

D-ABP-1-1-1

FAAR

FAR and AIDAR

Contract Management Training Course

FY97 Annual Report

**U.S. Agency for
International Development**

Contract No. HNE-0000-I-00-2091-00
Delivery Order No. 7

Atlantic Management Center, Inc.
1901 North Beauregard Street • Suite 503
Alexandria, Virginia 22311

October 1997

FAAR Contract Management Training Course

Course Evaluation Report

U.S. Agency for International Development

Washington, DC

FY97 Annual Report

Table of Contents

Introduction	1
1. Organizational and Demographic Data on Participants	2
2. Analysis and Summary of Participants' Evaluations and Comments	3
3. Comprehensive Assessment of the Course by AMCI Staff and Dr. Joseph Hood	13
4. Contract Information	14

Introduction

This annual report displays the continued effectiveness and value of the USAID-approved FAAR Contract Management Course. In fiscal year 1997, two offerings were held: February 24 through March 14 and June 30 through July 18—both at the USAID Training Facility in Arlington, Virginia. A total of 34 USAID employees attended the course in FY97. In accordance with section F.5.2 of the contract, this report contains the following:

1. Organizational and demographic data on participants
2. An analysis and summary of the participants' evaluations and comments
3. A comprehensive assessment of the course by the *Atlantic Management Center, Inc.*, staff and other appropriate observers
4. Contract number, a list of delivery orders by number, ceiling price, delivery order cognizant Project Officer and total expenditures upon completion.

1. Organizational and Demographic Data on Participants

FSN Participation

The persistent trend in the FAAR course has been the significant participation of Foreign Service Nationals. The February/March 1997 offering had 44% FSN participation, while the June/July 1997 offering had 62.5% FSN participation for a combined FSN participation of 53%.

In addition to those attending from the USAID/Washington offices, participants also came from the offices in Abidjan, Almaty, Amman, Bissau, Budapest, Gaborone, Haiti, Kampala, Katmandu, Kigali, Madagascar, Mali, Moscow, New Delhi, Panama, and Santo Domingo. Course rosters from both offerings are attached.

Participant Occupations

The participants' occupations for FY97 offerings included procurement agents, contract specialists, administrative officers, project officers, Executive Officers, and auditors. 80% were from procurement areas and 20% were assuming greater procurement responsibilities in their project officer, COTR, and support roles.

FAAR ROSTER

FEBRUARY 24, 1997 - MARCH 14, 1997

PARTICIPANTS	ADDRESS	M	T	W	T	F
1. BARAI, Macaria	Bissau					
2. DOWNING, Amanda	OFDA/BHR					
3. FACHET, Sherrill	OP/A/FAO					
4. GOREV, Vadim	Moscow					
5. HARLEY, Harriet P.	AA/LPA					
6. JONES, Richard W.	OP/PS/OCC					
7. JORGE, Fanny M.	Santo Domingo					
8. KAYYAL, Rima	Amman					
9. KONKA, Paul	OP/PS/OCC					
10. KYAZZE, Geraldine	Uganda					
11. LAMA, Nima G.	Nepal					
12. NDAMUKUNDA, Wesley	Rwanda					
13. PLEFFNER, Mary C.	IG/LCM					
14. RILEY, Daniel	LAC/CAR					
15. STONE, Denise	OP/TRAN					
16. TUEBNER, Annette E.	Abidjan					
17. WHITLOCK, Linda D.	M/AS					
18. GODEFROY MADELEINE	YALI					
19.						
20.						
21.						
22.						

