Transforming the Profession:
Anticipating and Adapting to Change

www.ncmahq.org/gcms15
#NCMAgcms
Welcome to NCMA’s 34th Annual Government Contract Management Symposium!

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Dear attendees,

On behalf of the National Contract Management Association, I am pleased to welcome you to the 34th Annual Government Contract Management Symposium (GCMS). This year’s theme—*Transforming the Profession: Anticipating and Adapting to Change*—reflects on each of us as contracts professionals. Our roles are constantly evolving as we attempt to re strategize and move forward. As they say, “We can’t change the direction of the wind, but we can adjust the sails.” The best way to be successful is to arm ourselves with the necessary knowledge to anticipate change and choose our next move wisely.

The next few days will be packed with exciting and relevant content. You will hear from three noteworthy keynote speakers; senior leaders will take part in executive panel discussions; and a rich variety of breakout sessions will be presented by subject matter experts in our field. New this year are interactive sessions, guaranteed to test your knowledge and competitive spirit. Important to note, all of the education sessions at GCMS tie directly to federal acquisition and Contract Management Body of Knowledge® competencies and comply with current OPM government training guidance.

Join us at the Networking Reception on Monday from 4:50pm–6:15pm in the Exhibit Hall. An enormous aspect of NCMA training events is the opportunities to make new connections while here. Also, consider stopping by the free Contract Management Career Fair on Tuesday outside the Thurgood Marshall Ballroom, from 4:00pm–6:30pm to meet with organizations who are seeking contract management talent and expertise.

This year’s Exhibit Hall is full of sponsors and exhibitors with innovative products and services. Browse the hall and be sure to stop by the NCMA booth, where they will have the latest NCMA publications, programs, and information.

Thank you for your participation. We’re so glad you’re here!

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GCMS 2015 Goes Mobile!

Maximize your time at GCMS with the NCMA mobile app. Easily view the schedule, exhibitors, speakers, local area information, and more! You can even create a personalized schedule to target what you want to see, hear, and do.

Search “NCMA Events” in the Apple App Store or Google Play Store to download.
## Monday • December 14

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<tr>
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<td><strong>Lunch Keynote Presentation:</strong> Claire M. Grady, Director, Defense Procurement and Acquisition Policy</td>
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## National Education Seminar

**Earn an additional 7 hours while you’re here!**

*Contract Changes, Disputes, and Terminations—Mastering the Fundamentals*

Wednesday, December 16
8:30am–4:30pm, Check-in: 7:30am

Contract changes are inevitable and must be anticipated and properly managed. *Contract Changes, Disputes, and Terminations—Mastering the Fundamentals* is a one-day seminar designed to provide the information you need to handle any and all ambiguities, differences of opinion, or potential and real conflicts between the parties. These can arise through verbal discussion, letter, the proposal, the basic contract, or any of its subsequent modifications. They can involve everything from the interpretation of the statement of work to the minutes of a meeting. Changes can also come from various sources—some with the authority to make them and sometimes not. They can impact the success of your contract as well as the relationship between the parties.

**Speaker:** Donald Shannon, CPCM, CFCM, Fellow, Retired, The Contract Coach

Donald Shannon completed a 23-year contract and program management career when he retired from Schafer Corp as contracts manager in 2013. His education includes a BA in business from St. Leo’s College and an MS in logistics management from AFIT. Mr. Shannon is a PMP, and a Lifetime CFCM and CPCM.

## NCMA Certification Exams

You must have an approved application on file and all fees paid in advance; no walk-ins are allowed. Learn more about NCMA certifications at [www.ncmahq.org/certification](http://www.ncmahq.org/certification).
KEYNOTE SPEAKERS

MONDAY • DECEMBER 14

8:30am–9:30am

General Ellen M. Pawlikowski, Commander, Air Force Materiel Command

Gen. Ellen M. Pawlikowski serves as commander of the Air Force Materiel Command, Wright-Patterson Air Force Base in Ohio. The command employs some 80,000 people and manages $60 billion annually, executing the critical mission of warfighter support through leading-edge science and technology, cradle-to-grave life cycle weapon systems management, world-class developmental test and evaluation, and world-class depot maintenance and supply chain management.

