
Learning and Development Analysis

Final Report



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INTRODUCTION

The Great American Outdoors Act (GAOA) Public Law (P.L.) No. 116-152 provided funding for facility improvements to address a maintenance backlog at sites across the NPS. To prepare for these projects the NPS is actively working to improve staff, partner, and contractor capabilities and capacity. An assessment and analysis of the Denver Service Center and the Line-Item Construction Program identified a need to further develop project management skills, specifically “cost estimating, scheduling, negotiating, collaborative problem solving, change management, and team leadership” (National Academy of Public Administration, 2020, p.viii). To address this need and develop capability in the subject areas necessary to implement GAOA projects, the NPS contracted with the Eppley Institute to identify existing trainings and gaps in training to enable the development of a cohesive training program.

This report summarizes the process and findings of an analysis of available learning opportunities and competencies for project and program managers in the National Park Service (NPS). It is the final report for a training and competency gap analysis conducted by the Eppley Institute for Parks and Public Lands (Eppley Institute) at Indiana University. The recommendations from this project are meant to inform the development of a comprehensive, competency-based training program for project management staff across the NPS.

The Eppley Institute completed an analysis of existing NPS and non-NPS training related to historic preservation, cultural resource management, facility and asset management, project management, and project implementation in early 2021. After this first phase of the project, the scope was refined to focus specifically on project management. The subsequent project phases included the identification of project management competency areas and cross-referencing competencies with the available training opportunities. These analyses are presented here, along with the identification of gaps, or needs, in training for NPS project managers and a recommended strategy for implementing a competency-based approach to workforce development among NPS project managers. These findings provide information necessary to develop training to improve staff, partner, and contractor capabilities in project implementation and management job duties in order to efficiently implement P.L. 116-152.



METHODS

The Learning Development and Competency Gap Analysis project had four phases:

1. Identification and description of available training for NPS staff in subject areas related to the implementation of the Great American Outdoors Act.
2. Identification and description of professional competencies for NPS staff responsible for implementing project funded by the Great American Outdoors Act.
3. Correlation of existing training opportunities (from phase one) to the competencies identified in phase two.
4. Identification of gaps where there is a lack of adequate training opportunities for identified competency areas.

Phase One of the Learning Development and Competency Gap Analysis project identified available trainings on the topics of cultural resources, historic preservation, facility management, and project management. These findings were summarized in a previous report (see Training Development Opportunities Report, 2021). Phase Two of this project identified and collected competencies for NPS leadership (superintendents and deputy superintendents), facility managers, and project managers. The Epley Institute compiled these competency lists from NPS sources, and conducted an analysis of position descriptions and critical elements, competencies, work processes, legal requirements, and best practices related to implementing projects and programs for facility and asset improvement. Competencies from the three career fields were then reviewed for their relevance to project management. For the project management field, competencies were pulled from the Project Management Improvement Accountability Act (PMIAA) and the Federal Acquisition Institute's (FAI) Federal Acquisition Certification for Program and Project Managers (FAC-P/PM). The project management-related competency lists for the three career fields are listed in the tables in Appendix A.

During Phase Two, significant interest from leadership at the Denver Service Center (DSC) resulted in expanded efforts to delineate the project management competency areas. In addition to the sources listed above, the Department of Interior's competency model for engineering and DSC's position description for project management (General Engineer/ Landscape Architect/ Architect/Civil Engineer/ Mechanical Engineer) were cross referenced with the initial competency list. Also, at this point in the project, it was determined that the subsequent efforts should focus on the needs of project managers. The bulk of project manager hiring and training is coordinated through the DSC of the NPS. Therefore, the list of available trainings was presented to DSC leadership for vetting and refinement. The DSC representatives and leadership from the Park Service's Historic Preservation Training Center (HPTC) worked with the Epley



Institute on further development of competency areas for project/program management, as well as phase three, matching of trainings to competencies.

The Eppley Institute conducted two online meetings with leadership at the NPS Denver Service Center to review the competency findings and tailor the list of available trainings to those available and relevant to project and program managers. HPTC and DSC team members reviewed the findings to ensure that the training list included 2021 DSC courses that were nearing release and removed trainings that the DSC was no longer offering. The resulting list of trainings totaled 135 learning events offered by the DSC, NPS Learning and Development, other divisions and units of the Park Service, and external organizations. Five competencies and 27 subcompetencies were defined by the project team. The list of trainings and the competencies are listed in tables in Appendices B and C.

