
OPPE Work Assignment Manager Training

**Tool
Box**



PLAN FOR RESULTS

TASK INITIATION WORKSHEET 1.1

What is the nature of the task?

How does it break down into phases?

What products are most appropriate?

When must the task be completed and why?

What resources are required?

Professional Level Technical Hours

	Phase 1	Phase 2	Phase 3	Phase 4	Subtotal
P4					
P3					
P2					
P1					

Other Direct Costs

	Phase 1	Phase 2	Phase 3	Phase 4
Travel				
Printing				
Repro				
Phone				
Postage				
Other				

Total hours x rate, each professional (P) level = _____

("P#" = Professional Level (4 = Sr. Level))

(Professional Levels and Other Direct Costs are likely to vary with the contract.)

Total Other Direct Costs _____

Who should review your interim deliverables and final products?

What are possible future uses for the products? Is any work planned or under way that could support or be supported by this effort?

DOES YOUR TASK HAVE A GOOD WORK PLAN?

TASK INITIATION CHECKLIST 2.1

It does if you can check each of these boxes?

- ☐ Shows the major phases of the entire task and the steps to be pursued under each
- ☐ Indicates how many weeks after task kickoff each step will be complete (or specifies actual dates)
- ☐ Shows schedule for interim and final deliverables
- ☐ Outlines a schedule that is reasonable for getting the work done and builds in enough slack for contingencies
- ☐ Details responsibilities for each side (e.g., "EPA reviews within 2 weeks, contractor arranges logistics for meetings," etc.)
- ☐ Identifies key staff and their roles
- ☐ Includes a staffing plan that is reasonable for the work
- ☐ Identifies Other Direct Costs
- ☐ Identifies travel funds needed
- ☐ Specifies hours (level of effort by professional level) and total task dollars
- ☐ Includes any assumptions that may affect execution of the work
- ☐ Identifies some protocols as to how the contractor and Task Manager will communicate for the duration of the task

CONTRACT WORKSHEET

TASK
INITIATION
SAMPLE 2.1

CONTRACT NO: _____
CONTRACTOR: _____
WORK ASSIGNMENT NO: _____

ACCOUNT: _____
APPROPRIATION: _____
DCN: _____

OFFICE OF POLICY ANALYSIS WORK ASSIGNMENT ACTION REQUEST

ORIGINAL ASSIGNMENT _____ WORK PLAN APPROVAL _____ WORK PLAN APPROVAL (CONDITIONAL) _____
ASSIGNMENT AMENDMENT _____ AMENDMENT WORK PLAN APPROVAL _____ OTHER ACTION _____

WORK ASSIGNMENT TITLE: _____

INSERT BRIEF DESCRIPTION AND PURPOSE: _____

DELIVERABLES: _____

SCOPE OF WORK REFERENCE (page and paragraph): _____

ESTIMATED LEVEL OF EFFORT (WA): _____ APPROVED HOURS (WP): _____

APPROVED COSTS (WP): _____

PERIOD OF PERFORMANCE Date of Contracting Officer signature through

CONTRACTING OFFICER: _____
MAIL CODE: _____

PHONE: _____

PROJECT OFFICER: _____
MAIL CODE: _____

PHONE: _____

WORK ASSIGNMENT MANAGER: _____
MAIL CODE: _____

PHONE: _____

APPROVALS

I have thoroughly reviewed the attached and find that (initial where appropriate):

1. the work assignment
 - (a) gives the contractor clear direction _____
 - (b) is essential to achieve our technical objectives _____
 - (c) describes needed and usable deliverables _____
 - (d) is within the scope of the contract _____
2. the workplan
 - (a) is sufficient to achieve the objectives of the work assignment _____
 - (b) has proposed costs and labor hours which are reasonable and commensurate with the work assignment _____
 - (c) is within the statement of work _____