12:30pm–1:45pm

Claire M. Grady, Director, Defense Procurement and Acquisition Policy

Claire M. Grady is the director of Defense Procurement and Acquisition Policy (DPAP), serving as the principal acquisition and procurement advisor to the under secretary of defense (acquisition, technology, and logistics) and the Defense Acquisition Board. She is also responsible for domestic, international, and contingency contract policy for the Department of Defense. She previously served as the U.S. Coast Guard’s deputy assistant commandant for acquisition and director of acquisition services, as the director of strategic initiatives in the Office of the Chief Procurement Officer for the Department of Homeland Security.

TUESDAY • DECEMBER 15

8:30am–9:30am

Congressman Mac Thornberry (TX-13), Chairman of House Armed Services Committee

Congressman Mac Thornberry is a fifth-generation Texan and lifelong resident of the 13th District of Texas, which he represents in the U.S. House of Representatives. As chairman of the House Armed Services Committee, he is committed to ensuring that the United States has the military capability and agility to protect the nation and our interests around the world. In addition, he is leading a major defense reform effort to see that tax dollars are used more effectively and efficiently and that the U.S. is better able to meet the many threats we face. In his time in Congress, Thornberry has served as a member of the House Permanent Select Committee on Intelligence, Budget Committee, Resources Committee, and Select Committee on Homeland Security. In 2011 and 2012, he chaired the Task Force on Cybersecurity.
EXECUTIVE PANEL DISCUSSIONS

MONDAY • DECEMBER 14

9:30am–10:45am • Education Holds the Key to Professional Transformation

You can’t discuss contracting or acquisition without including the experience, knowledge, education, and training needed by those in the profession today. Join this diverse panel of leaders representing the various communities that deliver education to contract managers today. In-house government and corporate programs, private firms specializing in acquisition training, traditional “brick and mortar” schools, and online university education all have a role in developing the workforce of today and tomorrow. This panel will explore how formalized delivery of information contributes to today’s workforce, what trends we can anticipate in the future, and how this education can best be integrated.

MODERATOR
Melissa Starinsky
2015 Symposium Chair

PANELISTS

Stephen B. Gordon
Ph.D., FNIGP, CPPO, Professor of Practice, Program Director, Graduate Certificate in Public Procurement and Contract Management, Old Dominion University

William Oliver Hedgepeth
Ph.D., Program Director, Government Contracts and Acquisition, American Public University System

Steve Maier
President, Management Concepts

Wayne Smutz
Dean, UCLA

James Woolsey
President, Defense Acquisition University
EXECUTIVE PANEL DISCUSSIONS

TUESDAY • DECEMBER 15

9:30am–10:45am • Live from the Front Lines: Implement Best Practices

Join this group of executives on the front lines in implementing new statutes, policy, best practices, and workforce initiatives as they bear the brunt of responsibility (and criticism) in supporting critical agency missions today.

MODERATOR

Mitch Ross
Director, Acquisition and Grants Office, National Oceanic and Atmospheric Administration

PANELISTS

Diane Balderson
Vice President, Corporate Contracts and Pricing, Northrop Grumman Corporation

Maj. Gen. Casey D. Blake
USAF, Deputy Assistant Secretary (Contracting), Assistant Secretary (Acquisition)

Daniel Kane
Director, Office of Acquisition and Grants Management, Centers for Medicare and Medicaid Services

Steve Sarris
Director of Contracts, Ball Aerospace & Technologies Corp
When it comes to focusing attention on or advocating for specific issues in contracting, developing professional communities of common interest, or setting qualifying standards for those performing in the field, the role of associations in government acquisition has never been greater. Join this first-ever gathering of well-recognized associations representing a diversity of interests working for the improvement of contracting, the prosperity of its members, and effective mission accomplishment.

**MODERATOR**

Michael P. Fischetti  
JD, CPCM, Fellow, Executive Director, National Contract Management Association

**PANELISTS**

Rick Harris  
Executive Director, Association of Proposal Management Professionals

Gen. Craig McKinley  
General, USAF (Ret.), President and Chief Executive Officer, National Defense Industrial Association

Roger Waldron  
President, Coalition for Government Procurement

Marcia Whitson  
National President, National Property Management Association

**TUESDAY • DECEMBER 15**

12:30pm–1:45pm • *How to Utilize Associations for Mission Success*
Acquisition reform is again underway. Learn the latest from this unique panel of Congressional staffers representing both House and Senate committees managing new legislation that affects all elements of government contracting. Hear what we can expect to see as well as what may have already occurred that could result in changes within government contracting as we know it.