Phase Three was the matching of the identified learning events to the competencies. Eppley staff reviewed each subcompetency and identified learning opportunities from the list of trainings that appeared to address the competency wholly or in part. This process resulted in a table of the competency and subcompetencies and associated training events. The NPS Acting Training Manager selected and reviewed the training materials for the learning events, and the vetting of the training-competency match was conducted by the DSC and HPTC team members.

During the fourth and final phase of the project the Eppley Institute team identified training needs (or gaps) as defined by a lack of training opportunities for specific subcompetencies. In addition to describing these gaps in training for NPS project managers, the Eppley Institute prepared materials to facilitate the use of this information in professional development of project managers.



RESULTS

The results of Phase One, identification of NPS trainings related to successfully implementing project funded by the Great American Outdoors Act, were presented in a previous report. The refined training list, specific to project management, and the project manager competencies and gap analysis are presented here.

Trainings

The Denver Service Center designs and conducts trainings for its staff and these are updated on a regular basis. As the current project was underway, a revised suite of trainings was being finalized. These trainings, all of which are videos, replaced previous DSC trainings on the list of learning opportunities for project managers. The revised list includes in-person classroom-based courses, virtual synchronous training (webinars), and online asynchronous and blended courses (e-courses and series).

Table 1: Training Types

Type of Training	Number of Courses
Video	48
Place-Based Classroom Training or Workshop	31
Online Course	29
Webinar (live)	16
Job Aid (pdf, webpage, digital book, manual)	10
Webinar (recorded)	9
Online Certificate Program	2
Conference	0
Certificate, Degree, or Other School-based Training	0
<i>Information missing</i>	7

Table 1 lists the training types and the number of each. Two categories had no learning events; no conferences were identified and no trainings were categorized as "certificate, degree, or other school-based training." The learning events were analyzed at the lowest unit of offering. So, if a class was part of a series, it was listed individually and the fact that it was part of a larger course of study was noted. As a result, when courses related to project management certifications (for example, Certified Associate in Project Management (CAPM®)), they were listed and categorized as individual trainings. The overall list of learning events contains trainings offered by several different entities and that differ in capacity, cost, and availability. The final training list with descriptors is contained in Appendix B.



Competencies

The five competency areas for NPS project managers are:

- Project and Workflow Management
- Customer Service
- Communications and Problem Solving
- Consultant Management
- Contracting

Each of the competency areas contains key subject matter knowledge and skills derived from both NPS-specific data (position descriptions and critical elements) and federal competency frameworks and best practices (from the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) and the Program Management Improvement Accountability Act (PMIAA)). Table 1 presents the competencies and subcompetencies as a framework for referencing.

Table 2: NPS Project Manager Competency and Subcompetency Framework

	A: Project and Workflow Management	B: Customer Service	C: Communications and Problem Solving	D: Consultant Management	E: Contracting
1	Scope Management	Team Building	Conflict Management	Risk Management	Contract Implementation
2	Schedule Management	Technical Awareness	Human Resources Management	Technical Competence	Budget Review
3	Quality Management	Regulatory Compliance	Leadership	Technical Resourcing	Administrative Knowledge
4	Knowledge Management	Resource Compliance	Problem Solving		Contracting Support
5	Technology Application	Influencing / Negotiating	Communication Skills		
6	Federal Government Practices		Decision Making		
7			Creative Thinking		

The competencies are defined with a general statement of the subject matter covered therein. In addition, there are more specific subcompetencies associated with each competency. These, in turn, are described using the language of the original sources. Tables 2 through 6 list the competencies, subcompetencies, and descriptive statements.