SIGNATURE

DATE

WORK ASSIGNMENT MANAGER: _____

PROJECT OFFICER: _____

BRANCH CHIEF: _____

DIVISION DIRECTOR: _____

CONTRACT MANAGEMENT OVERSIGHT GROUP: _____

CONTRACTING OFFICER: _____

DESIGNATION & APPOINTMENT FORM

TASK
INITIATION
SAMPLE 2.2



Designation and Appointment of Project Officer/ Work Assignment Manager/Delivery Order Officer (for Other Than Small Purchases)

Note: This form is not a Contracting Officer warrant. Delivery Order Officers and Administrative Delivery Order Officers require a warrant of Contracting Officer authority. Any request for a Delivery Order Officer warrant must be accompanied by the additional information required in Chapter 8 of the Contracts Management Manual.

1a. Name of Nominee		b. Title	
c. Organization	d. Mail Code	e. Telephone	f. Years of Contract Experience

2. The nomination is for: <input type="checkbox"/> Project Officer <input type="checkbox"/> Work Assignment Manager <input type="checkbox"/> Delivery Order Officer <input type="checkbox"/> Administrative Delivery Order Officer <input type="checkbox"/> Delivery Order Project Officer	3. The Nominee Has: <table><thead><tr><th></th><th>Yes</th><th>No</th></tr></thead><tbody><tr><td>a. Completed the basic Project Officer Course</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>b. Completed the Contract Administration Course</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided.</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr></tbody></table> <p>If the answer to items a, b, or c is "No," or the answer to item d is "No," attach an explanation.</p>		Yes	No	a. Completed the basic Project Officer Course	<input type="checkbox"/>	<input type="checkbox"/>	b. Completed the Contract Administration Course	<input type="checkbox"/>	<input type="checkbox"/>	c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)	<input type="checkbox"/>	<input type="checkbox"/>	d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided.	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No														
a. Completed the basic Project Officer Course	<input type="checkbox"/>	<input type="checkbox"/>														
b. Completed the Contract Administration Course	<input type="checkbox"/>	<input type="checkbox"/>														
c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)	<input type="checkbox"/>	<input type="checkbox"/>														
d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided.	<input type="checkbox"/>	<input type="checkbox"/>														

4. Estimated Dollar Amount of Contract, Work Assignment, or Delivery Order
5. Nomination is for (Check one) <input type="checkbox"/> a new contract, work assignment, or delivery order entitled _____ <input type="checkbox"/> a change in the Project Officer, Work Assignment Manager, or Delivery Order Officer on Contract No. _____ (If applicable, the work assignment no./delivery order no. is _____)

Certification

The undersigned nominee and requesting official certify that the designation of this nominee complies with the workload limitations and other requirements set forth in Chapter 7 of the Contracts Management Manual.

6a. Signature of Nominee		b. Date
7a. Signature of Requisition Official (Division Director or Higher)	b. Name and Title	c. Date
8a. Signature of Approval, Official (Contracts Organization)	b. Name and Title	c. Date

START WORK REMINDER

TASK
INITIATION
SAMPLE 2.3

Work assignment _____ under contract no. _____ is for policy work and funded by Superfund. Under the terms of your contract you may not commence work other than for work plan development until the work plan is approved by the EPA.

REVIEW REQUEST MEMO

TASK
INITIATION
SAMPLE 2.4

MEMORANDUM

SUBJECT: Work Plan #__Approval
For Contract # 68-W1-0009, IEC

FROM: Mike Kosakowski, Project Officer

TO: _____
(Work Assignment Manager)

Attached is the above referenced work plan which by contract must be approved by the EPA within 21 days of the submission of the workplan, or the work on this project will cease. Please review the plan and give me your comments by _____.

EFFECTIVE REVIEW OF WRITTEN PRODUCTS

PRODUCT DEVELOPMENT CHECKLIST 3.1

First Reading

Yes No

- ☐ ☐ Are major ideas expressed with clarity and power?
- ☐ ☐ Does the structure lead the reader sensibly through the arguments?
- ☐ ☐ Is the deliverable in line with the original specifications?

