

Award & Project Management Competencies for Major Facility Key Personnel



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Competency Requirements – Why?

- A National Academy of Public Administration (NAPA) report examined NSF's use of Cooperative Agreements for Major Facilities and issued two recommendations regarding project management skills and capabilities for the NSF and Award recipient organizations.
 - *6.7 NSF should identify project management skill requirements by role and develop/implement required corollary role-specific project management training/workshops.*
 - *6.8 NSF should require award recipient project managers be certified in project management. NSF should also specify the minimum project management experience thresholds for project positions in the programmatic terms and conditions of the cooperative agreement.*
- Program Management Improvement and Accountability Act of 2016 (PMIAA)
 - *Intended to enhance accountability and best practices in project and program management throughout the federal government.*
 - *Only applies to Federal Government agencies.*



NSF's Solution – Integrated Project Teams (IPTs)

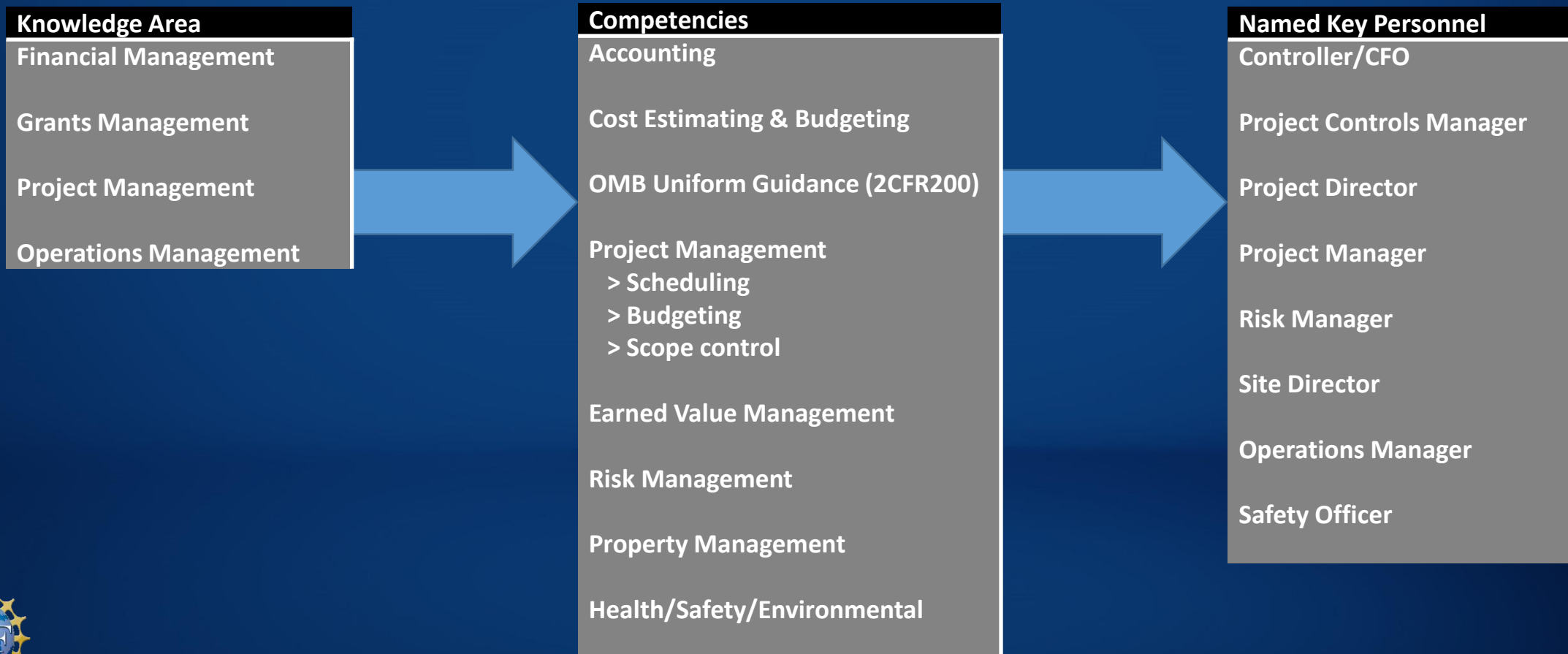
- IPTs are comprised of members who hold the necessary core competencies, with no one individual or organization covering all areas of expertise.

Area	
Change Management	Performance Management
Communications Planning, Stakeholder Engagement, and Coalition Building	Portfolio Management
Contracting and Acquisition Management	Process Improvement
Customer Service	Project Management
Evaluation	Requirements Development and Management
Financial Management	Risk Management
Human Capital Management	Strategic Planning
Information Management	



Mapping Competencies to Key Personnel

- This is only an example for discussion



When and Where

- The core competencies for Key Personnel is likely to be added to the next edition of the Major Facilities Guide tentatively scheduled to be written in the summer of 2019.
- It is reasonable to expect it be similar to Section 2.1.6 of the current draft MFG (new Section 2.1.7 possibly).
- Unlike the detailed naming of staff in Section 2.1.6, the approach will be to describe roles and responsibilities laid out according to competency area.
- “2.1.7 Recipient Key Personnel Competencies”



Example competency descriptions

- Accounting: Designing and implementing accounting systems for organizations operating annual budgets, including application of indirect rate charging, in excess of \$10 million/year
- Project Management: Planning, execution, and close-out of engineering or science construction projects; budgeting and scheduling, performance monitoring and measurement, change control; certification by PMI or similar industry accreditation or demonstrable equivalent experience is required
- Earned Value Management: Design, implementation, reporting, and interpretation of EVM metrics such as BAC, EAC, ETC, CV, SV
- Risk Management: Development and execution of risk management plans and creation and maintenance of risk registers; industry or academic credentials in project risk management and/or enterprise risk management or equivalent professional experience
- Operations Management: Staffing plans, logistics, budgeting, facility maintenance, facility performance measurement, stakeholder communications, quality assurance, and policy and procedure development and assessment
- Property Management: Acquisition, identification, securing, and tracking of materiel condition and location during operations and maintenance
- Environmental/Health/Safety: Expertise in applicable environmental, health, and safety regulations in force at all facility site locations, experienced in identifying staff training needs, lead development of safety manuals and processes



Core Competencies and Key Personnel

- Applies to Construction and Operations awards
- Identify Key Personnel (KP) who, collectively, satisfy core competency requirements
- Individually, Key Personnel qualifications may include a combination of experience, education, training, or certifications
- Competency may be developed as part of an individual's training plan so long as completion is achieved within _____ years of award
- NSF will review proposed KP and qualifications as part of panel review process
- Changes to competency assignments due to changes in Key Personnel must be reported to NSF



Questionnaire

- What challenges do you see to this approach?
- What competencies may be difficult to document?
- Which competencies should be applied for construction and which applied for operations?
- Are there competencies that are missing?
- What is an acceptable time frame to implement?
- What else should NSF know from the Recipient perspective?
- Are you interested in providing independent comments to NSF on future drafts
- Please contact me (jezivick@nsf.gov) or your Program Officer.