Table 3: Project Workflow and Management Competency Area

Competency	Description
A. Project and Workflow Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and performance
A1: Scope Management	Knowledge of the strategies, techniques, and processes used to plan, monitor, and control project scope; includes collecting requirements, defining scope, establishing milestones, validating scope, and controlling scope to ensure project deliverables meet requirements (i.e., features, functions).
A2: Schedule Management	Knowledge of the strategies, techniques, and processes used to plan, develop, and control project schedule and track project milestones, activities, and deliverables, including time frames and assigned resources.
A3: Quality Management	Knowledge of the principles, methods, and tools of quality assurance, quality control, and reliability used to ensure that a project, system, or product fulfills requirements and standards.
A4: Knowledge Management	Knowledge of the value of collected information and the methods of sharing that information throughout an organization.
A5: Technology Application	Uses machines, tools, instruments, or equipment effectively; uses computers and computer applications and critical project management software to develop, analyze, and communicate information in the appropriate format.
A6: Federal Government Practices	Knowledge of project management concepts and understanding of the authorities, responsibilities, and accountabilities of the project management philosophy to achieve project success.

Table 4: Customer Service Competency Area

Competency	Description
B. Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve project-related issues and concerns, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.



B1: Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals. Encourages and facilitates teamwork through cooperation, collaboration, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
B2: Technical Awareness	Knowledge of developments of current and emerging technologies and their applications to work processes; connects project management and NPS-related technologies to clients as needed to meet organizational requirements.
B3: Regulatory Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance, and ensuring that regulatory compliance is understood and implemented by the internal and external partners.
B4: Resource Compliance	Knowledge of NPS compliance processes (NEPA and Sec 106) and the internal and external engagement necessary for meeting requirements through all project phases and resource protection components.
B5: Influencing/ Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.

Table 5: Communications and Problem Solving Competency Area

Competency	Description
C. Communications and Problem Solving	Communication and problem-solving skills in facilitating, motivating, problem identification and resolution, conflict resolution, taking a pro-active stance in anticipating and avoiding problems, persevering, initiating new approaches, and providing leadership to accomplish work through others when traditional opportunities for direction of others are missing.
C1: Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
C2: Human Resources Management	Plans, distributes, and monitors project work assignments; delegates project tasks and provides feedback to team members on specific project needs.
C3: Leadership	Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.



C4: Problem Solving	Recognizes and identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, raises issues, and makes recommendations to interdisciplinary team. Assesses risk using risk assessment matrix.
C5: Communication Skills	Expresses information to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately. Expresses project needs and intent using effective written communication specific to target audience.
C6: Decision Making	Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
C7: Creative Thinking	Uses group creative processes to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.

Table 6: Consultant Management Competency Area

Competency	Description
D. Consultant Management	Provide and/or seek expertise to assist with development, adaptation, and technical information to maximize efficiencies and minimize, manage, and resolve issues and problems
D1: Risk Management	Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of alternatives, including potential impacts and consequences to the approved project.
D2: Technical Competence	Application of knowledge (acquired through formal training or extensive on-the-job experience) to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.
D3: Technical Resourcing	Knowledge of the principles, practices, and procedures of engineering, landscape architecture, architecture or resource planning to manage design and construction projects within the DSC; ability to address and apply external and internal resources to project challenges, typically characterized by multiyear phasing, high visibility, multiple function (design, construction, planning), likelihood of controversy, unusual design/construction components with novel problems requiring



	unique solutions, significant political interest/oversight with possible jurisdictional disputes and multiphase and overlapping schedules.
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Table 7: Contracting Competency Area

Competency	Description
E. Contracting	Knowledge of various types of contracts, techniques, or requirements (for example, Federal Acquisitions Regulations) for contracting or procurement, and contract negotiation and administration.
E1: Contract Implementation	Ability to assist with developing scopes of services for all project elements; preparation of independent government estimates of professional services costs; and assisting the CO in selection of, negotiation with, and award to a contractor.
E2: Budget Review	Skills that enable working with budget authority for budget creation/approval and management; recommending approval for the contracting officer; tracking percent of work complete/approved with invoice amount.
E3: Administrative Knowledge	Knowledge of contract administration to manage A/E, construction, and other contracts, participate on selection panels, and serve as COR; and ability to use project management and software to collect, analyze, calculate, and report project data.
E4: Contracting Support	Knowledge of information needs and ability to support others in assembling all supporting data and documentation required to contract and award the project; ability to liaise between the CO and contractor through all stages of the contract.

The competencies reflect a range of knowledge, skills and work approaches that are necessary to successfully implement and oversee NPS projects. As presented, these competencies have been reviewed and vetted by DSC leadership, but remain to be tested and adjusted.