Second Reading

Yes No

- ☐ ☐ Is analysis sufficiently deep and clear?
- ☐ ☐ Is the material written accurately and clearly?
- ☐ ☐ Is the tone and level of information appropriate for the target audience?
- ☐ ☐ Is the product technically accurate and valid?
- ☐ ☐ Are the data substantiated to your satisfaction (Quality Assurance/Quality Control)?
- ☐ ☐ Is the design harmonious and pleasing?
- ☐ ☐ Where style and creativity are called for (e.g., for videotapes, trainings, updates, brochures), are they evident?

EFFECTIVE REVIEW OF ADP PRODUCTS

PRODUCT DEVELOPMENT CHECKLIST 3.2

Yes No

- ☐ ☐ Is the product documented satisfactorily?
- ☐ ☐ Has it met Office of Information Resources Management (OIRM) standards?
- ☐ ☐ Does it do what it was intended to do?
- ☐ ☐ Has it been tested on your system and does it run?
- ☐ ☐ Is a programming review necessary? Has it been done?
- ☐ ☐ Is access by users (e.g., Regions) effective?
- ☐ ☐ Is it adequately user-friendly?
- ☐ ☐ Has it been assessed for its ability to interface with other systems (flexibility, maximum effectiveness)?

EFFECTIVE REVIEW OF AUDIOVISUAL PRODUCTS

PRODUCT DEVELOPMENT CHECKLIST 3.3

Technical Review

Yes No

- ☐ ☐ Does product answer the initial questions or education objectives?
- ☐ ☐ Are the facts accurate? Attributed, if necessary?
- ☐ ☐ Is the tone right for the audience?
- ☐ ☐ Is the level of delivery right for the audience?
- ☐ ☐ Has adequate background information been collected?
- ☐ ☐ Is the text written so that it will not be dated shortly after it is produced?

Creative Reading

Yes No

- ☐ ☐ Does each scene flow smoothly into the next?
- ☐ ☐ Does the integration of pans and zooms create a pleasing rhythm?
- ☐ ☐ Are the scenes shown at a proper visual scale?
- ☐ ☐ Is there an effective mix of still and moving scenes?
- ☐ ☐ Are shots of people, objects, landscapes appropriately represented?
- ☐ ☐ Are people represented in an animated, natural manner (more than "talking heads")?
- ☐ ☐ Has the soundtrack been appropriately conceptualized?
- ☐ ☐ Are women and minorities professionally represented?

EFFECTIVE REVIEW OF EVENTS PLANNING

PRODUCT DEVELOPMENT CHECKLIST 3.4

- ☐ Does the agenda meet the event's objectives?
- ☐ Is the format of the meeting well conceived (plenty of variety, breakout sessions, etc.)?
- ☐ Are the speakers appropriate and of suitable quality?
- ☐ Has the contractor prepared a detailed enough logistics plan?
- ☐ Is publicity adequate and correctly timed?
- ☐ Is a record of the meeting needed? Have arrangements been made for taping, note taking or collecting manuscripts from presenters?
- ☐ Have you arranged for publication of meeting summaries and proceedings?
- ☐ Have you planned an evaluation of the meeting? Have procedures and forms been prepared?
- ☐ Have senior managers' talking notes been prepared?

TELEPHONE LOG

TASK MONITORING WORKSHEET 4.1

Name of person answering:	Date:
Company:	Subject of Call:
Phone Number:	
Address:	
	Name of person calling:

**Follow-up
Needed**

Summary of Conversation

[illegible]

Work Assignment Title:

WA #

SAMPLE PROGRESS REPORT FORMAT

TASK MONITORING WORKSHEET 4.3

Summary of Activities and Products Completed this Month:

Work Projected for Next Month:

Total Hours Expended by Professional Level:

Potential Problem Areas:

Proposed Corrective Actions:

Followup on Actions Taken to Address Previous Problems:

