**The Contracting Process in General Dynamics**

Maria Alvarenga

Webster University

Dr. Deane Desper

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**Tools and Techniques of Contracting Process**

A contracting process is mainly a sequence of activities and tasks, demarcated contrarily by every single company. However, although every business delineates its procedures contrarily, generally, there are definite steps included in a typical contracting process. The first step is to understand the problem that the contracting process will resolve. The next step is to ensure comprehensive investigation and establish necessities, including drawings, documents, specifications, or/and statements. Moreover, the next step is to create a list of prospective eligible suppliers, and prequalification is done to establish the most appropriate to execute the work. A contracting method is ascertained depending on the existing condition, and contract forms are organized. However, this might include requirements and/or terms and conditions. The next step involves negotiations of the ultimate cost and terms then the contract is appraised and finalized. After that, the next step is the management of the top product through provision, management, and performance, followed by the management of any alterations and disputes. The ultimate step of the contracting process is concluding the contract and preparation of any litigation if needed (Lumineau et al., 2011).

However, numerous tools and techniques are utilized to expedite the administration of the contract process. These tools comprise the process of contract change control, reviews of procurement performance, audits and inspections, payment process, performance reporting, and the record management system (RMS). According to Zou et al. (2019), the system of change control is mainly utilized in outlining the procedure through adjustments to the contract that might be done, counting the systems of tracking, measures for solving disputes, approvals, and paperwork necessary for authorization of adjustments.

Kapsali et al. (2019) state the procure performance reviews as the strategic evaluation of the progress of the contractor concerning the provision of the procured materials concerning the cost, timetable, and quality as stipulated within the contract. Moreover, audits and inspections are also detailed within the contract and establish a significant facet of quality control in the logic that they are mainly utilized in inspecting and validating the sufficiency of the materials or services provided by the contractors. Besides, performance reporting grants the purchasing department the necessary data to assess the contractor alongside the main contractual objectives. In a nutshell, performance reporting indicates the aptitude of the contractor to fully fulfill all the requirements detailed within the contract regarding technical performance, cost, and schedule.

The process of payment outlines the system of payment to be used in the contracting process, which must incorporate appropriate authorization and reviews. Furthermore, the system of payment outlines the payment terms with reverence to the period for requesting payment, for instance, n/60 or n/30 for demanding payment after 60 and 30 days, respectively. However, any number of days can as well be specified in the process of payment to designate the payment due date. The contract administrators utilize the record management system (RMS) to manage documents and contract records. Additionally, RMS helps uphold an index of the contract document and correspondence, along with helping with the archival and retrieval of contract documents. Lastly, information technology is another vital tool commonly used in the administration of the contracting process to enhance the efficiency and effectiveness of the process, mainly through the automation of the record management system (RMS).

**The Contracting Process**

The very initial phase or step of this consulting process will commence after entering into General Dynamics and communicating with the human resource management. After that, I will work by engaging and operating through the leadership ladder until the contracting firm gets a conference to confer on establishing a convention to address their existing and recurring trepidations and problems. However, throughout the contracting process, the client and the consultant must substantiate the following; the concerns, inferences of the concerns, the suitable tactic to the commitment, instituting a timetable with vital milestones, consenting upon duties, relevant responsibilities, and roles, conferring concealment and payments.

Currently, General Dynamics Corporation encounters numerous problems, both internal and external. One of the biggest problems is that the investment in modern technology is not parity with the company's stipulated vision. Lately, companies have been limited concerning the sort of information they are capable of collecting about their supply chain. Most of General Dynamic's system relies much on passive information loggers that capture temperature and location but do not feed it in actual time. For the company, finding out when an issue has occurred in real-time compared to when it arrives might help the company prevent losses or organize just-in-time solutions if necessary.

Additionally, the company encounters stiff competition from other prominent companies operating in the same field like Northrop Grumman, Lockheed Martin, Boeing, BAE Systems, Huntington Ingalls Industries, and Raytheon. However, to remain competitive within the market and grow its consumer base, the corporation should develop new inventive concepts.

**The Project Objectives and Strategy**

According to Sokowski (2015), project objectives are mainly factual statements that designate the things the project is trying to accomplish. An objective must be inscribed at levels that can be evaluated at the end of the project to determine whether it was attained. Moreover, a well-written objective should be SMART, meaning that it should be Specific, Measurable, Attainable, Realistic, and Time-bound. Project objectives are vital as they indicate an agreement between the project sponsor and project manager on the significant purpose of the project.

Therefore, a project consultant should contribute their technical, operational, or/and strategic expertise to the main project. A consultant will collaborate with the client to establish the project parameters, understand the client's priorities, and understand the outcomes that the client anticipates. However, through this, the consultant will be able to create project plans consistent with the objectives of the business and consign project resources and tasks. The creation of a project plan and purpose will help the contracting process throughout the results measurement.

