Description

The program manager is responsible for supervising the PTAC staff, budget, and performance within the host organization's policies and procedures. DLA expects the program manager's job duties to include the following:

- Management of budget and financial transactions
- Management of data collection and reporting
- Management of all performance requirements specified in the current Solicitation Cooperative Agreement Application (SCAA)
- Management of proposal submission and agreement administration
- Supervision and professional development of PTAC staff

This section addresses the last of these job duties, which includes recruiting, hiring and supervising, and termination with or without cause including retirement.

Terminology.

Host: The organization within which the Procurement Technical Assistance Center operates.

Recipient: The organization which receives the federal funds from DLA. Host and recipient may be the same organization, or host may be a sub-recipient, operating the center on "pass-through" funds from the recipient. The Program Manager must understand these legal relationships.

Program Manager: An employee of the host organization who manages all operations of the PTAC. (Note: May be called Program Director, depending on local requirements). The Program Manager need not be a full time employee but must devote 100% of her/his work time to the PTAC. The Program Manager must have appropriate management qualifications and a thorough understanding of the requirements of the SCAA, and an understanding of federal, state and local government contracting policies and procedures gained from direct experience and/or formal training.

PTAC staff: Individuals employed by the recipient or a sub recipient including individuals obtained under contract and third party volunteers acting on behalf of the PTAC. (SCAA Amendment 004, Appendix C, Part D.4., dated 8/12/13). All staff must be appropriately qualified to counsel clients. Consultant services may supplement employed staff up to 10% of total program budget.

Duties Required by the Host Employer

APTAC Body of Knowledge Competency Guide
   A. Program Requirements & Management
     A.8 PTAC Staff Management

In addition to DLA's requirements in the SCAA, most host organizations impose duties on their supervisory employees, with which the Program Manager must be familiar and comply. The Program Manager must be competent to resolve any inconsistencies between the employer and DLA. For example, all of the Program Manager's time on the payroll must be devoted to the PTAC, but some host employers require professional development training during working hours, or time to prepare additional reports not related to the PTAC, or performance of other duties.

Some host organizations are also hosting other programs similar to or co-located with the PTAC, and the Program Manager must ensure all DLA-funded resources (including match) are clearly reserved to PTAC operations.

The employer to whom the Program Manager reports provides policies and procedures (P&P) regarding staff management, including compensation and performance evaluation. The Program Manager will maintain records in compliance with those P&P and will ensure confidentiality of employees' records by keeping documents in a separate locked file cabinet and digital documents in separate password-protected computer storage.

Issues Related to Staff Management

Morale. The Program Manager leads the staff in a team fashion and resolves disputes or uncomfortable situations that may arise among the employees, including volunteers and consultants. The objective of morale management is to prevent disputes and disciplinary action and to engender trust and loyalty among the team.

Discipline. When a violation of SCAA requirements or host organization policies and procedures occurs, the Program Manager ascertains what would have prevented it, corrects that deficiency, and takes appropriate action with the violators according to the employer's guidelines.

Awards and recognition. The Program Manager maintains encouragement for PTAC staff to achieve excellence and recognizes those achievements, such as with certificates or letters or other incentives provided by the host. The Program Manager guides the PTAC staff through the APTAC training program and achievement of professional certifications.

Task assignments. The Program Manager determines the skills and interests of each staff member and makes reasonable effort to assign task accordingly. Management styles vary, and choices include assigning clients to counselors according to geographic location, primary business market, special skills, or other criteria. In smaller PTACs, or in sub-centers, client assignments are simpler, while in larger PTACs with several counselors, the Program Manager determines how to assign tasks and duties among staff.

Support staff. In some host organizations, different regulations apply to support staff than to professional and management staff. The Program Manager carefully adheres to such regulations, while maintaining respect and recognition for those who support the counselors and senior staff.

References and resources

The current Solicitation for Cooperative Agreement Applications (SCAA), including all amendments.

Individual host organization policies and procedures

APTAC Body of Knowledge
APTAC Recommended Training Program
APTAC Certified Procurement Professional (CPP) Program