Contractor's Task Manager/Report Writer: _____

Phone Number: _____

EPA Work Assignment Manager: _____

Phone Number: _____

Work Assignment Title: _____, WA # _____

Project Title: _____, Contract # _____

SAMPLE FILE STRUCTURE

TASK MONITORING WORKSHEET 4.4

1.0 Management Documents

- 1.1 Task Work Scope
- 1.2 Work Plan

2.0 Financial Records

- 2.1 Budget and Level of Effort Tracking
- 2.2 Invoices

3.0 Correspondence

- 3.1 Internal EPA
- 3.2 Incoming
- 3.3 Outgoing
- 3.4 Phone Records
- 3.5 Meeting Records

4.0 Deliverables

- 4.1 Interim Deliverables
- 4.2 Draft Final Deliverable
- 4.3 Final Deliverable

IDENTIFYING PROBLEMS

TASK MONITORING CHECKLIST 4.1

If the problem is with the schedule or budget:

- | Yes | No | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Was the original schedule and budget really reasonable? |
| <input type="checkbox"/> | <input type="checkbox"/> | Did the scope of work expand to meet changing project demands without offsetting changes in the schedule or budget? |
| <input type="checkbox"/> | <input type="checkbox"/> | Were the contractor's key staff moved onto other assignments and not available to complete the work on time? |
| <input type="checkbox"/> | <input type="checkbox"/> | Did EPA hold to agreed schedules for provision of background data, required reviews, or staff support? |
| <input type="checkbox"/> | <input type="checkbox"/> | Was a third party--state agency, regional office--late in providing information or reviews? |
| <input type="checkbox"/> | <input type="checkbox"/> | Was the schedule just too tight to accommodate the extensive travel that was required? |
| <input type="checkbox"/> | <input type="checkbox"/> | Was the budget exceeded because the proper mix of personnel levels was not available? |

If the problem is with the technical quality of the work:

- | Yes | No | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Was the task assigned to the proper contractor? |
| <input type="checkbox"/> | <input type="checkbox"/> | Can this contractor provide the expertise needed to complete the work? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are the problems with the technical approach a result of flaws in the Work Plan? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are the problems the result of sloppy or inaccurate analysis? |

INVOICE RECOMMENDATION MEMORANDUM

TASK
MONITORING
SAMPLE 4.1

OPA INVOICE RECOMMENDATION MEMORANDUM

TO: _____
Work Assignment Manager

FROM: _____
Project Officer

DATE: _____

Enclosed is a copy of an invoice for services performed under your Work Assignment.

I need your recommendation within five calendar days of the above date in order to approve the invoice for payment. Please indicate your recommendation for approval or disapproval by signing below.

Without your recommendation I cannot authorize payment to the contractor. Payment must be made to the contractor within thirty days of the invoice date to avoid interest charges.

WORK ASSIGNMENT MANAGER'S RECOMMENDATIONS

Charges reflected in this invoice are considered reasonable, appropriate for payment and are mathematically correct.

Approved _____

Signed: _____

Disapproved _____

Date: _____

DEVELOPING A NEGOTIATION STRATEGY

COMMUNICATION, NEGOTIATION, ETHICS CHECKLIST 5.1

Strategy for negotiation with:

Contractor's Firm Name _____

Date of Session _____

1. What are the issues that you think will be raised at the negotiation session?

Hours: _____

Costs: _____

Schedule for Completing Task: _____

Revision of Deliverables: _____

Technical Approach Used: _____

Other: _____

2. What are your absolute bottom-line needs regarding this task (a particular type of deliverable, a product that must be completed in time to present at a key meeting, etc.)?

3. What items are not negotiable (due to contract limitations, office directions, orders from your supervisor, etc.)?

4. What areas are negotiable? Any suggestions on possible solutions to offer during the negotiations?

Costs: _____

Hours: _____

Schedule: _____

Technical Approach: _____

Deliverables: _____

Other: _____

5. What items might be negotiable but will have to be checked with OPPE management? Try to keep these items to a minimum by anticipating the negotiating agenda.

