1. Could you describe your role and responsibilities as a CMS employee?
   1. Contract specialist (2010/2011)
      1. Help and support contracting officer
      2. Preparation for documents
      3. Approving invoices
      4. Enter and reviewing forms put into system with multiple contracting officers
         1. Funding documents / requisitions for funding needs
         2. Requirements
      5. Analyzing metrics
      6. Worked Different systems / teams
         1. Could vary depending on the request
         2. CAM (contract management system)
         3. FPCS (federal procurement system)
         4. Small business reporting system (depends on acquisition type)
         5. Communication work with program office
         6. Work with multiple contracting officers
   2. Contracting Officer (promotion from Contract Specialist)
      1. Now the manager
      2. Ultimate sign off for contracts, leading meetings, negotiations, discussions with contractors
      3. “My name is the one on the piece of paper approving purchases for the government. There’s a lot of accountability”
      4. Sole selection determination - “I have decided we are going with this supplier”
   3. Digital Advisor (shift from Contracting Officer) - 2017ish
      1. Very similar to product owner role
         1. Evanualizing agile workflow for the first time ever at CMS
         2. Performing program outreach with different officers across multiple departments
      2. Standing up market research as a service and something that has to be done
         1. As soon as system was set up, Dan left CMS. Unsure if it’s still available now
      3. **Before this was done, departments were very much in silos. Tried to push the office and himself to be more team based**
      4. Leading a lot of market research - a job across all three roles
         1. Help explain the importance and value on what it market research should really look like
         2. How do we understand the market?
         3. Digging deep into the real problems
2. Tell me about the procurement process
   1. Would request:
      1. CATF - where you go in and put in request if you need equipment.
         1. Most of the time the items are not bought new, they are taken from an inventory
      2. Software = JIRA, Confluence
      3. Hardware
         1. No room to deviate much with computers because of heavy tech contracts
         2. Request for hardware is more focused around accessibility (second monitors/large screens for bad eyes, wireless headsets, etc)
   2. Process
      1. There isn’t just one straight forward process to follow
      2. Figure out the strategy behind the way we could buy it
         1. Is there a contract with capacity ($$$) we could get this license from?
         2. Is there a dIfferent way to be able to procure?
         3. Is there some way that you can coordinate with others in the office to make sure we are not being redundant?
            1. Did this through in person conversations, email/slack
         4. Can we make this purchase smaller? (smaller purchases are easier)
      3. **Used his networking skills to work around a process that was broken**“
         1. “I knew who I could talk to and I knew who I shouldn’t not talk to”
      4. **Needs**
         1. Expose appropriate information
            1. People, funding
         2. Increase awareness
            1. Awareness for other contracts
         3. Promote collaboration
            1. Some way to coordinate some of the logistics over many departments
            2. “So much fatigue of trying to solve a problem” would get responses like `well that’s just government` which leads to coworkers becoming defeated and unmotivated to push change”
         4. Dig into the real problem and what outcome they should expect
         5. **“All the coordination and networking I had to go out of the way to do, should be baked into the system”**
            1. As a Digital Advisor he did have more leeway then the average CMS employee
3. Tell me about a time when you were the most frustrated with the process
   1. 2014 as contract specialise (senior but not contracting officer)
      1. Senior enough to know problems but unable to enact change
   2. **“I was able to identify a need/outcome/problem but I’m hostage to the system because it’s so linear. I’m reality we’re dealing with complex things in the procurement space, it’s not actually linear”**
      1. When trying to fix problems people would say “That’s just the way the system is, which is defeating” or “This is how it’s always been done, just trust in the process”
4. **Tell me about a time when you were happy with the process**
   1. Contracting officer
      1. Working on a new procurement who were interested in doing something different
      2. “We don’t have to be prisoners to the system”
      3. “I loved my job when I was given permission to think differently”
      4. **Agile** procurement with outcome based goals
         1. Office still very new
         2. Open to working with a different system
         3. Collaborate with team members
         4. Market research
         5. Very transparent on process
         6. Used down select procurement (similar to what Fearless is doing with this challenge)
            1. In person demos, etc
5. Anything else
   1. Reach out about proto personas
   2. “Majority of people join CMS to help. But then they end up burnt out and discouraged because the people and processes are not willing to change and make things better.”
   3. Send to Dan/Josh Quag to preview proto