



**DIRECTIVE NUMBER:** 9871.0

**TITLE:** Roles and Responsibilities of Deputy Project  
Officers and Work Assignment Managers under the Technical  
Enforcement Support (TES) contracts.

**APPROVAL DATE:** FEB 17 1988

**EFFECTIVE DATE:** FEB 17 1988

**ORIGINATING OFFICE:** Office of Waste Programs Enforce-  
ment; Contracts Management Section

☒ **FINAL**

☐ **DRAFT**

**LEVEL OF DRAFT**

- ☒ A — Signed by AA or DAA
- ☐ B — Signed by Office Director
- ☐ C — Review & Comment

**REFERENCE (other documents):**

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**OSWER      OSWER      OSWER**  
**VE   DIRECTIVE   DIRECTIVE   DA**

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United States Environmental Protection Agency  
Washington, DC 20460

# OSWER Directive Initiation Request

1. Directive Number

9871.0

## 2. Originator Information

Name of Contact Person

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3. Title

Roles and Responsibilities of Deputy Project Officers and  
Work Assignment Managers under the Technical Enforcement  
Support (TES) Contracts.

4. Summary of Directive (include brief statement of purpose)

Provides a list of duties and responsibilities that regional contacts who will now  
serve as Deputy Project Officers under Headquarters Project Officers for the TES  
contracts, must now perform in managing and administering these contracts.

5. Keywords

Deputy Project Officer, Work Assignment Managers, TES, signature authority, contract

6a. Does This Directive Supersede Previous Directive(s)?

☒

No

☐

Yes

What directive (number, title)

b. Does It Supplement Previous Directive(s)?

☒

No

☐

Yes

What directive (number, title)

7. Draft Level

☒

A - Signed by AA/DAA

☐

B - Signed by Office Director

☐

C - For Review & Comment

☐

D - In Development

8. Document to be distributed to States by Headquarters?

☐

Yes

☒

No

This Request Meets OSWER Directives System Format Standards.

9. Signature of Lead Office Directives Coordinator

*Darlene M. Williams*

Date

7/5/88

10. Name and Title of Approving Official

*Karon Foote*

Date

7/5/88

EPA Form 1315-17 (Rev. 5-87) Previous editions are obsolete.

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UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
WASHINGTON, D.C. 20460

OSWER Directive No. 9871.0

OFFICE OF  
SOLID WASTE AND EMERGENCY RESPONSE

MEMORANDUM

SUBJECT: Roles and Responsibilities of Regional Project Officers  
and Work Assignment Managers Under the Technical  
Enforcement Support (TES) Contracts

FROM: J. Winston Porter  
Assistant Administrator

TO: Regional Administrators, Regions I - X

This Directive describes the duties and responsibilities associated with the positions of Regional Project Officer and Work Assignment Manager. These positions are established to assist the Office of Waste Programs Enforcement (OWPE) to administer two contracts for conducting technical enforcement support activities. These two contracts are valued at \$110 million and are referred to as TES III and TES IV. Because of the substantial dollar value of the TES contracts and because of their award fee nature, an increased effort is needed to monitor them. Close Regional oversight of contract operations is needed to ensure their effective and efficient implementation.

EPA's Procurement and Contracts Management Division (PCMD) has developed a list of duties and responsibilities associated with the positions of Regional Project Officer and Work Assignment Manager (i.e., Primary Contact). A copy of this list is presented as Attachments A and B, respectively. Also included on Attachment A is an estimate of the expected amount of time that will be required of Regional Project Officers to carry out each of their duties and responsibilities.

It is clear from these estimates, and from the large number of work assignments expected to be issued under the TES contracts, that successful management and oversight of contract operations will require the full-time attention of TES Regional Project Officers for CERCLA and half-time for RCRA. These FTE's have been accounted for in the FY88 and 89 budget. Additional support will also be required in larger regions to assure effective contract management. Delegation of the Regional Project Officer duties to the TES Regional contacts is targeted for February 1, 1988. This additional authority would include submitting work assignments directly to the Contracting Officer for approval rather than through the Headquarters Project Officer. Regions would have to assure that packages submitted to the Contracting Officer were accurate, appropriate, complete and more detailed than that which is currently submitted. This would require quality time from the Regional Project Officer.

In light of the responsibilities associated with the Regional Project Officer position, and because the EPA Administrator has recently emphasized the importance of strong contract management, I urge you to give favorable consideration to assigning these responsibilities as full-time staff positions. I also urge you to ensure that Regional Project Officers are given sufficient authority to accomplish their assigned duties and responsibilities.