6. What additional information do you need from the contractor before beginning any negotiations?

A GUIDE TO TASK CLOSEOUT

TASK CLOSEOUT CHECKLIST 6.1

Have you:

- ☐ Communicated to your Project Officer that your task is complete and submitted the required paperwork?
- ☐ Sought to communicate the utility of your work?
- ☐ Assessed task for possible followup work?
- ☐ Decided whether followup work should be an amendment or a new task?
- ☐ Completed contractor's performance evaluation?
- ☐ Discussed the performance evaluation with the contractor?

DISTRIBUTION NETWORKS ENHANCE PRODUCT UTILITY

TASK
CLOSEOUT
CHECKLIST 6.2

Brief:

- ☐ Division Director
- ☐ Other Offices
- ☐ State, trade, and professional organizations

Send Summaries/Memos to:

- ☐ EPA Public Information Office
- ☐ EPA Library
- ☐ Regions
- ☐ Contractors
- ☐ Colleagues

Send complete copies to:

- ☐ EPA Library
- ☐ Public Information Office
- ☐ Division Library

Other Promotions:

- ☐ Newsletter-type stories
- ☐ Conference presentations
- ☐ Posted abstracts
- ☐ Journal articles, both inside and outside EPA
- ☐ Promotion by professional associations, when approved by EPA

CONTRACTOR EVALUATION

TASK CLOSEOUT CHECKLIST 6.3

Contractor:

Period Covered:

Contract Number:

Work Assignment Manager:

Project Officer:

Ratings: 4 Excellent
 3 Very Good
 2 Average
 1 Poor
 0 Unsatisfactory

I. Technical Performance

Criteria:

Ratings: (Circle one per criterion)

Level of creative contribution	4	3	2	1	0
Effective application of relevant statutes/regulations/guidelines	4	3	2	1	0
Resourcefulness	4	3	2	1	0
Adherence to scope of work	4	3	2	1	0
Effectiveness of project planning	4	3	2	1	0

<u>Overall Rating for Technical Performance:</u>	4	3	2	1	0
--	---	---	---	---	---

Narrative Evaluation:

II. Personnel Assigned

Criteria:

Ratings: (Circle one per criterion)

Technical competence appropriate to project	4	3	2	1	0
Commitment to the project	4	3	2	1	0
Effective interaction, responsiveness	4	3	2	1	0
Appropriate mix of professional levels	4	3	2	1	0

<u>Overall Rating for Technical Performance:</u>	4	3	2	1	0
--	---	---	---	---	---

Narrative Evaluation:

CONTRACTOR EVALUATION

TASK CLOSEOUT CHECKLIST 6.3

III. Deliverables/Reporting

Criteria:

Ratings: (Circle one per criterion)

Quality of product, thoroughness, adequate technical detail	4	3	2	1	0
Minimal corrections/revisions required	4	3	2	1	0
Quality assurance by Contractor	4	3	2	1	0
Adherence to schedule	4	3	2	1	0

<u>Overall Rating for Deliverables/Reporting:</u>	4	3	2	1	0
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Narrative Evaluation:

IV. Budget

Criteria:

Ratings: (Circle one per criterion)

Cost effectiveness	4	3	2	1	0
Efforts to keep within budget	4	3	2	1	0
Early notification of potential overruns	4	3	2	1	0

<u>Overall Rating for Budget:</u>	4	3	2	1	0
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Narrative Evaluation:

V. Overall Rating for Work Assignment	4	3	2	1	0
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Although this evaluation involves numerical ratings, the overall rating for the work assignment need not be a strictly mathematical average. In considering the work assignment as a whole, more weight should be given to areas I and III, Technical Performance and Quality of Deliverables.

VI. Comments/Recommendations



United States
Environmental Protection Agency
(PM-220)
Washington, DC 20460

Official Business
Penalty for Private Use
\$300