**MODERATOR**

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<tr>
<th>Jon Etherton</th>
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<td>President and Owner, Etherton and Associates, Inc.</td>
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**PANELISTS**

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<tr>
<th>Ryan Consaul</th>
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<td>Former Professional Staff Member, Senate Armed Services Committee, Acquisition Policy</td>
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Check out the Government Contract Management Symposium Daily News
NCMA brings you a daily newspaper so you can stay on top of GCMS news coverage, updates, and announcements, along with games and photos of the event! Pick up a copy from the newspaper stands outside Thurgood Marshall Ballroom or at the NCMA booth.

Looking for Presentations?
Approved presentations have been uploaded to the GCMS website at www.ncmahq.org/gcms15/sessions.

GCMS Evaluation
Keep an eye out for the symposium evaluation e-mails at the end of each day!
We appreciate you taking the time to share your experience at this year’s event.

Certificates of Attendance
You’ll receive your certificate of attendance via email in early January 2016.

Join the Discussion
Tell us what you’re learning. Share your thoughts on social media.
Use hashtag #NCMAgcms.

Treasure Hunt
Meet all of the 2015 exhibitors and sponsors by completing the treasure hunt form found in your attendee bag and turning it in to the NCMA booth! Prizes will be awarded on Tuesday in the Exhibit Hall. Must be present to win.

Questions?
Come by the Registration Desk or the NCMA booth in the Exhibit Hall. Contact us after the symposium at meetings@ncmahq.org.

Did you register as a nonmember?
Remember, as a part of your nonmember registration, you receive a one-year NCMA membership valid January 2016–December 2016. As a member you will receive a number of benefits, including:

• Contract Management magazine and other NCMA publications;
• Access to members-only content on our website;
• Reduced member rates on all NCMA products, including certifications, books, virtual conferences, and events; and
• Chapter membership, which provides a wealth of local networking opportunities.

To find out more about what NCMA membership has to offer, check out our YouTube video at www.ncmahq.org/memberbenefits.
Networked Reception

Monday, December 14 • 4:50pm–6:15pm • EXHIBIT HALL B NORTH
As the first day of the symposium comes to an end, make your way to the exhibit hall to grab a beverage, check out the exhibitors, and network with fellow attendees.

Advancing Professionals Community Reception

Monday, December 14 • 6:15pm–7:15pm • MCKINLEY ROOM
Want to learn more about the NCMA Advancing Professionals Community and meet other emerging leaders? Stop by the reception to connect and engage with like-minded professionals to share challenges and best practices.

Women’s Forum Networking Reception

Monday, December 14 • 6:15pm–7:15pm • HARDING ROOM
From Joan of Arc to Eleanor Roosevelt, Oprah Winfrey to Sheryl Sandberg, women in history have done some amazing things that have impacted the world! Are you next?

Join the NCMA Women’s Forum to discuss women in history with a fun twist. This will be a time to connect with your fellow contract management professionals and have meaningful and fun conversations!

Breakfast with the CMLDP Alumni

Tuesday, December 15 • 7:15am–8:15am • JACKSON ROOM
Alumni of the Contract Management Leadership Development Program will gather for breakfast and a discussion of gender-based stereotypes. All are welcome! We’ll have lively discussions about how to identify the stereotypes, mitigate them in the workplace, and understand how they are used in negotiations. Breakfast will be served.

FREE Contract Management Career Fair

Tuesday, December 15 • 4:00pm–6:30pm • THURGOOD MARSHALL FOYER
Meet with organizations who are currently hiring! Come with an updated résumé and prepare to find new opportunities. The career fair is free and also available to individuals not attending GCMS.
The education tracks at GCMS directly align with the competencies found in NCMA’s *Contract Management Body of Knowledge (CMBOK)*.

- Pre-Award Competency Tracks (CMBOK 1.0)
- Acquisition Planning and Strategy Competency Tracks (CMBOK 2.0)
- Post-Award Competency Tracks (CMBOK 3.0)
- Specialized Knowledge Areas Competency Track (CMBOK 4.0)
- Business Competency Tracks (CMBOK 5.0)

**New! Interactive Breakout Sessions**

The first round of sessions feature interactive activities and challenges.

**Monday, December 14 • 11:15am–12:30pm • Lincoln 2–6, Exhibition Level**

Select your session from one of the two listed below. Arrive early, as spots are first-come, first-served.

