



Checklist of Systems and Procedures to Address in a Management Plan Chapter of a Federal Proposal

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In responding to solicitations that require a management plan, you will need to decide which management systems and procedures to describe. The following checklist identifies a range of such systems and procedures that you may want to address.

A. External Communications (between your firm and the federal agency)

Example of key theme: Your firm will communicate frequently and candidly with the federal agency on technical, contractual, and administrative matters. In the event of an issue or problem, you will be proactive in bringing issues to the attention of the client.

Potential Topics:

- Timely and accurate preparation and distribution of technical and cost progress reports, consistent with contract requirements.
- Additional periodic reports.
- Informal, day-to-day communication (e.g., between your firm's technical staff and client agency technical staff, your firm's project manager and the agency's program manager, and/or your firm and the agency's contracting office).
- Reporting of unexpected events, problems, or issues.
- Who the client can talk to in the event that he or she wants to elevate an issue above the firm's project manager.
- Communications between agency personnel and your subcontractors and consultants.
- Communications infrastructure and technology (e.g., a password-protected, web-based project management site to which your client will have secure access).

B. Internal Communications within Your Team (including in-house staff and your subcontractors and consultants)

Example of key theme: There will be excellent, timely communication within the contract team, which will promote coordination, consistency, and on-time performance.

Potential Topics:

- Formal and informal team meetings (e.g., scope, frequency).
- Informal communications among team members.
- Dissemination of management directives.
- Sharing of technical findings and results among all technical staff for whom this information is important.
- Sharing of contractual, administrative, scheduling, and cost data among team members (e.g., to ensure that all task leaders know of their budget status).
- Special steps to ensure good communications with subcontractors and consultants, including technical-level communication and communication between your firm's project managers and the subcontractor's managers.
- Procedures and approaches used to ensure good communications with other prime contractors.
- Communications infrastructure and technology (e.g., web-based project collaboration tools available to all staff assigned to a contract).

C. Accounting System and Procedures

Example of key theme: Your firm has excellent systems and procedures for compiling and reporting cost and hours data, to ensure that all staff have the information they need to make timely decisions and to stay within budget.

Potential Topics:

- Your firm's accounting system (describe the system and its capabilities).
- Collecting hours and cost data and entering it into the accounting system in a timely manner and performing adequate QA/QC (e.g., procedures to ensure timely collection of timesheets, whether manual or electronic; procedures to ensure that hours and cost data are allocated to the appropriate project, subproject, or task).
- Ensuring that subcontractor and consultant cost and hours data are collected in a timely fashion.
- Maintaining up-to-date budgets, on a project or line-item basis, as appropriate.
- Providing managers within your firm with appropriately detailed reports (e.g., hours and costs by project, sub-project, and task; costs by category, including categories that might be specified by the contract being procured under this solicitation; budgeted vs. actual costs).
- Providing these reports on a timely basis (e.g., How soon after the close of each month do your project managers have accurate job-cost reports on their desks or available to them via a web-based application?).
- Ad-hoc querying and reporting.
- Providing project managers or other non-accounting staff with online access (e.g., to enable a project manager to retrieve cost and budget data while on travel).

D. Cost Control

Example of key theme: Your firm has excellent management processes to ensure that all work is performed within budget.

Potential Topics:

- Procedures that project managers use to regularly review remaining budgets for all tasks.
- Procedures for performing advance review and approval of non-routine expenses.
- Procedures that your firm uses to ensure that all staff on each project have a clear understanding of their budgets for the work for which they are responsible.
- Oversight processes (e.g., procedures by which senior management regularly reviews budget status with contract managers).
- Procedures for elevating budget problems within your firm to ensure that they are quickly and appropriately resolved.
- Protocols used by your firm to alert clients to potential budget problems and to reach a resolution that is satisfactory for the client.

E. Schedule Control

Example of key theme: Your firm has excellent management systems and processes to ensure that all interim and final project deadlines are met.

Potential Topics:

- Automated systems for tracking the status of all interim and final milestones and deliverables.
- Protocols used by project managers to ensure that all staff on each project have a clear understanding of the schedules and deadlines for work that they are performing.
- Procedures used by project managers to continuously review the status of in-process tasks, milestones, and deliverables, to identify potential problems as early as possible (procedures, tracking systems).
- Procedures used to correct scheduling problems (e.g., procedures for assigning additional staff resources).
- Protocols for informing clients of potential scheduling problems and reaching a satisfactory resolution.