FAAR COURSE
June 30 - July 18, 1997

PARTICIPANTS	BUR/OFF	M	T	W	T	F
ARANYI, Gabor	Budapest	Gabor Aranyi	@REXO	Budapest		
ARJONA, Mirtha	Panama	Mirtha Arjona	@EYO	PANAMA		
DUNCAN, Madrine	Haiti	Madrine Duncan	@CO	Haiti		
JENKINS, Dana	LPA	DANA JENKINS	@LPA	AIDW		
KOLOKIN, Igor	Almaty	IKOLOKIN	@USAID	GOV		
LAKE, Don	M/OP	DOLAKE	@USAID	GOV		
LAPP, Roger	M/OP	R LAPP	@USAID	GOV		
NAKADDU, Grace	Kampala					
PIMPONG, Harry	M/OP	Harry Pimpeng	@USAID	GOV		
RAKOTOARIVELO, Frederique	Madagascar	Fredérique Rakotoarivelo	@MRO	AND NARI		
SAJWAN, D. S.	New Delhi	D. S. Sajwan	@USAID	GOV		
SHEA, Steve	M/OP	Steven Shea	@USAID	GOV		
TASHJIAN, Steven A.	M/OP/PS	Stashjian	@USAID	GOV		
THOMAS-GEORGE, Lula	M/AS/AP					
TUMWETABE, Proscovia	Kampala	PTumweta	@USAID	GOV		
ZENTENO, Jose	LaPaz	Jose Zenteno	@RGO	LaPaz		
PICCO, Luis	Panama	Luis Picco	@EXO	PANAMA		
SHAUKEI, IMRAN	Botswana	Imran Shauket	@EXO	GABORONE		
Hood, Joseph (Instructor)		HoodJL@aol.com				
Epler, Pati (Project Manager)		AMCTEpler@aol.com				

2. Analysis and Summary of Participants' Evaluations and Comments

The reaction of the participants to both FY97 offerings of this course was exclusively positive. 33 of the 34 FY97 participants completed the USAID/Washington-designed evaluation form, which consisted of three parts—rating 12 areas, providing written comments, and rating the course overall. (A copy of the evaluation form is shown on the following page.) The evaluation reactions are consistent with the data provided by those attending the prior offerings of the course during the past four years.

The following parts of the evaluation report present (a) the overall course rating data, (b) the rating data of the 12 selected areas, and (c) summary of all written comments.

**U.S. Agency for International Development
Course Evaluation**

Section A — Course Information

Course Title: FAAR Contract Management Training

Dates: _____ to _____

Location: _____

Instructor: Dr. Joseph L. Hood

Section B — Areas of Evaluation

Place a number in the column at right to evaluate items 1-12. Please do not attempt to split a rating.

Rating (1 to 5)

1. Were the stated objectives of the course accomplished?

5 = Fully 4 = Mostly 3 = Partially 2 = Barely 1 = Not at all _____

2. Coverage of the subject matter was:

5 = Excellent 4 = Complete 3 = Adequate 2 = Minimal 1 = Not at all _____

3. Organization of the subject matter was:

5 = Excellent 4 = Good 3 = Adequate 2 = Some problems 1 = Poor _____

4. Suitability of the instructional materials was:

5 = Excellent 4 = Good 3 = Adequate 2 = Some problems 1 = Poor _____

5. Level of difficulty of the course was:

5 = Just right 4 = A bit high 3 = A bit low 2 = Too low 1 = Too high _____

6. Length of the course was:

5 = Just right 4 = A bit long 3 = A bit short 2 = Too long 1 = Too short _____

7. Amount of evening or outside work was:

5 = Just right 4 = A bit much 3 = A bit light 2 = Too much 1 = Too light _____

8. Rate the effectiveness of the instructor:

5 = Excellent 4 = Good 3 = Adequate 2 = Some problems 1 = Poor _____

9. Was the subject matter applicable to your job?

5 = Highly significant 4 = Significant 3 = Adequate 2 = Low significance 1 = None _____

10. The facilities were:

5 = Excellent 4 = Good 3 = Adequate 2 = Some problems 1 = Poor _____

11. Would you recommend the course to colleagues?

5 = Highly recommend 4 = Recommend 3 = Recommend if changed 2 = Do not recommend 1 = Warn off _____

