Contract Administration
Job Content Importance Ratings

By using the scale below, please rate the importance of the items in the tables that follow to the Contract Administration function. The items represent the contents of the functions of Contract Administration. For example, if you believe that adhering to all personnel laws, rules, and regulations is very important to the Contract Administration function, place an X in the column under VI (Very Important) and across from the item stating "1. Adheres to all personnel laws, rules, and regulations." If you believe that this item is slightly important, place an X in the column under SI (Slightly Important).

Assess each statement on its own merit. This is not a relative importance rating; so do not rate an item in comparison with other items in the same topic area. Please mark only one X per item and complete all the items on all the tables.

Do not spend an inordinate amount of time considering each statement. If you are unsure of your response to a statement, leave that statement blank and come back to it when you have finished the others. If you leave a statement blank initially, do not forget to go back and finish all ratings. The ratings can be completed in 30 to 40 minutes.

Additionally, please rate for the current status of the functions, not for what the functions should be. What the functions should be can be determined at a later date. Remember: This importance assessment is for the Contract Administration functions only.

Thank you for your time and expert responses.

Use these definitions when rating the items on the following pages.

EI = Extremely Important
VI = Very Important
I = Important
SI = Slightly Important
NI = Not Important

Now, please go to the next page and complete the ratings. Thank you.

Competencies and Descriptive Skills for the Functions of Contract Administration					
	EI	**VI**	**I**	**SI**	**NI**
Organizing/Planning					
1. Prioritizes many types of contracts.					
2. Uses the tracking system to organize contracts.					
3. Manages time spent on organizing contracts.					
4. Does needs assessments with customers.					
5. Anticipates potential threats or opportunities.					
6. Keeps good files.					
7. Coordinates between the contractor and the divisions.					
Creative Thinking					
1. Develops new insights into situations.					
2. Applies innovative solutions to make organizational improvements.					
3. Designs new or cutting-edge programs/processes.					
4. Implements new or cutting-edge programs/processes.					
5. Maintains a high level of curiosity.					
Flexibility					
1. Is open to change and new information.					
2. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles.					
3. Effectively deals with pressure.					
4. Effectively deals with ambiguity.					
Self-Direction					
1. Demonstrates belief in own abilities and ideas.					
2. Is self-motivated and results-oriented.					
3. Recognizes own strengths and weaknesses.					
4. Seeks feedback from others.					
5. Seeks opportunities for self-learning and development.					
6. Sets realistic personal goals.					
7. Displays a high level of initiative towards completing assignments.					
8. Demonstrates conscientious behavior.					
9. Works with minimal supervision.					
10. Maintains a positive view of self.					
11. Displays a professional image.					
12. Uses efficient learning techniques to acquire new knowledge and skills.					
13. Seeks opportunities for self-learning and development.					
14. Is punctual.					
15. Is well-mannered.					

Competencies and Descriptive Skills for the Functions of Contract Administration (Continued)					
	EI	**VI**	**I**	**SI**	**NI**
Decisiveness					
1. Makes sound and well-informed decisions.					
2. Makes timely decisions.					
3. Perceives the implications of decisions.					
4. Even in uncertain situations, commits to action in order to accomplish organizational goals.					
5. Uses sound reasoning.					
6. Causes change.					
7. Is dispassionate in decision making.					
8. Is assertive in decision making.					
Evaluating					
1. Monitors the progress of contract plans.					
2. Evaluates outcomes of contract plans.					
Reading Comprehension					
1. Comprehends written material (e.g., rules, regulations, reports, charts, tables, etc.).					
2. Applies what is learned from written material.					
3. Retains facts and figures from readings.					
Oral Communication					
1. Expresses effectively information to individuals or groups.					
2. Makes clear oral presentations.					
3. Makes convincing oral presentations.					
4. Listens to others.					
5. Facilitates an open exchange of ideas.					
6. Takes into account matching the audience and nature of the information.					
7. Attends to nonverbal cues.					
8. Responds appropriately to nonverbal cues.					
9. Uses appropriate body language (e.g., eye contact, voice tone).					
10. Understands the different communication media.					
11. Asks clarifying questions.					
Written Communication					
1. Expresses information succinctly in writing.					
2. Expresses information in writing in an organized manner.					
3. Uses correct English grammar, punctuation, and spelling.					
4. Produces written material appropriate for the audience.					
5. Translates contract language into layman's terms.					
Training					
1. Uses sound instructional methods.					
2. Helps others learn through formal or informal methods.					
3. Identifies training needs.					
4. Provides constructive feedback.					
5. Coaches others on how to perform contracting tasks.					