F. Quality Assurance/Quality Control

Example of key theme: Your firm has QA/QC approaches and systems that enable you to provide services of consistently high, well-documented quality.

Potential Topics:

- Quality Assurance/Quality Control Manual(s) maintained by your firm; how they are continuously reviewed and updated.
- QA/QC training provided to staff members.
- QA/QC protocols to be used on the contract that is the subject of this solicitation (for contracts with definitive scopes of work).

- Protocols for developing project-specific QA/QC plans (e.g., for task order contracts where specific scopes of work will be issued under task orders).
- Procedures used by project managers to check quality on interim deliverables, draft final, and final deliverables.
- Role and qualifications of your firm's QA Officer (or the QA Officer being proposed for the contract that is the subject of this solicitation).
- Organizational independence of QA Officer (e.g., Does the QA Officer report to senior management independent of individual contract managers?).
- Corrective action procedures in the event that quality problems are detected.
- How your firm communicates quality issues to clients.
- Procedures used by your firm to ensure that client personnel can participate in the quality process.
- Peer review procedures to be employed on this contract.

G. Personnel Continuity

Example of key theme: Your firm understands the importance of achieving continuity of staff on contracts and has policies and procedures that promote achievement of this goal.

Potential Topics:

- Your firm's record of success in achieving low turnover rates.
- Your firm's benefits that help promote low turnover (e.g., overview of fringe benefit programs, overview of training opportunities afforded to staff).
- Explanation of how good performance on this contract translates into career opportunities for the staff you are proposing to assign to this contract.
- Explanation of why this contract is squarely within your firm's business focus, therefore providing incentives for assigned staff to achieve peak performance.
- Easy-to-understand data that demonstrates that staff assigned to this contract will be available for this contract in the event that it is awarded to the firm (e.g., availability tables).

H. Accommodating Workload Peaks and Valleys

Example of key theme: Your firm, in combination with its proposed subcontractors and consultants, has more than sufficient capacity to handle surges in workload that may occur during the life of the contract and can accommodate periods of low activity.

Potential Topics:

- The depth of capacity that your firm offers, in combination with its subcontractors and consultants (e.g., show depth in each skill area— at the junior, mid-level, and senior levels; be sure to demonstrate that these staff members are available in the relevant geographic area).
- Your firm's management depth, in the event of a workload surge.
- In the event of periods of low workload under the contract (e.g., pauses to await agency reviews), your firm's ability to reassign staff to short-term tasks to ensure their availability to return to the contract when the low workload period is over.

I. Rapid Response

Example of key theme: Your firm has the capacity and ability to provide high-quality service in response to unexpected quick-response assignments without disrupting the delivery of other services.

Potential Topics:

- Examples of how your firm has successfully responded to quick response requirements under similar contracts.
- Your firm's personnel capacity, in combination with subcontractors and consultants, to handle unexpected quick response requirements.
- Procedures your firm uses to communicate quickly with subcontractors and consultants to enlist their help in the event of an unexpected quick response requirement.
- Your firm's technology infrastructure to help accommodate quick response requirements (e.g., telecommunications, sufficient computing and printing resources to enable quick response without jeopardizing schedules of other projects or contracts).
- The ability of your firm's proposed program manager to deploy resources without a lengthy approval process within the firm (e.g., describe your program manager's seniority, and his or her command of resources).
- The availability of adequate administrative support within your firm to handle quick response requirements (e.g., describe procedures your contracts department can use to issue expedited paperwork to start work immediately, consistent with the contract).
- The availability of senior managers within your firm to participate in quick response tasks. (In many cases, quick response tasks require the participation of highly seasoned staff to ensure that the work can be performed properly in an abbreviated timeframe.)

J. Protection of Sensitive Data and Documents

Example of key theme: Your firm knows how to recognize sensitive data and documents for contracts of this type and has excellent capabilities (facilities, procedures) for safeguarding their confidentiality.

Potential Topics:

- Insightful discussion of your firm's understanding of the types of sensitive data and documents that the contractor team may have access to or create under this contract, including a sophisticated understanding of the differences in appropriate security levels.
- Your firm's physical infrastructure for handling confidential data (e.g., secure facilities), and your firm's cybersecurity infrastructure.
- Your firm's procedures for handling, limiting access to, and protecting confidential data.
- Staff training on issues related to protection of confidential data and documents.
- If relevant to the contract, overview of formal security clearances held by staff to be assigned to the contract; firm-level security clearances.