12. To what degree did the course meet your career development plans?

5 = Perfectly 4 = Highly 3 = Mostly 2 = Minimally 1 = Not at all _____

Section C — Termination and Evaluation Comments

13. Comments on strong points of the course:

14. Comments on weak points of the course:

15. What were your objectives in taking this course? Were they met?

16. Do you recommend this program for others? If so, whom?

17. Additional comments:

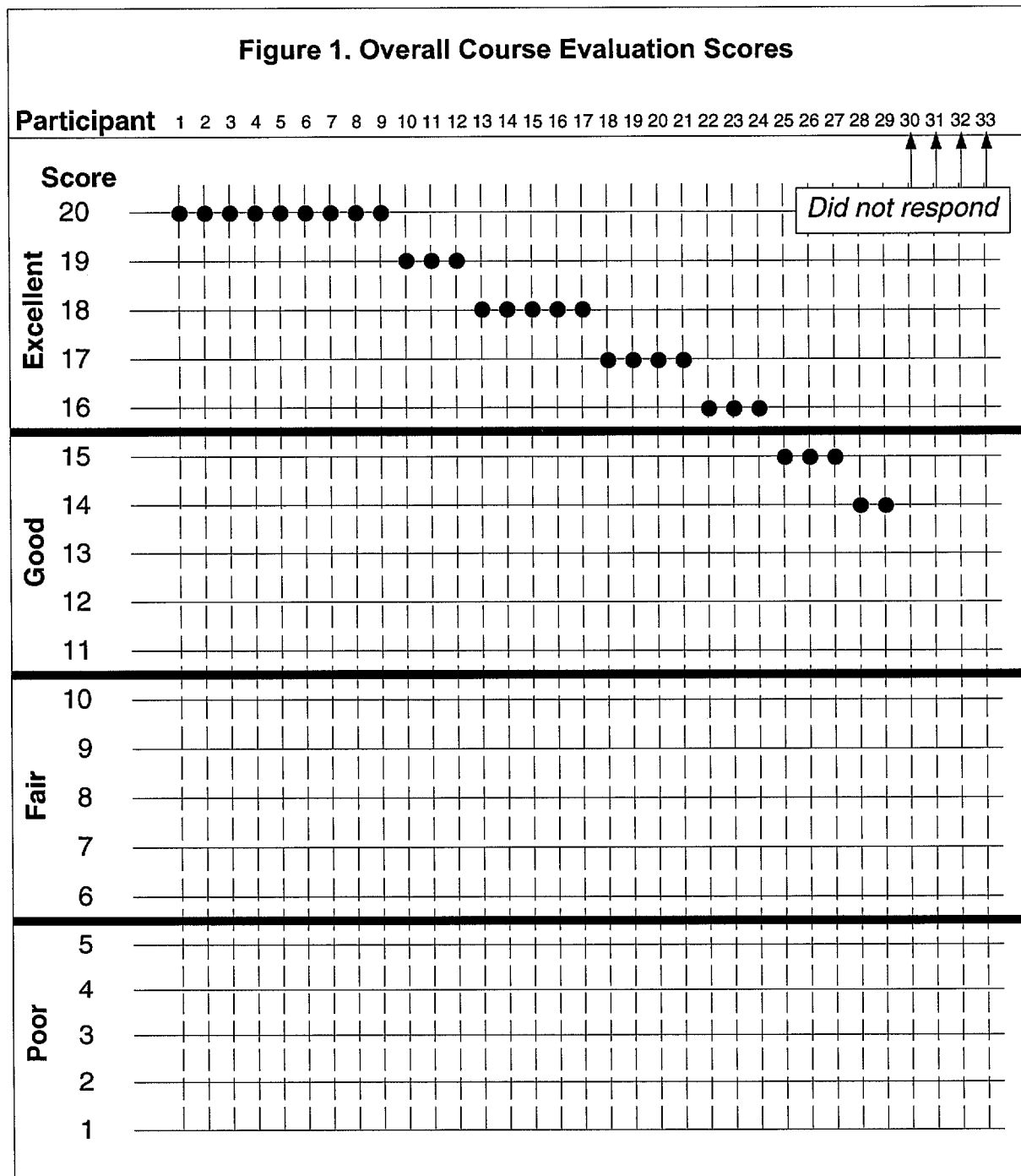
Please record your overall reaction to the program by placing an "X" in the appropriate box on the scale below:

20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
Excellent					Good					Fair					Poor				

a. Overall Course Score

The overall score provides a summation of the participants' positive reaction to the course. Figure 1 graphically presents the overall course evaluation scores as sequenced from the highest score to the lowest.

29 participants responded with an overall rating. 24 rated the course "Excellent," with the remaining 5 rating the course "Good."



b. Ratings of 12 Selected Areas

Results: The extremely positive reaction to the course is reflected by the data in that all of the areas were rated in the preferred categories. Eleven (11) areas had a mode score of 5 (the maximum rating), while the remaining area had a mode score of four (4). Eleven (11) areas had median (ranking) score of 5 with the remaining area four (4). Figure 2 presents graphically for each area the scores for the median and mode. Table 2 presents (1) the areas ranked in terms of aggregate score values, (2) their respective median and mode scores and (3) the rating category. The effectiveness and value of the course is demonstrated by the four top ranked areas being:

1. Effectiveness of instructor
2. Amount of outside evening work
3. Recommendation to colleagues
4. Organization of subject matter

Method: Each of the 12 selected areas is rated on a 5-point scale with each point representing one of five categories arranged by USAID in a preferential order. The most preferred category has a point value of 5 and the least preferred, 1. Mode scores indicate the categories with the most responses. Median scores reflect the ranking of the category in terms of the majority selecting that category and the higher preferred categories.

Mean scores are **not** used because, as simple averages, they only demonstrate the dispersion of scores on the 5-point scale and have little, if any, usefulness with respect to category or preferential-order data. For example, in the area of Course Length (Item 6 on the evaluation form), if the responses were equally divided between (5) "Just Right" and (3) "A Bit Short," the mean average would be (4) "A Bit Long," even though the data did not even have any such response. The mean average is misleading with respect to being used with categorical or ordinal data.