Competency-Training Alignment

The content of the individual learning opportunities was not reviewed by the Epley Institute. However, information on each training was collected from and then reviewed by NPS staff from divisions and units familiar with the content and learning objectives. The training list of 135 learning events was compared to the description of each subcompetency, and any training matching all or part of the subcompetency description was attached to that subcompetency. The



resulting alignment lists each subcompetency once with related trainings. In this way, a single training can be found listed with multiple subcompetencies.

The resulting alignment table of subcompetencies and related trainings (found in Appendix C) shows that there are numerous offerings across the five competency areas. More than a third of the learning opportunities/trainings listed are videos, and this represents nearly all of the trainings offered by the DSC.

DISCUSSION AND RECOMMENDATIONS

The primary intent of this project was to identify gaps in the existing training offerings that support NPS project managers. The nature of the identified gaps is primarily found in the format/platform of the training. While all competency areas have trainings associated with them, there are some limitations in the available learning opportunities. For example, all the DSC trainings listed for the project manager competencies are videos. This asynchronous format is easily accessible and convenient for the learner; however, as with any instructional platform, it has its drawbacks as well. When used alone, video limits the amount of interaction learners have with the content, instructor, and other learners. It is also limited in the opportunities for assessment of learning. Therefore, video trainings are best used as part of a learning event that supports learners with discussion, informal and formal assessment, and other opportunities for adults to construct their own learning.

In addition to these instruction-based reasons for offering multiple training formats, there are learner-based reasons. Specifically, the variety of ways in which adults learn and process information requires that content be offered in multiple mutually supportive formats. For example, a particularly critical skill related to budgeting might be presented as a case study with group discussion in addition to a reading or job aid.

Table 8: Competencies with Video as Sole Type of Learning Opportunity

A3	Quality Management
C6	Decision Making
C7	Creative Thinking
D3	Technical Resourcing*
E1	Contract Implementation
E4	Contracting Support

* *Technical Resourcing has one in-person training listed.*

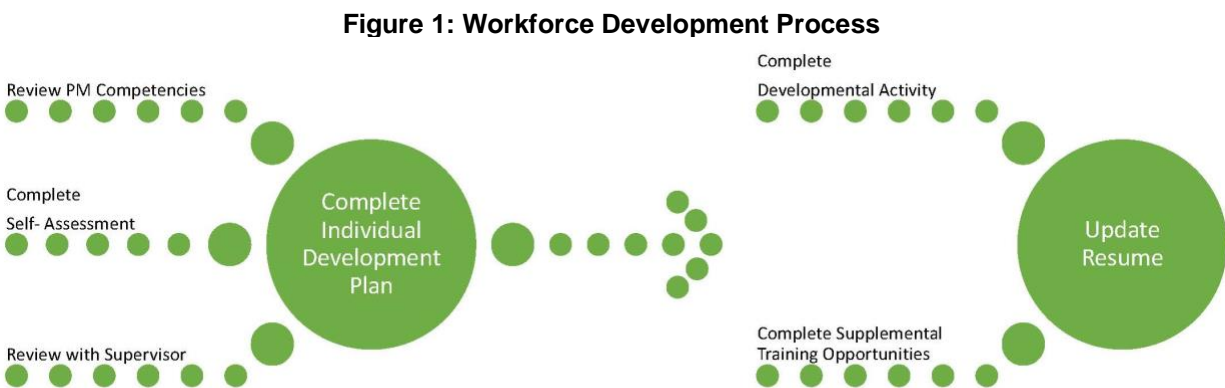
The second and third most common training formats were classroom-based and online courses, respectively, with almost even numbers of each. The trend toward more asynchronous and distance training that was seen in the initial



training report is positive. Given the travel restrictions associated with the COVID-19 pandemic and the need to continue training and professional development, online learning has been seen a lot of growth across the NPS. However, the caveat that video is not be the sole delivery method remains.

Another notable finding in the gap analysis is the low number of leadership trainings available. It might be that training on leadership exists outside the scope of the reviewed trainings, and it would be worthwhile to examine these opportunities further.

While the gap analysis suggests areas for refining or adding learning opportunities for NPS project managers, it also points to the need for a holistic training program that is linked to employee assessment and evaluation and individual development planning. Figure 1 depicts such a model for professional development.