Competencies and Descriptive Skills for the Functions of Contract Administration (Continued)					
	EI	**VI**	**I**	**SI**	**NI**
Interpersonal Skills					
1. Considers and responds appropriately to the needs, feelings, and capabilities of others.					
2. Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.					
3. Develops and maintains relationships.					
4. Adjusts approaches to suit different people.					
5. Adjusts approaches to suit different situations.					
6. Is straightforward.					
7. Is tactful.					
8. Shows empathy.					
9. Adds humor when appropriate.					
10. Acts in a civil manner.					
11. Is approachable.					
12. Is personable.					
13. Acts professionally.					
14. Is patient.					
15. Conducts public relations.					
16. Is gracious.					
Collaboration					
1. Works with others to achieve goals.					
2. Pulls many factions and people together.					
3. Facilitates cooperation.					
4. Fosters commitment.					
Influencing/Negotiating					
1. Persuades others.					
2. Negotiates with vendors on behalf of customers.					
3. Negotiates with customers on behalf of vendors.					
4. Negotiates with the Attorney General's Office.					
5. Negotiates to find mutually acceptable solutions.					
6. Forms useful alliances.					
7. Gains cooperation from others.					
Conflict Management					
1. Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.					
2. Exhibits the ability to disagree without escalating differences.					
3. Exhibits the ability to present the opposing side.					
4. Understands others perspectives.					

Competencies and Descriptive Skills for the Functions of Contract Administration (Continued)					
	EI	**VI**	**I**	**SI**	**NI**
Problem Solving					
1. Identifies problems.					
2. Determines the accuracy of information.					
3. Uses sound judgment in evaluating alternatives.					
4. Uses sound judgment in making recommendations.					
5. Finds alternative solutions to complex problems.					
Analyzing					
1. Analyzes issues and information.					
2. Assesses an acceptable level of risk.					
3. Minimizes risk.					
4. Distinguishes between relevant and irrelevant information to make logical judgments.					
5. Uses sound reasoning to arrive at conclusions.					
Technical Competence					
1. Uses knowledge that is acquired through formal training or extensive experience in contracting.					
2. Understands procedures, requirements, regulations, and policies related to contracting.					
3. Appropriately applies procedures, requirements, regulations, and policies related to contracting.					
4. Performs mathematical computations.					
5. Advises others on the technical issues of contracting.					
6. Maintains credibility with others on technical matters.					
Internal Controls/Integrity					
1. Contributes to maintaining the integrity of the department.					
2. Displays high standards of ethical conduct.					
3. Is trustworthy.					
4. Maintains a high level of intellectual energy.					
5. Is conscientious about the work.					
6. Is thorough in attending to details.					
7. Deals calmly with high stress situations.					
Client Orientation					
1. Assesses the needs of customers.					
2. Whenever possible, seeks to satisfy the needs of customers.					
3. Is committed to providing quality products and services.					
4. Is committed to improving services.					
5. Responds fairly and equitably to parties to the contract.					
6. Communicates effectively with parties to the contract.					
7. Understands the operations of the client organization.					
External Awareness					
1. Keeps up-to-date on key policies/priorities that affect the department.					
2. Integrates disparate information.					
3. Applies a variety of information from other organizations (e.g., local, state, federal, other countries).					

Competencies and Descriptive Skills for the Functions of Contract Administration (Continued)					
	EI	**VI**	**I**	**SI**	**NI**
Internal Awareness					
1. Understands where the department is headed.					
2. Understands how to make a contribution to the department.					
3. Knows the department's functions.					
4. Operates effectively within the department's social/political framework.					
Financial Management					
1. Ensures that the department is receiving the best value for its expenditures.					
2. Properly encumbers funds.					
3. Monitors expenditures to ensure cost-effective support for the department's programs.					
4. Ensures that resource expenditures stay within budget.					
5. Understands the reporting of financial data.					
6. Understands the mechanisms of payment in a contract.					
7. Ensures that unit costs are in compliance with the contract.					
8. Understands the grant management process.					