In addition to the responsibilities listed on Attachment A, Regional Project Officers are required to:

- \* Complete the three and a half day Project Officer certification training course
- \* Complete the three-day contract administration course (see Attachment F)
- \* Attend the semi-annual national contracts meetings
- \* Assist in conducting Regional TES contracts management reviews and training

Work Assignment Managers (Primary Contacts) are required to:

- \* Complete the three-day contract administration course
- \* Attend Regional TES contracts training
- \* Participate in Regional TES contracts management reviews and training.

The primary duties of the Regional Project Officer involve:

- (1) Approving work assignments for the Region and performing all administrative duties;
- (2) Coordinating work with the Contractor's Regional Manager, HQ Project Officers and the Contracting Officer and key personnel in the Region;
- (3) Assuring that work conducted by the contractor is within the Scope of Work, adheres to Agency guidance, is cost effective and is done safely and in a quality manner.

These duties and responsibilities must be incorporated into the performance standards of Regional Project Officers and Work Assignment Managers, as stipulated in Chapter 7 of the Contracts Management Manual. This will help to facilitate a high quality of performance in carrying out their duties and responsibilities and will result in successful management of the TES contracts.

Attachments to the memorandum are identified below:

- (1) Attachment A - Description of TES Regional Project Officer duties.
- (2) Attachment B - Description of TES Work Assignment Managers (i.e., Primary contact) duties.
- (3) Attachment C is a form for designation of Regional Project Officers. This form is to be used by the Regional Division Director when appointing a person to serve as a Regional Project Officer for the TES contract.
- (4) Attachment D is a form for approval/disapproval of contractor's monthly vouchers for Work Assignment Managers. A copy of this form is to be filled out by the respective TES Work Assignment Managers at the end of each month. Attachment D is used by the TES Regional Project Officers to assure the accuracy of the contractor's monthly vouchers prior to their completion of Attachment E.
- (5) Attachment E is a form which is to be used by the TES contracts Regional Project Officers to notify the Project Officer that invoices have been reviewed by the Primary Contacts and to identify any questions or discrepancies in the invoice. This form is to be forwarded to the Project Officer at the end of each month.

- (6) Attachment F - Schedule for 3-day Contract Administration Course Training.
- (7) Attachment G - Experience Profile. This profile is to be completed by all TES Work Assignment Managers and forwarded to the appropriate TES Project Officer through the TES Regional Project Officer.

Thank you for your cooperation in this matter. Should you have any questions, please contact Michael Kosakowski at (FTS) 382-5611.

Attachments

CC:

Directors, Waste Management Division, Regions I, IV, V, VII, VIII  
Directors, Hazardous Waste Management Division, Regions III, VI  
Director, Toxics and Waste Management Division, Region IX  
Director, Air & Waste Management Division, Region II  
Director, Emergency & Remedial Response Division, Region II  
Director, Hazardous Waste Division, Region X  
CERCLA Enforcement Branch Chiefs, Regions I-X  
RCRA Enforcement Branch Chiefs, Regions I-X

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ATTACHMENT A

DUTIES AND RESPONSIBILITIES OF REGIONAL PROJECT OFFICERS

<u>Pre-Work Assignment Approval</u>	<u>Average Time Required</u>
* Ensures Work Assignments (WA) are within the scope of the contract and Regional budget allocation	10 minutes/WA
* Ensures the WA Statements of work are sufficiently detailed and are within the scope of work of the contract	30 minutes/WA
* Ensures that WA form is properly completed and signed. This includes assuring that the WA level of effort (LOE) and cost, period of performance (POP), and appropriation are proper. In addition, CERCLA contracts must include appropriate site ID's and SCAP activity links.	30 minutes/WA
* Ensures that WA is a priority project and should be funded with Regional allocations	20 minutes/WA
* Reviews conflict of interest disclosure submitted by the contractor and coordinates regional review with management and attorneys and other programs	20 minutes/WA
<u>Post Work Assignment Approval</u>	<u>Average Time Required</u>
* Ensures that work plans are received and approved/dis-approved on time (prior to 45 day-period)	60 minutes/WA
* Ensures that amendments to change cost, hours, period of performance or to add work are justified, done properly and on time (not after the fact)	60 minutes/WA