To address the supply chain digitization problem faced by General Dynamics Company will commence by collecting relevant information. This information will specifically be collected from employee assessments, smart sheets, and time cards. The projected objectives to address this issue could be investing more in new technology to tear down those barriers and ensure that the supply chain is entirely integrated and transparent to all the players. On the other hand, to tackle the external challenge of stiff competition from other companies, thorough research should be executed to establish what is working effectively for other companies within the field. Therefore, the projected objective might be to intensify their marketing strategies to expand their market share.

**Schedule and the Result Measurement**

"The only constant is change," is a popular saying, but the fact is that the only constant is mainly the fast-changing technology. Primarily, every time employees become conversant and comfortable with new technology, software, or/and system, a new one emerges. As such, this ever-changing (but regularly advancing) access to new technology can be significant for business but exasperating for workers. Therefore, to ensure that all the workers are conversant with the new technology, a training session on the current technology must be ensured for all the employees within the company for three months by classroom and through online sessions. However, the human resource department, the aeronautical engineers, marketing, and communication departments will receive further definite job training. However, this further training will be offered one day in three months, and the workers will be assessed to estimate their understanding of their work. Moreover, they will be evaluated after every training to assess any progress in their existing acquaintance. To implement this training procedure must take a year.

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| Stage | Day 1 | Day 2 | Day 3 | Day 4 | Day 5 | Day 6 | Day 7 | Day 8 | Day 9 | Day 10 | Day 11 | Day 12 |
| 1: The Initial Meeting | 3 |  |  |  |  |  |  |  |  |  |  |  |
| 2: The Organizational Valuation |  | 4 | 4 | 4 | 4 | 4 |  |  |  |  |  |  |
| 3: Data Analysis |  |  |  |  |  |  | 3 | 3 |  |  |  |  |
| 4: Resource Planning and Action |  |  |  |  |  |  |  |  | 2 | 4 |  |  |
| 4: Concluding the Plan and Findings Presentation |  |  |  |  |  |  |  |  |  |  | 2 | 4 |

Note

* The numbers in each day represent the number of meetings held.
* Every ongoing training and mentorship session will take up to 6 hours.

**The roles of the Consultant and the Clients**

Organizational development consultants specifically offer advice and guidance to assist organizations in improving operations, drive profitability, and enhance efficiency without cutting personnel or departments. Rothwell & Sullivan (2005) assert that this role entails observing both the bigger-picture business aspects and more minor elements of their operation and structure, such as distinct departments, to ascertain areas for expansion and bring new plans or strategies.

Therefore, as the company’s OD consultant, the major role will be to scrutinize what the concerns are at General Dynamic. The initial step will mainly be doing thorough scrutiny of the organization, analyzing the organization's arrangement, evaluating the company's commercial process efficiency, and engaging all the employees and employers at all levels and within all departments. After that, I will compile a response report, call a special meeting with the top management team, and provide my valuations, including a development plan, initial valuation, and recommendations in a well-written Assessment Report. Additionally, I will pinpoint and illuminate all serious issues and particular approaches to address every point in a well-written, realistic and reliable strategic plan.

To enable the organization to enhance certain facets of their performance and to assist them in realizing their set goals and objectives successfully, as the OD consultant, I will provide the company with numerous materials and step-by-step plans for all vital managerial and governance activities. These materials will include restructured handbook of employees' policies and guidelines, a staffing plan, an organizational chart, and an employee's system of performance management. My duty will ultimately come to an end after presenting my valuation and recommendations and are approved. However, it is the client's duty to form a planning board to supervise the implementation and improvement of the strategic plan and the analysis of the activities status.

**Payments**

Typically, our consultancy firm charges $350 per hour per client. General Dynamics will be issued with an invoice for the total hours worked after every phase. However, payments will be made at the end of every stage up to the entire process. The process includes five phases; the preliminary 12 business days are meeting, evaluations, planning, and the three-month follow-up training periods.

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| **Phase** | **Fee** |
| 1: The Initial Meeting | $1,050 |
| 2: The Organizational Valuation | $7,000 |
| 3: Data Analysis | $2,100 |
| 4. Resource Planning and Action | $2,100 |
| 5: Concluding the Plan and Findings Presentation | $2,100 |
| **Total Amount** | **$14,350** |
|  |  |
| Extra Expenses and Materials | $8,400 |
| Travel and transportation expenses | $6,800 |
| Valuation and Training materials | $2,200 |
| Total Projected Materials and Expenses: | $17,400 |
| **Total Estimated Cost of the Project** | **$31, 750** |

**Potential Outcome**

At the end of the three months training, all employees will be highly contented with the training. Nearly all learners will rate the general quality of the training session as excellent (85%), and most of them will recommend the training to be performed frequently. Lastly, all learners will strongly be inspired to apply their acquired technological skills, which will automatically improve their job performance which will, in turn, boost the productivity and profitability of General Dynamics Company.

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