Figure 2. Median and Mode Scores on 12 Areas of a 5-point Scale

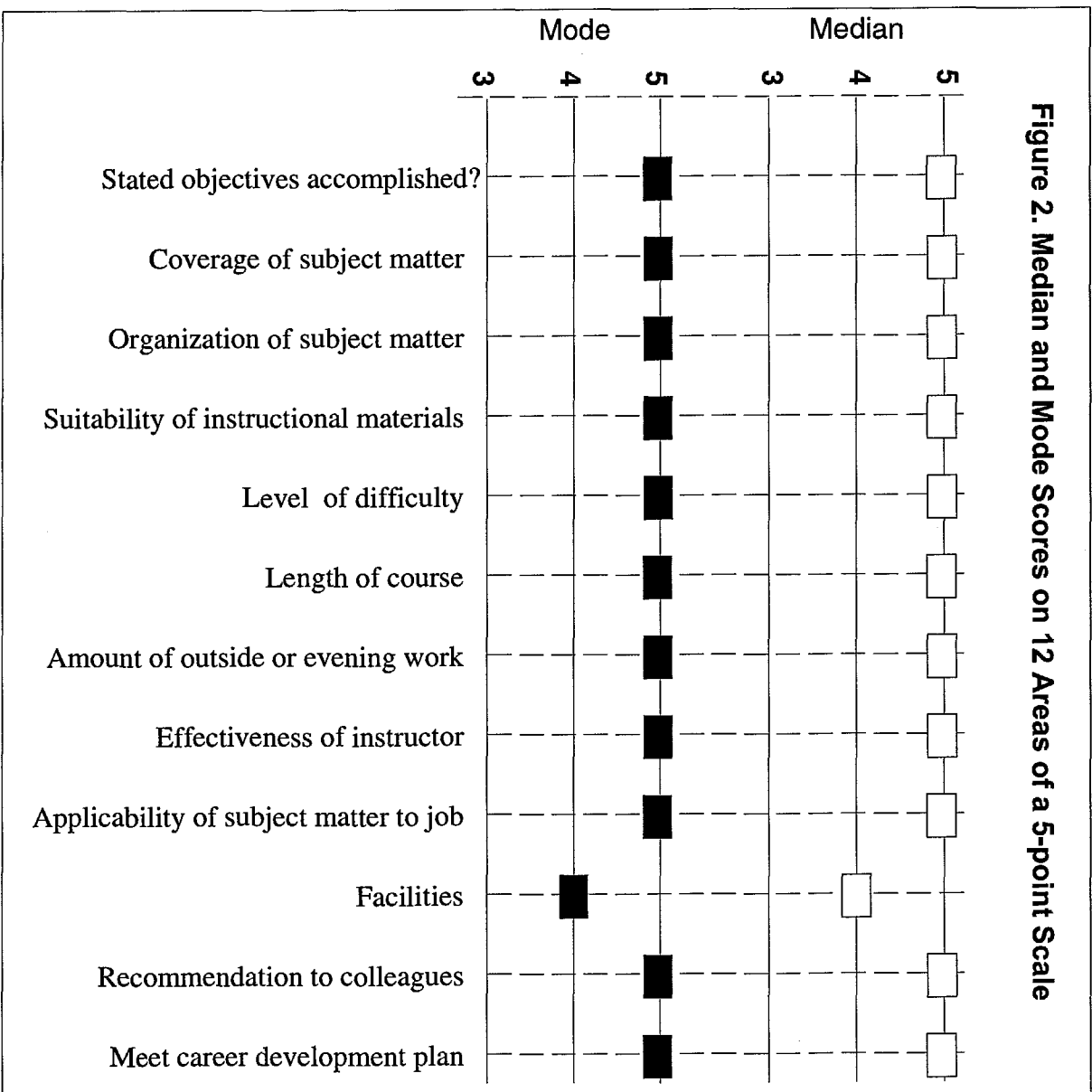


Table 2. Areas Ranked by Total Score of Evaluation

Area	Area Total Score*	Area Rank	Median Score**	Mode Score**	Rating Category
Stated objectives accomplished	154	6/7	5	5	Fully
Coverage of subject matter	154	6/7	5	5	Excellent
Organization of subject matter	156	4	5	5	Excellent
Suitability of instructional materials	155	5	5	5	Excellent
Level of difficulty	151	6	5	5	Just Right
Length of course	138	11/12	5	5	Just Right
Amount of outside or evening work	161	1/2	5	5	Just Right
Effectiveness of instructor	161	1/2	5	5	Excellent
Applicability of subject matter to your job	144	9/10	5	5	Highly Significant
Facilities	138	11/12	4	4	Good
Recommendation to colleagues	157	3	5	5	Highly Recommend
Meet career development plans	144	9/10	5	5	Perfectly

N = 33 (Total number of participants who responded)

* While the maximum possible total score for each area would be 165 (100%), the participants' average total score for each area is 67.33 (90%)

** Maximum score for Median and Mode is 5.

c. Summary of Participants' Written Comments

The positive reaction to the course is reflected in the comments of the participants on (1) Strong points of course, (2) Weak points of course, (3) Objectives for taking this course and if they were met, (4) Recommending the course to others, and (5) any Additional comments. Some highlights and recurring themes are shown below and continue on the following pages.

(1) Comments on Strong Points of Course

Number of <i>Strong Point</i> comments on the Instructor	13
Number of <i>Strong Point</i> comments on the Material	8
Number of <i>Strong Point</i> comments on the Course Overall	6
Number of <i>Strong Point</i> comments on the Coverage of Material	5
Number of <i>Strong Point</i> comments on the Group Interaction/Activities	3
Number of <i>non-responses</i>	6

Some highlights...