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|---|----------------|
| * Reports any cost, performance, schedule, subcontractor, or conflict of interest problems that cannot be resolved quickly on a Regional level to the Project Officer/Contracting Officer | 10 minutes/WA  |
| * Ensures that all deliverables are received and approved/ disapproved in a timely manner. Ensures that format and level of effort of deliverables is consistent with Regional needs      | 60 minutes/WA  |
| * Reviews all progress reports to ensure proper cost control within each WA and within Regional allocation  | 60 minutes/WA  |
| * Coordinates Regional Award fee process  | 120 minutes/WA |
| -Reviews Contractor and Work Assignment Manager evaluations for each WA and makes a determination of rating   |                |
| -Meets with the Regional Contract Manager to discuss Regional work assignments and contract management issues   |                |
| -Evaluates contractor performance and provides these award fee evaluations in summary form to Project Officer, commensurate with contractor performance                                   |                |
| * Ensures that costs incurred/reported in monthly financial reports are accurate  | 60 minutes/WA  |
| * Serves as Regional representative to Project Officer/Contracting Officer on all WA issues   | 60 minutes/WA  |
| * Assists in closeout process   | 90 minutes/WA  |

SUBTOTAL PER WORK ASSIGNMENT

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11.5 hours/WA

OTHER DUTIES AND RESPONSIBILITIES OF TES Regional PROJECT OFFICERS

Other Contract Management Duties

- \* Provides other information required by Project Officer/Contracting Officer. Attends biannual meetings and participates in conference calls 100 hours/year
- \* Meets with Contractor's Regional Manager on a regular basis to assure projects are progressing, resolves outstanding issues, addresses health and safety concerns, and discusses quality assurance reviews 100 hours/year
- \* Provides training and guidance to Work Assignment Managers, ensures that Work Assignment Managers have attended the three-day contracts administration training course, and that Work Assignment Managers assignments do not exceed the limitations set in The Contract Administration Manual. Assures that Work Assignment Manager's profiles are submitted to the Project Officer (Attachment H) 75 hours/year
- \* Coordinates review of future work requests submitted by the contractor. Reviews include technical staff, management, Regional Counsel and other programs 50 hours/year
- \* Maintains appropriate regional contract filing system for WA forms, work plans, products, award fee forms, conflict of interest and future work requests, discussions and recommendations 100 hours/year
- \* Manages an 8(a) contractor after award, by initiating work assignments, approving work plans and amendments, and closing out work assignments. Pays monthly vouchers, based on satisfactory performance as reviewed in monthly progress reports. Meets on a regular basis with contractor to discuss issues. 200 hours/year

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SUBTOTAL OF MANAGEMENT

625 hours/year

Although it is difficult to accurately predict the number of work assignments that will be issued under the contracts, it is estimated that there will be 1,800 work assignments per year. Given this assumption, and assuming that 1,560 hours represent one person year ( 52 weeks X 40 hours/week X .75 budget assumption for work hour available per person), it can be concluded that fulfillment of the duties and responsibilities of a Regional Project Officer will require approximately one person year in most Regions. The table below summarizes the projected number of work assignments in each Region.

ASSUMED NUMBER OF WORK ASSIGNMENTS

<u>REGION</u>	<u>CERCLA</u>	<u>RCRA</u>
I	120	30
II	120	30
III	150	100
IV	250	30
V	220	120
VI	80	40
VII	200	20
VIII	50	40
IX	100	20
X	50	30
TOTALS	1,340	460

ATTACHMENT B

DUTIES AND RESPONSIBILITIES OF TES WORK ASSIGNMENT MANAGERS

Pre-Award Responsibilities

- \* Defines/prepares Statement of Work for Work Assignment (WA)
- \* Ensures that scope of WA is within contract's scope of work
- \* Develops Government's estimate of level of effort and cost
- \* Identifies applicable appropriation (RCRA or CERCLA)
- \* Develops and identifies WA:
  - Period of Performance
  - Project schedule/milestones
  - Travel requirements
  - Government property or equipment needs
- \* Discusses WA with Section Chief for priority determination

Post Award Responsibilities

- \* Recommends approval/disapproval of work plans, both technical and cost aspects
- \* Assures that contractor has appropriate guidance to complete the assignment consistent with current policy and format.
- \* Monitors and oversees performance of WA
- \* Provides necessary technical direction (within limits)
- \* Reviews and recommends approval or disapproval of vouchers
- \* Reviews all progress reports to ensure cost control and technical quality; helps identify problems in advance
- \* Reports any cost, performance, schedule, subcontractor or conflict of interest problems to Regional Project Officer.
- \* Reviews and approves/disapproves all WA deliverables. Review shall include at a minimum: completeness, consistency with policy and guidance, technical adequacy, and format
- \* Provides award fee evaluations to Regional Project Officer every four months summarizing contractors performance
- \* Provides any other information required by Regional Project Officer/Project Officer/Contracting Officer
- \* Assists in closeout process