This type of workforce development model, with a robust, competency-based training program, is an ever-evolving entity. It requires that competencies and learning opportunities adapt as new skills are identified and new technologies become available in the field. Therefore, the following actions are suggested for using the findings of this project:

1. Field test the competency framework with NPS project managers and their supervisors, both internal and external to the Denver Service Center.
2. Expand the competency framework to document key skills and tasks for each subcompetency
3. Develop a competency self-assessment tool for NPS project managers to use to identify learning and development needs
4. Further analyze the learning objectives and content of available trainings to document the extent to which a training event fulfills a given competency.

5. Establish a review schedule for the competency framework and competency-training alignment

More about each of these steps and their contribution to a competency-based workforce development model is below.

Implementing a Competency Framework

Further development of the competency framework should begin with field testing with NPS project managers from both within and outside Denver Service Center (Action Item 1). Several methodologies exist for conducting this type of research, from multi-step consensus-building surveys of experts in the field, to something more akin to desk audits. The testing process will be critical to ground-truthing the competencies and ensuring that they are applicable to project manager positions servicewide. Findings will be used to refine the competency model, either filling gaps or eliminating superfluous competency descriptions. In addition, this process should include the identification of key skills and tasks associated with the subcompetencies (Action Item 2). Explicating this level of job performance detail enables employees and supervisors to target professional development opportunities with learning objectives that meet specific identified employee needs.

Workforce Development

The competency framework and related trainings are professional development tools intended to be part of a larger program of workforce development. To that end, the existing trainings should be evaluated for competency coverage; that is, the extent to which each training addresses the knowledge and skills for each subcompetency should be further documented (Action Item 4). The results of this evaluation will enable NPS project managers to identify which learning opportunities partially, mostly, or entirely cover the content necessary for learners to master the desired knowledge and skills for any subcompetency. It will also point more specifically than the current study has to areas for developing new learning opportunities.

Workforce development depends on individualized assessment of competency proficiency that is used to identify learning opportunities (Action Item 3). Not all learning opportunities must take the form of employee-sponsored classes. Learning ecosystems consist of a constellation of supports for employee growth, including on-the-job practice, mentoring, self-study and topical research, as well as informal and formal courses. Strategic employee development begins with a multifaceted training program that provides learning opportunities that meet the needs of any employee at any level of proficiency across the competency framework.



Once fully developed through field testing and refining, the competencies will describe a clear level of expectation for full-performance project managers and represent a goal that individuals can strive to meet over the course of their careers. While entry-level project managers may not achieve every competency by the end of their first year on the job, they can use the competencies as building blocks to guide their professional development over the long term. Whether a project manager is currently operating at an entry, intermediate, or full performance level, he or she should benefit from using the competencies and associated learning events.

The project management competencies will also provide a foundation on which the NPS can build a development program that is flexible, broad-based, and effective. Curriculum and courses from the DOI, the NPS, universities, trade schools, and a variety of other organizations can be coupled with the competencies to identify learning opportunities. The competencies provide a way for supervisors, employees, and the NPS itself to ensure that the NPS project management workforce is meeting the needs of the agency.

Conclusion

Project managers are housed in many different parts of the National Park Service, and there is an opportunity for cross-collaboration among divisions and centers to successfully implement these project findings. A professional development program tailored to the knowledge, skills, and abilities needed to excel at project management servicewide will enable the NPS to implement GAOA projects and successfully address the maintenance backlog. Perhaps most importantly, the well-trained capable workforce will support the NPS in fulfill its mission to preserve and protect the natural and cultural resources under its stewardship.



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APPENDICES

Appendix A: Competencies for NPS Superintendents, Facility Managers, and Project Managers

Appendix B: Project Management-Related Training Events Available to NPS Employees

Appendix C: Alignment of Project Manager Competencies, Sub-Competencies, and Trainings



Appendix A: Competencies for NPS Superintendents, Facility Managers, and Project Managers, (Project Phase Two)

Park Supervisory Leadership Competencies (Superintendents and Deputy Superintendents) Related to Project Management

Competency	Description
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector work force and a variety of work situations.
Teambuilding	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
Technology Management	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.



