated in RFP/RFQ	Client Company	Yes
Period of Performance - End Date	Step 1.1	Date	Calendar	As stated in RFP/RFQ	Client Company	Yes
Client Company POC Name	Step 1.1	Text	N/A		Client Company	Yes
Client Company POC Title	Step 1.1	Text			Client Company	Yes
Client Company POC Email	Step 1.1	Text	N/A		Client Company	Yes
Client Company POC Office Phone	Step 1.1	Phone #	N/A		Client Company	Yes
Client Company POC Cell Phone	Step 1.1	Phone #	N/A		Client Company	Yes
Contract Security Level	Step 1.1	Dropdown	Unclassified SECRET TOP SECRET	As stated in RFP/RFQ	Client Company	Yes
Contract Type	Step 1.1	Dropdown	Fixed-Price Time & Material Cost-Reimbursement	As stated in RFP/RFQ	Client Company	Yes
Contracts NAICS	Step 1.1	Numerical	N/A	As stated in RFP/RFQ	Client Company	Yes
8(a)	Step 1.1	Dropdown	Direct Award Competitive NOT 8(a)	As stated in RFP/RFQ	Client Company	Yes
Type of Non-8(a) Award	Step 1.1	Dropdown	N/A Small Business Commercial	As stated in RFP/RFQ	Client Company	Yes
Anticipated Number of FTEs	Step 1.1	Numerical	N/A	As determined by SOW in RFP/RFQ	Client Company	Yes
Customer Name	Step 1.1	Text	N/A	As stated in RFP/RFQ	Client Company	Yes
Hawaiian GET Tax	Step 1.1	Dropdown	Hawaii (Oahu) Hawaii (Other than Oahu) N/A	As determined by SOW in RFP/RFQ	Client Company	Yes
Other Specific Tax Name	Step 1.1	Text	N/A	As stated in RFP/RFQ	Client Company	Yes
Award Date	Step 2.3	Date	Calendar	As stated on Contract Award	Client Company	Yes
Issuing Agency	Step 2.3	Text	N/A	As stated on Contract Award	Client Company	Yes
COR	Step 2.3	Text	N/A		Client Company	Yes
KO	Step 2.3	Text				
ACO Name	Step 2.3	Text	N/A	Type "Not Stated On Award" IF this info is not provided on the Award	Client Company	Yes
SCA	Step 2.3	Dropdown/Radi I	Yes/No	As stated on Contract Award	Client Company	Yes
GSA	Step 2.3	Dropdown/Radi I	Yes/No	As stated on Contract Award	Client Company	Yes
Is this an Auditable Contract	Step 2.4	Dropdown/Radi I	Yes/No	(FAR 52.216-7)		Yes

Subject to T.I.N.A.	Step 2.3	Dropdown/Radi I	Yes/No	(FAR 52.215-20 And/Or 52.215-21)		Yes
Indirect Rate Used (OH)	Step 2.3	Numerical %	N/A	As determined in Step 1.5 and shown in the Rate Matrix	Client Company	Yes
Indirect Rate Used (G&A)	Step 2.3	Numerical %	N/A	As determined in Step 1.5 and shown in the Rate Matrix	Client Company	Yes
Indirect Rate Used (Fringe)	Step 2.3	Numerical %	N/A	As determined in Step 1.5 and shown in the Rate Matrix	Client Company	Yes
G&A Amount Applied to Travel	Step 2.3	Numerical %	N/A	As determined in Proposal/Award (Can be 0% if none to be applied)	Client Company	Yes
G&A Amount Applied to Material	Step 2.3	Text		As determined in Proposal/Award (Can be 0% if none to be applied)	Client Company	Yes
Miscellaneous	Step 2.3	Multiple	N/A	List all Subcontracts	Company	Yes
CostPoint Contract Number	Step 2.3	Text	N/A	To be filled in by Honu CM	Honu	Yes
Is DFAR 252.204-7012 included?	Step 2.3					Yes
Controlled Unclassified Information/CUI included?	Step 2.3	Choice				Yes
Subject to Service Contract Reporting (SCR - formerly eCMRA)	Step 2.3	Choice		52.204-14 and/or 52.204-15		Yes