**OPTION 1:**

*The Contracts Management Board Game*  
**LINCOLN 5, 6**

Compete with your peers in an exciting atmosphere!

An innovative approach to training that brings participants together to communicate and learn in a high-impact, collaborative setting. Attendees will go through a series of questions that focus on contract management in the federal and commercial arenas. This unique, oversized board game creates the ultimate interaction to improve skills and the main objective is knowledge infusion.

**OPTION 2:**

*How Well Do You Know the FAR? Tournament*  
**LINCOLN 2, 3, 4**

Test your knowledge! Team up with fellow GCMS attendees to see how well you know the FAR. Attendees will be tested with a series of intensive, challenging questions. Collaborate with your teammates, be the first table to answer correctly, and advance in the tournament. Will you be the subject matter experts of the room? Studies have shown that interactive gaming increases knowledge retention. If you aren’t an expert when you arrive, you will be when you leave. Don’t know any other attendees? No problem! We’ll team you up with others as you arrive in the breakout rooms.
BREAKOUT SESSIONS

MONDAY • 2:15pm–3:30pm
All breakout sessions located on the exhibition level in the Lincoln Rooms.

Integrating Contract Risk with Schedule and Cost Estimates—Q&A
B01 • 1.0 Pre-Award • Basic • Lincoln 2
Don Shannon, CPCM, CFCD, Fellow, Retired, The Contract Coach
Hear the merits of tools such as simulation and project management software products and their contributions to controlling cost and schedule risk. This session will focus on the presenter’s article, “An Integrated Approach to Assessing Contract Cost, Schedule, and Risk,” published in the 2015 Journal of Contract Management. The presentation will consist of a short review of the article, followed by a discussion of how the techniques described can be applied to more specific situations.

Uses of Index Data for Contract Price Adjustment
B02 • 2.0 Acquisition Planning & Strategy • Basic • Lincoln 3
Lana Borgie Conforti, Economist, U.S. Bureau of Labor Statistics
During contract negotiations, price index data may be used to ensure that prices reflect market costs and that wages and other payments account for cost of living over the term of a contract. Learn how to sift through and interpret the data directly from a representative of the Producer Price Index (PPI). Hear an overview of available data and its uses, receive contract escalation guides, and leave with tips on retrieving data from the web.

Addressing Suspension and Debarment Risks in Government Contracts Today
B03 • 3.0 Post-Award • Basic • Lincoln 4
Adelle Elia, CCEP, Chief Ethics & Compliance Officer, USIS
Eric R. Feldman, Senior Vice President & Managing Director, Corporate Ethics & Compliance Programs Affiliated Monitors, Inc.
Gunjan Talati, Senior Counsel, Thompson Hine LLP
The government’s use of suspension and debarment against contractors has been increasing and contract managers must know how to spot the warning signs and respond. In this session, learn how to handle suspension and debarment risk from a former in-house compliance officer experienced with high-profile suspensions, an independent compliance monitor engaged by multiple suspended and debarred contractors, and an experienced suspension and debarment attorney.
Property Management System Analysis

B04 • 4.0 Specialized Knowledge Areas • Intermediate • Lincoln 5
Andrew Obermeyer, CPCM, Fellow, Director, Business Operations Center, DCMA
Henry Pielaet, Supervisor, Business Operations Center, DCMA

Hear about the DCMA Business Operations Center’s property management system analysis (PMSA) process and how the property group interfaces with the contractor and government contracting officers to ensure that government property in the possession of the contractor is properly managed per FAR and DFAR requirements and DCMA instructions.

Applying Strategy: Theory and Application in Strategic Sourcing

B05 • 5.0 Business • Intermediate • Lincoln 6
Al Muñoz, Director, Strategic Sourcing, USDA

In the 10 years since OMB first issued “Implementing Strategic Sourcing,” agencies still haven’t quite made the jump from reactive contracting. This session will review lessons learned, sources of data, and the application of strategic sourcing with resources available to anyone.

Federal Small Business Compliance: Understanding Your Responsibilities

C01 • 1.0 Pre-Award • Basic • Lincoln 2
Roy Conley, Senior Manager, CohnReznick LLP
Rebecca Kehoe, Esq., Manager, CohnReznick LLP

To remain competitive in the federal marketplace and meet contractual obligations, prime contractors must successfully establish plans and goals for subcontracting to small businesses. This session will provide an overview of the Federal Small Business Program and help you navigate the requirements, understand your responsibilities, and avoid noncompliance penalties.

