

## Business Process Improvement Experience

Written by Nick Sanders

Thursday, 04 June 2009 17:00 - Last Updated Saturday, 03 March 2012 17:07

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- Collaborated in post-acquisition integration teams executing the merger of two Government contractors, including assessing business processes and controls, calculating post-merger indirect cost rates, planning contract novations, and developing systems, policies, and procedures.
- Participated in development of PwC's "Program Management Effectiveness" evaluation tool, including working with outside experts and piloting initial deployment.
- Participated in development of PwC's "Supply Chain Risk Management" service offering, including developing of leading risk indicator methodology and use of collaborative Web 2.0 (wiki) tools. Led initial deployment at Top 5 DOD contractor's multi-billion dollar fighter program.
- Responsible for maintenance of DCMA-reviewed Purchasing System (including internal audits of purchasing actions and external oversight support). Successfully led development of integrated purchasing/property management system that was still being used nearly a decade later.
- For a bio-pharmaceutical manufacturer, developed a Finance/Accounting Policy Manual, a Procurement Manual, and policies and procedures related to estimating and cost proposal preparation. Also assessed overall accounting environment and related internal controls in preparation for upcoming DCAA audit.
- For a major bio-pharmaceutical developer, coordinated preparation of \$350 million vaccine cost proposal to HHS, including coordination between multiple business units in various countries.
- Assessed contract administration (sell-side) and contract management (buy-side) business processes, to mitigate SOX material weakness and enhance internal controls, for a multi-billion dollar global automotive parts manufacturer.
- Developed a Procurement Manual for a Federal Systems division of a multi-billion dollar telecommunications entity in preparation for external audit (Contractor Purchasing System Review). Also provided advice and assistance regarding socio-economic programs and corporate strategic alliances. Provided training to employees regarding requirements of newly developed policies and procedures.

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- Assessed contract administration processes and controls for a multi-billion dollar service provider, including recommending process improvements related to proposal preparation, records management/retention, accounting for vendor volume discounts, compliance with contract terms and conditions, and calculation of indirect cost rates for annual submission to Federal Government.
  
- Assisted a multi-billion dollar Department of Energy contractor with transition to cost-plus, CAS-covered environment, including identification of unallowable costs; compliance with FAR, CAS and TINA; preparation of indirect cost rates; and submission of initial Final Indirect Cost Rate proposal. Developed position papers for contentious issues related to restructuring costs, including accounting for mass severance and asset impairments.
  
- Participated in a team providing support to an independent Federal Commission in revising its labor recording and cost allocation methodology used to account for various key programs/initiatives. Resulting methodology and calculations were accepted by the Commission Inspector General and were used in preparation of Commission Financial Statements.
  
- For a service provider to the Department of Homeland Security, led a project to support the entity's receipt of a \$600 million, fully CAS-covered CPAF contract (its first significant Federal contract), including development of indirect cost structure and calculating of indirect cost rates, submission of initial CASB Disclosure Statement, and generation of policies and procedures to aid in contract compliance.
  
- For a bio-pharmaceutical manufacturer (supporting Project BioShield for the Centers of Disease Control and Prevention), led a project to support transition from Fixed-Price to Cost-Reimbursable contracting, including assessment of business practices, development of indirect cost structure and calculation of indirect cost rates, preparation of cost proposals and pricing of equitable adjustments in compliance with TINA and FAR requirements, and generation of policies and procedures to aid in contract compliance (Estimating, Purchasing, Socioeconomic Reporting, Billing).
  
- For a fully CAS-covered global Engineering & IT Services provider, led the process to create a separate International Segment with unique practices to support work in Southwest Asia and elsewhere; effort included development of policies and procedures, submission of CASB Disclosure Statements, and preparation of cost impact analysis/proposal.
  
- Led CAS 410 compliance assessment for multi-billion dollar division of a multi-national Engineering & Construction entity. Conducted Ford Aerospace analysis to determine appropriate G&A expense pool allocation base.

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- Under direction of external counsel, led the investigation into Government contract cost accounting practices and business controls of a \$150 million Navy equipment manufacturer, including review of alleged TINA violations and indirect rate calculation errors.
  
- Co-Author, "Renewed Focus on Earned Value Management" (Thomson-West 2007 Government Contracts Year-in-Review Conference)
  
- Author, "Program Performance Measurement" (PwC). Published on "[Where in Federal Contracting](#)".
  
- Author, "Creating Competitive Advantage: How to Transform Program Management" (PwC).
  
- Co-author, "[How to Fortify your Supply Chain through Collaborative Risk Management](#)".
  
- Certified Government Financial Manager (CGFM), Association of Government Accountants.
  
- Lean Certification (Passed Bronze level test), Society of Manufacturing Engineers/Shingo Prize Institute.
  
- Participated in PwC's pilot Supply Chain Risk Management (SCRM) project, which identified process improvements to a "Top 5" A&D company's supply chain management practices, including enhanced risk identification and risk assessment for key suppliers to a multi-billion dollar fighter program.
  
- Led PwC Program Management Effectiveness (PME) assessment teams in evaluating business processes, organizational structure, culture, and strategic alignment of two business divisions of a multi-billion dollar international defense contractor, including briefing senior executive management and Board of Directors.
  
- Assisted multi-national engineering and environmental remediation contractor with resolution of DCAA audit issues, including determinations of inadequacy related to Disclosure Statement, accounting system, preparation of indirect cost rates, and indirect cost allocation structure. As part of the work, took over audit liaison function with respect to interaction with DCAA and DCMA Administrative Contracting Officer. Also assessed and recommended enhancements/changes to established/disclosed cost accounting practices, policies and

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procedures, and internal controls.

- Led an internal audit team to evaluate FAR/CAS compliance at a multi-billion dollar engineering and construction entity, including evaluating adequacy of Disclosure Statement, corporate cost allocation methodology, and frequency of indirect cost rate update. Identified potential revenue recognition problems. Recommended changes designed to improve compliance and to increase cash flow.
  
- Document Retention in the Information Age – National Contract Management Association South Bay Chapter, September 2005.
  
- For an international defense contractor, recommended appropriate business processes and controls to comply with US defense acquisition rules, including FAR and CAS. As part of this project, developed initial cost allocation structure and methodology, and controls to identify and segregate FAR Part 31.2 unallowable costs. Also worked with contract management and supply chain management functions to ensure proper flow-down of contract clauses.
  
- For an AbilityOne contractor, provided advice and assistance on transition into negotiated cost-reimbursement contracting. Efforts included development of initial cost allocation structure, identification of unallowable costs, indirect cost rate calculations, and assistance in negotiating the new methodology with DOD contracting officers. Also consulted on contract financing opportunities, cash flow enhancement, and resolution of disputes on individual contracts. Also provided support on revenue recognition issues associated with entity's external audit.