Facility Manager Competency Framework Parent and Child Competencies Related to Project Management

I. Asset Management Parent Competency

Child Competency	Description
C. Life Cycle Management	Facility managers must have the knowledge, skills, and abilities to manage a park unit's assets while keeping long-term goals and objectives in mind. By operating and managing a facility using concepts of life cycle management and asset prioritization, facility managers greatly enhance an asset's functional life. Life cycle management also provides facility managers with the skills and information to maintain a facility more efficiently throughout its life. Through application of total life cycle costing projections, the facility manager plays a vital role in managing the deferred maintenance backlog by assuring that life cycle costs are reconsidered whenever new construction options are developed.

II. Operations and Maintenance Parent Competency

Child Competency	Description
B. Facility Management Software (PMIS and PEPC)	Facility managers use Servicewide facility management software applications to accurately itemize and manage their park unit's assets better. The FMSS and related FBMS systems document, prioritize, and manage a park unit's many assets. Facility managers are responsible for ensuring the use of the software to facilitate stewardship and accountability within park units. Facility Managers are responsible for understanding which application is responsible for performing which task in relation to the management of NPS assets.

III. Project Management Parent Competency

Child Competency	Competency Description
A. Project Management	Project planning and management are core skills in facility management. These skills are particularly important because of the wide range of projects assigned to the facility management division. Projects vary in scope, complexity, duration, and financial risk. Projects can be abstract, such as the forecasting of future facility needs, or tangible, such as renovations, new construction, and demolitions, and often occur over multiple years depending upon funding from NPS and partner sources. A critical understanding of project scheduling and budget tools is important.



Child Competency	Competency Description
B. Programming and Design	<p>Together, programming and design carry forth the facility plan. Through programming, managers define user needs and develop a statement of design requirements. Programs provide the interface between the users and the people who transform space into a productive work environment. The program directly guides design specifications. Programs also must operate according to the guidelines of established NPS and Americans with Disabilities Act-Architectural Barriers Act accessibility standards. Design transforms the general program requirements into specifically defined needs for allocations, systems, inventory, and equipment. The design visualizes and actualizes the program. Whether the design process is systematic or highly intuitive, it must support effective and efficient overall functioning.</p>
C. Construction and Relocations	<p>Construction and occupancy projects are given special consideration because of their complexity. Construction projects include all the activities associated with arranging for and overseeing the construction of a new facility or the remodeling of a current facility. Relocation projects include identifying the needs of occupants; preparing facilities for new tenants; moving people, equipment, furniture, and supplies to new facilities; and refurbishing vacated space. Relocation projects may also include rearranging the layout of current space. Both construction and relocation projects require the facility manager to identify customer needs and to integrate project goals with overall park goals. Ensure each of these projects is reviewed for fire and life safety compliance before design is commenced, and again when design is complete.</p>

IV. Resource Stewardship Parent Competency

Child Competency	Competency Description
A. Cultural Resources	<p>Through the NPS Organic Act, NPS employees are charged with preserving and protecting the cultural resources found within their park units. A facility manager must be skilled at leading a workforce toward sensitive and responsible actions for cultural resources, recognizing, planning, and managing for the cultural importance of park facilities, assets, and park units. Recognizing appropriate asset management for heritage assets is essential based on the National Historic Preservation Act of 1966, National Environmental Policy Act (NEPA), and other laws and regulations. The NPS further defined methods of historic and cultural preservation in the National Parks by developing the National Historic Preservation Program, a partnership between the</p>



Child Competency	Competency Description
	government, private organizations, and the public. These groups, together with NPS cultural resources staff, cooperatively identify, evaluate, register, and protect significant historic and archeological sites across the country. To be effective, a facility manager must fully understand and manage for the cultural significance of facilities and park units.
B. Natural Resources	Facility managers must be skilled at leading a workforce toward sensitive and responsible action during their interface with natural resources. They must understand and comply with relevant regulations as supplied by the National Environmental Policy Act and the Federal Accounting Standards Advisory Board, which reports regulations for stewardship assets. The actions of every NPS employee in regard to protection of natural resources should be guided by the greater mission and purpose of the NPS: "to conserve the scenery and the natural and historic objects and wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." Facility managers and natural resources staff serve as stewards of these resources in support of the NPS mission,