Developing the Statement of Work

C02 • 2.0 Acquisition Planning & Strategy • Basic • Lincoln 3
Shené Commodore, CPCM, Fellow, President, Commodore Consulting
Roy Nyquist, CPCM, Fellow, President, RN Contracting Solutions, LLC
Phil Salmeri, CPCM, Fellow, President & CEO, M & MH Design Incorporated

Attendees will be provided an overview and understanding of what is involved in developing the statement of work (SOW) along with real-world examples of what to do, what not to do in developing an SOW. In addition, attendees will receive an introduction to an automated tool for SOW development.
BREAKOUT SESSIONS

Agile Project Management for Improved Contract Development and Execution

C03 • 3.0 Post-Award • Basic • Lincoln 4

Wayne Brantley, PMP, ITIL, CSM, AVP of Professional Education, Villanova University

Throughout the government, agile methodologies are revolutionizing the way we think about acquisitions. A transparent and collaborative approach to contract creation can be accomplished through the lean and adaptive methodologies that are found in agile. In today’s rapidly changing market, fast and flexible development of contracts is necessary. Learn tools and techniques to help you develop and execute your projects.

Best Practices for Training Contracting Officer Representatives for Knowledge-Based Service Contracts

C04 • 4.0 Specialized Knowledge Areas • Intermediate • Lincoln 5

William Foster, Senior Manager of Contracts, Aerojet Rocketdyne
James Gill, Instructor, Salient Federal Solutions
Stan Neves, Manager, Contracts and Property Management, Northrop Grumman Electronic Systems, Space ISR Division

The DOD now spends a significant amount of its budget on knowledge-based service contracts. These contracts require expertise in highly complex scientific and technical issues. Unfortunately, the services do not do as well in monitoring performance of these services as they do in evaluating performance on major weapon systems. Hear an analysis of how each service monitors the performance on a representative sample of highly complex contracts.

Mission-Focused Organizational Alignment: Guiding Principles and Insights

C05 • 5.0 Business • Intermediate • Lincoln 6

James N. Phillips Jr., DBA, CFCM, Fellow, Acquisition Chief, VA National Center for Patient Safety
Allie Stanzione, CPCM, Fellow, Senior Contracts Manager, Cyber Division, General Dynamics Mission Systems
John W. Wilkinson, EdD, CPCM, Fellow, President, tHInc, LLC

The value of contract management is to solve the problems driven by limited resources. Explore organizational constructs and processes required to create a thriving culture focused on solving problems and achieving results.
TUESDAY • 11:15am–12:30pm
All breakout sessions located on the exhibition level in the Lincoln Rooms.

What Small and Medium-sized Businesses Need to Know About Cost Plus
D01 • 1.0 Pre-Award • Basic • Lincoln 2
Robert Smith, CPA, MST, CEO, ICAT Systems
More contracts are going to cost-plus and small businesses need to be prepared to compete. Contractors must understand the importance of developing provisional indirect rates, maintaining compliant accounting systems, and tracking indirect rate variances. These fundamental concepts will be demonstrated with easy-to-understand examples and illustrations.

The Basics of Negotiation
D02 • 2.0 Acquisition Planning & Strategy • Basic • Lincoln 3
Dr. Mike Criss, CPCM, C.P.M., Senior Fellow, Fluor Corporation
Ten basic knowledge areas for successful negotiation.

Creating Synergy to Bridge the Gap between Contract Managers and Program Managers
D03 • 3.0 Post-Award • Intermediate • Lincoln 4
Doris Marsh, Sr. Acquisition Analyst/Subject Matter Expert, Integrity Management Consulting
Patricia Miller, MBA, Senior Acquisition Analyst/Subject Matter Expert, Integrity Management Consulting
Explore how program managers and contracting officers/specialists view things through different lenses. Program managers are shaped by their environment to be execution- and schedule-focused. COs are bred to focus on compliance, oversight, and details. These differences can spawn challenges and risks. Through real-world experiences, we’ll examine these challenges critically and propose cross-training and “bilingual” teams as practical takeaways to mitigate negative impacts.

