

Application Questions [PREVIEW]

Thank you for your interest in participating in PEN's latest cohort-based learning opportunity. This application should take approximately 10-15 minutes to complete. Please review these questions before completing the application.

Section 1: Organization Details

Name of Government or agency you work for [Free Response]

Example: "City and County of Cloudlandia, CA" or "Statelandia County, OH" or "State of New"

Entity Type [Multiple Choice]

Please select the best option – please only use "Other" if there is truly a unique function not captured in the other general categories.

- Municipal Government (e.g., cities, towns)
- County Government
- Consolidated City-County or Metropolitan Government
- Public Education Entity (e.g., school districts, public universities)
- Special Authority Agency (e.g., transit, port, utility)
- Tribal Government
- State
- Federal
- Workforce Board / Association / Commission
- Other

Primary Contact Information [Free Response]

(i.e., who should PEN reach out to if we have questions about the application?)

- Full Name
- Job Title
- Email Address

Section 2: Exploring Motivations & Sprint Goals

1. **What motivated your team to apply for this sprint, and what do you hope to achieve by participating?** [Free Response]
2. **Please tell us more about the upcoming procurement or existing contract your team would like to workshop during this sprint. What services are needed, and what outcomes do you hope to achieve?** [Free Response]
3. **Why is it a priority for your government to develop a contract management plan for this procurement or existing contract at this time?** [Free Response]
4. **Which of the three models best describes how contract management responsibilities are structured in your government?** [Multiple Choice]

- **Centralized:** Contract management sits within the central procurement or finance function.
 - **Hybrid/Center-Led:** Central procurement handles solicitation development and release, then customer departments take over contract management once the contract is executed.
 - **Decentralized:** Departments have autonomy to manage solicitations, contract execution, and management. Central procurement may provide training or tools to support departments.
5. **Does your government or agency have a standardized contract management template?** *[Multiple Choice: Yes, No, Unsure]*
6. **What software or platforms, if any, does your government currently use to track, administer, manage or monitor contracts?** *[Free Response]*
7. **One goal of this sprint is to help governments build knowledge and the capacity to scale and share best practices across departments. How will your team share what is learned within your government after the sprint?** *[Free Response]*

Section 3: Understanding Challenges

8. **Procurement and contracting can be a very complex process. We are interested in understanding your specific challenges related to contract management, if any, that you experience within your organization.** Please select all that apply. *[Multiple Choice]*
- Navigating a “culture of compliance” where the focus is primarily on verifying whether contract deliverables are completed, not necessarily whether outcomes were achieved
 - Limited staff capacity to proactively manage contract performance and engage regularly with vendors
 - Limited contract management training or capacity building for internal staff to improve their understanding of effective contract management principles
 - Lack of clarity on roles and responsibilities for all stakeholders (internal and external) involved in the contract
 - Fragmented and/or tense relationships with current vendors that make communication and collaboration challenging
 - Insufficient measures to enforce compliance and deliver performance feedback for underperforming vendors
 - Lack of adherence of contract requirements or expectations from vendors (i.e., timely reporting, robust data tracking, etc.) due to their organizational constraints
 - Other _____
9. **For the majority of contracts within your government, when is contract performance most typically reviewed?** *[Multiple Choice]*
- As needed, especially when the vendor is underperforming
 - At pre-established timeframes throughout the year
 - At the end of each contract year or renewal
 - At the end of the full contract

10. **As a practice, how often does your government use data to track progress towards contract performance goals?** *[Multiple Choice]*

- **Often:** We frequently use data to track progress towards contract goals.
- **Somewhat:** We track some data related to contract goals but could do more.
- **Rarely/never:** We recognize the value of data but have not used it in our contract management processes.

Section 4: Team Roster & Availability

11. **Team:** Governments or agencies should form a small team (2–4 members) with representatives from key departments (e.g., procurement, outreach, program, legal, and fiscal) to support and complete the deliverables. **For EACH of the 2-4 participants from your government, please provide the following information:**

Full Name

Job Title

Department

E-mail address

12. **Of the team listed above, who will own this contract management plan deliverable as the “project manager” to ensure this initiative continues moving forward during and after the sprint? Please include the full name of ONE team member.** *[Free Response]*

13. **Are there any competing commitments that might prevent your team from fully participating in this experience during the scheduled timeframe** (e.g., vacations, organization-wide trainings, etc.)? *[Free Response]*

14. **Team Commitment Acknowledgement:** Participation in this sprint requires active engagement to ensure teams gain the most value from the experience. If selected for this opportunity, your team agrees to:

- Attend a mandatory **Orientation Session [1 session x 60 minutes]**
- Join bi-weekly **Cohort Sessions [5 sessions x 90 minutes each]**
- Participate in **Coaching Calls [5 sessions x 60 minutes each]**
- Complete assignments between sessions
- Work toward producing the key deliverable: **a contract management plan for a high-priority solicitation or existing contract**
- Share lessons learned with peers during and after the sprint

Confirmation:

☐ If selected, our team commits to actively participating in the sprint and completing the program deliverables.