

**Role:** The Project Manager (PM) is the leader of a cross-functional group composing the Project Team assembled to successfully execute a set of project objectives. The PM must ensure that the project objectives meet the Project Customer's requirements and are fulfilled within cost, schedule, and safety/environmental compliance constraints. Primary counterpart is Project Customer.

**Responsibility:** The PM is responsible for:

- Overall success of project
- Day to day coordination with project stakeholders
- Overall development of project scope
- To assess potential project risks and develop recommended contingency allowance based on this assessment
- Developing and Maintaining Cost baseline and insuring work is compliant with baseline
- Developing and Maintaining Schedule baseline and insuring work is compliant with baseline
- Project Change Control
- Ensure that ALS contract specialist has necessary technical support to allow effective contract management
- Compliance with FME Policies and Procedures
- Compliance with all relevant safety and environmental laws, regulations, codes, and guidelines

**Accountabilities:**

- To the Project Customer and FME Management for the successful planning and execution of assigned projects and tasks.
- To the Project Team for coordination, involvement and communication

**Authorities:**

- Authorized to manage the project utilizing contemporary Project Management techniques within the constraints of project cost, schedule, and risk
- Authorized to give technical clarification to design and construction contractors when they possess the technical skill to answer the question
- Authorized to respond to Program Customer and NCI requests
- Authorized to approve contractor invoices for partial payments
- Represent to FME at briefings on their assigned projects

**Role:** The Project Customer is the primary point of contact for the Project Manager in the execution of the project. Primary counterpart is Project Manager.

**Responsibility:** The Project Customer is responsible:

- For establishing project requirements. This includes drafting Program of Requirements (POR) for special equipment, indicating quality requirements, identifying a reasonable need date, and funding available for project.
- To provide or obtain funding and POR approval in a timely basis.
- To notify PM of changes to the POR and provide sufficient money to cover cost of changed scope as well as impact to ongoing work.
- To recognize that schedule relief must be commensurate with scope of change and relationship with ongoing work.
- Assist PM from the NCI side in communicating and obtaining the various NCI project approvals

**Accountabilities:**

- To the NCI Project Officer to ensure that project is consistent with the NCI-F scientific mission.
- To the PM for timely responses to project issues requiring Program approval or direction

**Authorities:**

- Authorized to request both in and out of scope changes
- Is authorized to direct changes to the POR within constraints of established contract limits.
- Controls Management Reserve Funding

**Role:** The Assistant Project Manager (APM) is the Project Manager's immediate right hand in managing identified projects. Primary counterparts are Project Manager and Project Customer.

**Responsibility:** The APM is responsible for:

- Assisting the PM with any project related task
- Contributing to the overall success of project
- Take lead for specific project activities as assigned by PM
- Ensure team compliance with FME Policies and Procedures

**Accountabilities:**

- To the Project Customer and FME Management for the successful planning and execution of assigned projects and tasks.
- To the Project Team for coordination, involvement and communication
- To keep PM informed of all issues that may not have been raised directly to the PM

**Authorities:**

- At the direction of the PM is authorized to manage the project utilizing contemporary Project Management techniques within the constraints of project cost, schedule, and risk
- At the direction of the PM will represent FME at briefings on their assigned projects

**Role:** The Project Lead Engineer is the technical point of contact for the Project Manager and his/her direct support for PM related tasks. Primary counter part is design team.

**Responsibility:** The Lead Engineer is responsible for:

- Support the PM in development of the project scope and ensures that the technical requirements are complete, adequate, and achievable
- Providing technical direction to the Project Team during design and construction
- Coordinating design issues within the design team to ensure that the design effort is timely and complete
- Identify necessary auxiliary design resources to complete design, when necessary
- Produce cost effective designs and design options and alternatives
- Support the PM with management activities during the project

**Accountabilities:**

- To the PM for the successful planning and presentation of project technical scope so construction components can execute task.
- To the design team and Project Customer for effective technical communication and coordination

**Authorities:**

- Authorized to provide technical direction to the design team and the A/E
- Authorized to provide technical clarifications to construction subcontractor via RFI process.
- Not authorized to provide direction that changes the project's cost, schedule, or scope.

**Role:** The FME Lead Shop Supervisor. The Lead Shop Supervisor is a direct Project Team member on Shop executed projects. Primary counterpart is Project Manager or O&M Manager.

**Responsibility:** The Lead Shop Supervisor is responsible:

- For planning assigned jobs
- To accomplish work safely and in timely fashion
- To provide quality end product.
- To keep management informed if unable to meet project schedule and proactively take steps to mitigate impact.
- To manage costs to stay within approved budgets
- To seek management direction when Project Customer requests work outside the original project scope
- Obtain other FME staff resources as needed to successfully complete assigned jobs

**Accountabilities:**

- To the PM and/or O&M managers for the successful planning and execution of assigned projects and tasks.
- To the Project Customer for coordination of tasks

**Authorities:**

- Authorized to perform work in accordance with approved scope.
- Not authorized to perform any added scope work until approved

**Role:** The Project Controls (PC) representative assists in meeting the Project Customer's requirements within cost and schedule constraints. Primary counterparts are Project Manager and Project Customer.