It is a great course! Almost all the topics covered are in one way or another useful for our Procurement Office (Executive Office)

The instructor. Dr. Hood has both a vast professional background and the ability to communicate his knowledge.

Well documented. Enriching exchange of ideas and profit from those who have experience.

Great instructor. Broad coverage.

The course instructor made the course fun as well as informative. Some of the examples of his experience enlightened the group on how/ why laws were changed to their current status.

The course was excellent in all aspects. The book covered everything. Personally, I'm going to keep the book handy because it helps a lot in the finding references and explaining various subjects.

Substantive and well-presented. Great teacher.

Instructor=made learning the FAR & AIDAR fun! Enjoyed the case studies.

The instructor was well versed in the subject matter & was able to draw on personal experience to illustrate his points. He was able to get all participants engaged in the learning process.

For this course, the instructor was very good, someone else might not have the same impact. You needed someone that could relate to everyone.

The entire FAR and AIDAR covered in 3 weeks with explanations to multilingual class was above ratings.

Mix of instructor's experience, cases, and regulations to focus on every single part of the training.

(2) Comments on Weak Points of Course

Number of <i>Weak Point</i> comments on the Material	5
Number of <i>Weak Point</i> comments on the Course Length (too long)	5
Number of <i>Weak Point</i> comments on the Group Dynamics	3
Number of <i>Weak Point</i> comments on the Course Length (too short)	1
Number of <i>non-responses</i>	19

Some highlights...

Course could have been shorter. Though the material was good perhaps it could be presented in a more condensed manner and thus the length of the course reduced.

The only point I have is that procurement specialist should be split up at the tables with non-specialists so that the non-procurement person can learn more in case work.

Case #8 was good—but a re-write of the SOW to have a good example to compare with a poor example would have helped. Developing a solicitation from a good Purchase Request & SOW would have been more useful.

I was unhappy with the teamwork exercise regarding negotiation—it wasn't so much the instructional materials as it was the make-up of the team w/whom my team was negative

(3) What Were Your Objectives in Taking This Course? Were They Met?

Number of Gain Knowledge of FAR/AIDAR Objectives.....	13
Number of Gain Knowledge about Contracting/Procurement Objectives.....	5
Number of Fulfill Training Requirements Objectives.....	4
Number of Refresh my Skills Objectives.....	3
Number of Gain Knowledge about Negotiations Objectives.....	1
Number of non-responses.....	6

Some highlights...

My main objective was to get as much as I could in this course especially matters concerning contract; and I achieved my objective.

To become more familiar in the use of the FAR—Since I work as contract specialist doing all Mission and Project Procurement and Contracting for Acquisition of less than \$100,000. I considered that about 90% of the objectives were met.

My objective was to have a good understanding of the contracting system and regulations. They were met.

My objectives for taking this course were to gain more knowledge and understand the procurement area as it relates to contracts. All objectives were met and I have material from this course that I can take back to my office to use as reference material.

To obtain more knowledge of the FAR and AIDAR. Yes, objectives were met, in particular I enjoyed the computer games, perhaps that section of the course could be extended and games tailored let us say for auditors, project officers and COs could be designed.

Have a more in-depth knowledge of the way to use the FAR. The course was very satisfactory and met my expectations.

I am an Executive Officer who is assigned to Washington. Before going overseas, I am pursuing my procurement management certification and am revitalizing my contracting knowledge by taking again requisite courses.

I needed a refresher on the recent changes in the FAR and info on Commercial Item Procurement. All of my objectives were met.

(4) Do You Recommend This Program for Others? If so, whom?

Number of positive/affirmative responses.....	31
Number of non responses.....	2

Some highlights...

Yes, to all procurement agents and project officers.

I recommend this program to the COTR.

Yes, anyone who manages contracts, or who works in the budget/administration area that relates to contracting should take this course.