Public-Private Partnerships for Product Support
D04 • 4.0 Specialized Knowledge Areas • Intermediate • Lincoln 5
Dan Sny, DAWIA Program Management III, DAWIA Acquisition Logistics III, DOD Certified Logistics Auditor, Senior Consultant, LMI Corporation
John Sutton, PMP, DAWIA Program Management III, Director, Industrial Base Planning, Office of the Secretary of Defense
It is DOD policy that performance-based logistics (PBL) is the preferred sustainment strategy for providing product support to weapon systems, and most of the department’s PBL arrangements have been implemented using public-private partnerships (PPP). However, the body of knowledge governing the establishment of these types of service agreements is austere and process maturity is low. This session seeks to inform the community and broaden awareness of PBL and PPP for product support.
Lifting the Curtain: Market Intelligence

**D05 • 5.0 Business • Basic • Lincoln 6**

**Joanie Newhart**, CPCM, Fellow, Associate Administrator for Acquisition Workforce Programs, Office of Management and Budget

**Steve Charles**, Co-founder, immixGroup


Market intelligence is a deep understanding of the marketplace using a data-driven approach that will help the government understand the components and business model of a product/service so that it intelligently asks industry for a solution. This knowledge leads to better acquisition solutions and is key to the development of effective acquisition strategies. Learn best practices and strategies that can help you make acquisition decisions with confidence.

TUESDAY • 11:15am–12:30pm (continued)

**The Enterprise Mandate**

**E01 • 1.0 Pre-Award • Basic • Lincoln 2**

**Brandon Briggs**, Senior Manager, Sourcing and Procurement Practice Lead, Accenture Federal Services

Through FITARA and other enterprise-wide mandates, the contracting role is being enhanced within the organization. This should be seen as an opportunity for further elevation as a strategic partner in delivering on the agency’s mission and vision. Through this framework, we will explore enterprise procurement mandates. Topics to be covered include the enterprise mandate, operating model implications, governance and infrastructure, category management, and the impact on non-IT acquisitions.

**GAO Bid Protests: Insights from an Insider**

**E02 • 2.0 Acquisition Planning & Strategy • Advanced • Lincoln 3**

**Cherie Owen**, Deputy Assistant General Counsel, Procurement Law, Office of General Counsel, Government Accountability Office

Hear an insider’s view of the bid protest process at GAO, including information about who the bid protest hearing officers are and how protests are processed and handled at GAO. The session will also discuss key procedural hurdles that must be overcome and examine what types of protests are the most (and least) effective. Learn best practices for pursuing and defending protests at GAO.

TUESDAY • 1:45pm–3:00pm

All breakout sessions located on the exhibition level in the Lincoln Rooms.
Managing Subcontracts for Peak Performance: A Proactive, Problem-Avoidance Approach to Subcontract Management

E03 • 3.0 Post-Award • Intermediate • Lincoln 4

Rob Burton, Partner, Venable LLP
Daniel Jacobs, CPCM, CMC, PRT, Chairman/CEO, The Federal Market Group
Tom Reid, CPCM, Fellow, Chief Problem Solver, Certified Contracting Solutions, LLC
Lenn Vincent, Fellow, Chair, Awards and Honors Working Group

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Cybercompliance in Government Contracting: 2015 and Beyond

E04 • 4.0 Specialized Knowledge Areas • Intermediate • Lincoln 5

Christian Henel, Esq., Attorney at Law, Thompson Hine, LLP
Aria Mansuri, Principal Product Manager/Information System Security Officer, Distributed Solutions Inc.

Government agencies in 2015 are in the process of rolling out a number of policies, standards, and minimum requirements for handling government data and personally identifiable information (PII). These changes inevitably will cascade down to government contractors and impact the risk and cost of “cybercompliance.” This session will help contractors understand the legal and technical challenges of handling data and technical information in this fast-changing cybercompliance environment.

The Cost Accounting Standards and Consequences of Noncompliance

E05 • 5.0 Business • Intermediate • Lincoln 6

Greg Bingham, MBA, Vice President, The Kenrich Group LLC
Mike LaCorte, CPA, CVA, Principal, The Kenrich Group LLC

Hear a brief overview of the Cost Accounting Standards (CAS)—what they are, who they apply to, and their importance. The presenters will then discuss compliance requirements for contractors who have CAS-covered contracts (including disclosure statement requirements) and the process of preparing cost impact calculations. Primary emphasis will be given to the cost impact process (both the general dollar magnitude and detailed cost impact processes).
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