**Responsibility:** The PC representative is responsible:

- To develop and update project schedules based on schedule templates and project requirements
- To develop and update project schedule in a timely and consistent manner.
- To assist in the development of estimates and schedules for executing technical scopes of work
- To work with the Project Team to prepare cost estimates and to ensure that the estimate is complete, accurate, and reasonable
- To assist the Project Team in navigating trend process requirements
- To track and forecast cash flow

**Accountabilities:**

- To the PM for the successful planning, management, and execution of assigned projects and tasks.
- To the Project Team for accurate and timely project schedules and cost estimates

**Authorities:**

- Authorized to challenge cost reasonableness
- Authorized to communicate concerns with project execution and estimates relative to approved project work plans

**Role:** The ALS Subcontracting Specialist manages the subcontract to ensure that subcontracted projects are prepared and executed in accordance with the conditions of the OTS contract. ALS is a Project Team member when there is a high probability that a portion of a project will be outsourced and on all projects where the decision to outsource has been made. Primary counterparts are Project Manager and NCI's Contracting Officer.

**Responsibility:** The ALS Subcontracting Specialist is responsible:

- To develop subcontracts that are consistent format and in compliance with conditions of the OTS contract and NCI-F Contracting Officer guidance
- Administer subcontracts as an advocate of the Project Team and with Project Team support as needed
- Contribute in a positive and effective manner to project's make/buy decision

**Accountabilities:**

- To the PM and SAIC Management for the successful development of subcontract documents.
- To Project Team for preparation and administration of subcontracts

**Authorities:**

- Authorized to modify and administer architect engineer and construction subcontracts so as to successfully complete the project task.

**Role:** The FME COTR (Contracting Officer's Technical Representative) is the Project Team's primary interface with construction contractors in the day-to-day execution of a subcontracted project in the field. Primary counterparts are Project Manager and ALS Subcontracting Specialist, and construction subcontractor.

**Responsibility:** The COTR is responsible:

- To ensure that construction occurs in accordance with approved subcontract documents
- To ensure that work is conducted in a safe and environmentally compliant manner
- Review potential change to project scope and assist PM in evaluating their cost and schedule impact
- Ensure that materials, workmanship, and quality requirements of contract are met

**Accountabilities:**

- To the PM and FME Management for the successful execution of assigned subcontracts and tasks and meets established quality requirements.
- To the contracts specialist for keeping them informed of field subcontract issues
- To the Project Customer for level of quality that was specified in subcontract
- To FME Shops for maintainability (in means of installation)
- To EHS for safety and environmental compliance issues

**Authorities:**

- Authorized to Suspend Work for Safety and environmental compliance issues
- Authorized to Suspend Work for Quality issues
- Interpret project plans and specifications
- Review and concur with contractor payment requests
- Reject work failing to meet contract requirements

**Role:** The NCI Project Officer is the overall NCI-F program leader. Not a direct Project Team member. Access to the Project Team is through the Project Customer or Project Manager.

The OTS Contract states that:

Project Officer, NCI-Frederick

- (1) Serves as the senior technical point of contract in residence at NCI-Frederick;
- (2) Is responsible for establishing requirements;
- (3) Delegates responsibilities to the Assistant Project Officer's (sic) as appropriate;
- (4) Coordinates space management at the NCI-Frederick;
- (5) Monitors the utilization of Contractor resources and their allocation in accordance with NCI priorities, and assists in the resolution of differences among ICD's interests;
- (6) Together with the Contracting Officer, prepares appropriate performance based and award fee plans;
- (7) Monitors the Contractor's technical progress and reports significant performance deficiencies to the C.O.; and,
- (8) Performs technical inspections and acceptances, as required.

None of these statements diminish the authorities and responsibilities reserved by law, regulation and/or Executive Order, to the Contracting Officer.

**Role:** The NCI-F Contracting Officer is the resident contracting authority. Not a direct Project Team member. Access to the Project Team is through the NCI Project Officer, the Project Customer, or ALS representative.

The OTS Contract states that:

Contracting Officer, NCI-Frederick

(1) Serves as exclusive agent for the purpose of negotiation, award and administration of all contract and intra/interagency matters between NCI, the Contractor, the U.S. Army, and other Government entities as necessary, in accordance with the Federal Acquisition Regulations.

(2) Is solely responsible for obtaining legal input related to the contract, and intra/interagency agreements.

(3) Acquires cost data and cost analysis information associated with this contract, and any intra/interagency agreement.

(4) Is the exclusive authority for all business matters, to include all overhead-type matters.

None of these statements diminish the authorities and responsibilities reserved by law, regulation and/or Executive Order, to the Contracting Officer.

**Role:** The Environment, Health, and Safety (EHS) program monitor assists the project team in attaining project objectives while preserving a safe, healthful, and environmentally compliant workplace in accordance with requirements of the OTS contract and Federal, State, and local laws and regulations. EHS is a Project Team member when the functional use of a facility is changed. Primary counterparts are the Project Manager and COTR.

**Responsibility:** The EHS representative is responsible:

- To review project scope and assist the Project Manager and Lead Engineer in identifying and resolving potential health, safety, and/or environmental issues and concerns.
- Clearly articulate EHS concerns that appear to violate current regulatory or policy guidance and direction.
- Contribute in a positive and effective manner to resolution of EHS issues

**Accountabilities:**

- To the PM and SAIC Management for clear description of apparent design conflicts with regulatory or policy guidance or direction.
- To Project Team for understanding of nature of conflict/violation, including regulatory reference and proposed resolution options.

**Authorities:**

- Authorized to give interpretation of regulations, policies, and prudent practices that relate to safety, health, environmental, and security issues.