Yes. Contracting personnel, procurement officials, maybe IG officials working with procurement.

Highly. Technical personnel, such as program managers and personnel specialists.

Anyone in procurement.

Yes. Understanding the FAR and being able to utilize it is critical for everyone involved in procurement and having an active role in NMS.

Yes. All GS-1102s and FS procurement officials.

Yes, every procurement person should attend.

Anyone involved in the acquisition process.

I would recommend this course to all project officers so that they can prepare their requests properly.

Yes. I would recommend it to all contract specialists and most project officers who are substantially involved in the procurement process.

Yes, everyone in the agency that works with procurement and contracting information should take this course.

(5) Additional Comments:

Number of responses	11
Number of non-responses	22

(Due to the uniqueness of each comment, all are presented below)...

Joe, instructor of this course, teaches this course efficiently and is very knowledge (sic). He is truly (sic) an excellent instructor and I would very much enjoy him teaching this course to me or any other course.

This course was a great opportunity for career development and I am thankful to the organizers who made it possible.

This course was very useful for me, for it increased my knowledge in contracting area.

It would be a tremendous bonus to devote 1-2 days during the 3 weeks to NMS training.

Overall, excellent.

Dr. Hood was exceptional!

The instructor made the 3 weeks fly by considering the materials being discussed.

Great course. Thanks.

Enjoyed the course! Thanks a million!

The room was too hot and stuffy, but otherwise I have no complaints.

Loved using computers to focus on cases!!!

3. Comprehensive Assessment of the Course by AMCI Staff and Dr. Joseph Hood

The effectiveness and value of the FAAR Contract Management Course continues to be demonstrated. The success of FY97 offerings is reflected by the data provided by the participants with respect to their collective as well as their individual reactions and performance results during the course.

Their reactions were definitely favorable in that they rated the course overall as "Excellent." All of the participants demonstrated competence in exercises and achieved better than passing scores on difficult tests, thus manifesting a mastery of the technical material. Specifically:

- Classroom demonstrations: Participants' performance in front of peers revealed their grasp of the subject matter. Feedback and reinforcement occurred during questioning and discussion. For example, during the critique following the negotiation, results were displayed. Discussion of the planning, analysis, strategy, and tactics provided the feedback and reinforcement.
- Lecture/discussions: During presentations by the instructor, participants both commented and illustrated, as well as posed questions, not only on the *what* and *why* of FAR/AIDAR policies, but also *how* policies are put into practice. The case exercises provided the participants opportunities to share experiences as to actions, including reasons, taken in specific situations during the three phases of the procurement cycle—planning, formation and administration.
- Paper-and-pencil tests (weekly examinations). Three weekly examinations were administered and all participants' final average scores exceeded the normal passing score of 70 percent. Feedback on examinations was immediate in that tests were graded by the participants and questions were discussed. The self grading of the tests served as an effective reinforcement of the learning.
- Computer games/simulations. The behavior of the students, notably discussions and disagreements between members of a computer "team," gave a clear indication of learning in progress. Many even announced their score to the other "teams."
- In addition to the methods cited above, learning was facilitated greatly by discussions of practices in performing the work as stipulated in the FAR, AIDAR and CIBs. These discussions were part of case discussions and instructor presentations where the participants described their respective artistic practices and shared experiences in dealing with difficult situations.

In conclusion, the very positive reactions of the participants, together with their demonstrated learning as in this report, indicate clearly that the course learning objectives (application of FAR and AIDAR to situations in the contracting processes) stipulated in the contract were met.

4. Contract Information

Contract Number: HNE-0000-I-00-2091-00				
Delivery Order Number	Ceiling Price	Cognizant Project Officer	Cognizant CO	Total Expenditures
07*	\$34,510	Yvonne Williams	James Jeckell	\$34,510
* Both FY97 offerings of this course were ordered under one delivery order. Two invoices were submitted, however: one following the completion of each course.				