

paperwork in making these evaluations than was necessary during the initial period. At least, we are trying to simplify that process.

Now, the fourth and last concept on this chart states that the Kennedy Space Center deliberately keeps the number of interfaces with the contractors down to a minimum, and, to assure this, we have specified exactly what are the delegations of authority for each individual who interfaces with the contractor.

There are four main types of interface, or working chains for management action (figure C-6). Each is covered by formal written delegations which emanate from the top procurement officer.

He is the contracting official and the formal representative of the Government in committing the Government to any activity undertaken by the contractor. He, therefore, is responsible for issuing all formal directions and all scope changes. Putting additional money on the contract, assigning additional work requirements, or directing the preparation of additional reports—all these are the responsibility of the top contracting officer.

However, these are highly technical contracts, and an understanding of what is actually required for accomplishment must come from the key line officials—the technical engineers. For each contract we designate a contract technical manager who is the senior line official in the actual operations. He develops and approves technical plans. He issues operational instructions to the contractor on his own initiative, providing they are within the scope of the contract and provided he keeps the contracting officer advised. He also has the major technical responsibility for evaluating the overall technical performance of the

PRINCIPAL KSC INTERFACES WITH THE CONTRACTOR

<u>TITLE</u>	<u>DUTIES</u>
CONTRACTING OFFICER (TOP PROCUREMENT AUTHORITY)	ISSUES ALL FORMAL DIRECTIONS AND SCOPE CHANGES
CONTRACT TECHNICAL MANAGER (KEY LINE OFFICIAL)	DEVELOPS/APPROVES TECHNICAL PLANS ISSUES OPERATIONAL INSTRUCTIONS WITHIN SCOPE EVALUATES OVERALL PERFORMANCE
TECHNICAL REPRESENTATIVES (SENIOR TECHNICAL SPECIALISTS)	FOR A MAJOR FUNCTIONAL AREA: IDENTIFIES SPECIFIC WORK REQUIREMENTS ISSUES WORK REQUESTS WITHIN SCOPE MONITORS END RESULTS
CONTRACT MANAGEMENT ASSISTANCE OFFICER (STAFF AIDE IN EACH OPERATING DIRECTORATE)	COORDINATES CONTRACT RESOURCES CONSOLIDATES AND PREPARES AWARD FEE PERFORMANCE REPORTS REPRESENTS DIRECTORATE IN CONTRACT NEGOTIATIONS (ISSUES NO DIRECTIVES TO CONTRACTOR)

FIGURE C-6