Unique Aspects of the Functions of Contract Administration					
	EI	**VI**	**I**	**SI**	**NI**
Technical Systems					
1. Uses Microsoft Office.					
2. Uses mainframe/database software specific to contracts (i.e., COFRS, CLIN, CLI2, CUBS, CATS).					
3. Understands the intentions of the screens in the different systems.					
4. Recommends upgrades and changes to technical systems.					
5. Understands web design.					
6. Understands spreadsheets.					
7. Establishes a web-based contract process.					
8. Collects data.					
9. Uses typing skills.					
10. Uses clerical skills.					
Project Management					
1. Writes the scope of work for the contract.					
2. Reviews contracts for current procurement requirements.					
3. Tracks progress of the contract.					
4. Establishes that the customer received the contract deliverables.					
5. Tests for customer satisfaction of contract deliverables.					
6. Identifies and mitigates risk.					
7. Mediates disputes between vendors and customers.					
8. Seeks remedies when contract clauses are not fulfilled.					
9. Enforces contract clauses.					
10. Closes the contract on final execution.					
11. Monitors vendors' performance in contract execution.					
12. Processes changes to the contract.					
13. Understands what is within control of the individual.					
14. Writes the contract.					
15. Works closely with program managers.					
16. Knows the program deliveries.					
17. Compares vendor and state needs.					
18. Understands the difference between direct and indirect costs.					
19. Understands the differences among the different divisional needs.					
20. Matches requests with costs and services.					
21. Submits cost comparisons.					
22. Tracks renewal options and expirations.					
23. Tracks insurance certifications.					
24. Approves billing.					

Unique Aspects of the Functions of Contract Administration					
	EI	**VI**	**I**	**SI**	**NI**
Personnel Laws, Rules, and Regulations					
1. Adheres to all personnel laws, rules, and regulations.					
2. Adheres to all Departmental policies (e.g., workplace violence, sexual harassment, etc.).					
Contract Laws, Statutes, Policies, Procedures, and Rules					
1. Adheres to all contract laws, statutes, policies and rules (e.g., federal, State, county, city).					
2. Adheres to tax laws that apply to contracting.					
3. Reviews and researches legislation, laws, and statutes.					
4. Has private sector experience in contracting.					
5. Utilizes appropriate pricing codes.					
6. Uses the RFP and RFI processes.					
7. Follows appropriate routing procedures for contracts.					
8. Understands what is allowable in a contract.					
9. Addresses contract problems within the contract.					
10. Understands the difference between contractor and employee.					
11. Understands the difference between what the contractor wants and what the State can do.					
12. Knows HIPAA requirements.					
13. Knows APS terminology.					
14. Adheres to the State contracts manual (Chapters 6 and 6A – administration, Chapter 10-monitoring).					

Unique Aspects of the Functions of Contract Administration					
	EI	**VI**	**I**	**SI**	**NI**
Operations Management					
1. Uses the contracting process (life cycle checklist) outlined in the procedures manual.					
2. Chooses the correct contract type for the situation.					
3. Uses the appropriate contract forms and templates.					
4. Uses the appropriate contracting technique for the situation.					
5. Understands auditing standards and procedures.					
6. Understands generally accepted accounting principles and practices.					
7 Uses cost control techniques.					
8. Handles administrative tasks.					
9. Understands utilization trends.					
10. Understands the contract approval hierarchy.					
11. Establishes the department repository for contracts.					
12. Understands the agency's operations.					
13. Understands the scope of services.					
14. Handles requests for contract information.					
15. Knows departmental processes.					
16. Sets up payment schedules.					
17. Verifies payments for a contract.					
18. Tracks expenditures for a contract.					
19. Establishes billing process for a contract.					
20. Obtains monitoring reports.					
21. Discusses contract issues with the contract monitor.					
22. Keeps abreast of the latest contract training.					
23. Anticipates components of the contract.					
24. Approves all reimbursement requests.					
25. Seeks supervisory approval when necessary.					
26. Forwards information to all parties to the contract.					
27. Maintains original contract files.					
28. Obtains necessary FTE cost comparisons.					
29. Is the departmental point of contact on a contract.					
30. Holds the pre-bid conference for contract bids.					
31. Holds the validation meetings.					
32. Sends notices of awards accepts.					
33. Acts as purchasing agent for the department.					

Personality Factors for the Functions of Contract Administration					
Please rate the importance of these personality factors to the functions of Contract Administration. Assess each of these factors on its own merit and importance to the functions. Do not make a relative rating, that is, comparing one factor's importance relative to another's importance. You are deciding if a factor is a component of the functions of Contract Administration and how important the factor is to the functioning.	**EI**	**VI**	**I**	**SI**	**NI**
1. Openness - Assesses proactive seeking and appreciation of experience for its own sake; toleration for and exploration of the unfamiliar.					
2. Conscientiousness - Assesses the individual's degree of organization, persistence, and motivation in goal-directed behavior. Contrasts dependable, fastidious people with those who are lackadaisical and sloppy.					
3. Extraversion - Assesses quantity and intensity of interpersonal interaction; activity level; need for stimulation; and capacity for joy.					
4. Agreeableness - Assesses the quality of one's interpersonal orientation along a continuum from compassion to antagonism in thoughts, feelings, and actions.					
5. Neuroticism (mental stability) - Assesses adjustment versus emotional instability. Identifies individuals prone to psychological distress, unrealistic ideas, excessive cravings or urges, and maladaptive coping responses.					