V. Business Management Parent Competency

Child Competency	Competency Description
B. Budget and Finance	Facility managers need a working knowledge of budget and financial principles to successfully manage their park units. Specifically, facility managers should recognize the relationship between financial decisions and facility operations in their divisions. Facility Managers must have the ability to understand financial rules such as capitalization, heritage, and requirements informed by the Federal Accounting Standards Advisory Board, Federal Real Property Program, Total Cost of Facility Ownership, and Deferred Maintenance as they relate to NPS business practices. Facility managers must have knowledge of business practices related to real property and cost accounting, including purchasing codes (UPCs), cost centers, functional areas, and others used in Federal Business Management Systems. Critical to the success of the Facility Manager is the ability to carry out detailed planning and execution of the park budget.



VI. Supervision and Leadership Parent Competency

Child Competency	Competency Description
C. Results Driven	When seeking out innovations and effecting change, a supervisor must begin with the end in mind or else have a vision of the end product in mind during the course of a project. A results-driven facility manager increases accountability and responsibility. A facility manager who is driven by results also works through decisiveness, builds entrepreneurship, uses good problem-solving techniques, and exhibits technical credibility.

Project Manager Competencies Related to Project Management

Competency	Description
Utilize current management practices, systems, and technologies to accomplish the mission	<p>Consistently successful performance that contributes positively to organizational goals. The employee effectively applies technical skills and organizational knowledge to deliver results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed-upon timelines.</p> <ul style="list-style-type: none"> Independently ensures that project goals and obligation objectives are consistently met through project management of project scope, quality, schedule and budget. Employee demonstrates timely and knowledgeable execution of project scoping and contracting for facility design and construction services. All project schedules are kept current, key milestones are met and any deviations are reported to management with corrective actions.
External Customer Service	<p>Consistently successful performance that contributes positively to organizational goals. The employee effectively applies technical skills and organizational knowledge to deliver results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed-upon timelines.</p> <ul style="list-style-type: none"> Consistently establishes and maintains effective working relationships with external team members such as parks, regions, other agencies, and organizations as necessary. Maintains customer satisfaction as a high priority. Manages customer expectations in regard to successful project completion. As assigned, employee prepares and conducts persuasive project presentations to park, region and WASO personnel to gain concurrence and approval of project process and development.
Internal Customer Service	<p>Consistently successful performance that contributes positively to organizational goals. The employee effectively applies technical skills and organizational knowledge to deliver results based on measures of</p>



Competency	Description
	<p>quality, quantity, efficiency, and/or effectiveness within agreed-upon timelines.</p> <ul style="list-style-type: none"> • Routinely establishes and maintains a productive working relationship with internal customers and fosters an integrated team approach to successful project completion. Demonstrates respect for other team members and supervisors, coordinates and leads multi-disciplinary teams on multiple projects. • Employee manages multiple design and construction projects and may intermittently undertake additional assignments to offset staff shortfalls during periods of high workload. • Employee writes project agreements, develops electronic project schedules, estimates AE design services and maintains both cost and production of design and construction contracts consistent with the NPS multi-year Line Item Construction program and park reimbursable projects.
Communications and Problem Solving	<p>Consistently successful performance that contributes positively to organizational goals. The employee effectively applies technical skills and organizational knowledge to deliver results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed-upon timelines.</p> <ul style="list-style-type: none"> • Routinely manages projects by accomplishing work through others. Consistently provides leadership by facilitating communications and applying problem solving techniques. Assess situations and develops an appropriate range of responses. Ability to recognize and raise issues appropriately so that programmatic decision making can occur in a timely manner. Maintains regular progress meetings with project teams, design consultants, and construction contractors.
Consultant Management	<p>Consistently successful performance that contributes positively to organizational goals. The employee effectively applies technical skills and organizational knowledge to deliver results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed-upon timelines.</p> <ul style="list-style-type: none"> • Independently manages project budget and contracting processes to successfully complete multiple projects through contracted services (compliance, design and construction), and serves as Contracting Officer's Representative (COR). • Employee effectively applies established office protocols and project management practices, utilizes Quality Assurance process and complies with all FAR guidelines for contracted AE and construction services to accomplish DSC program.
Accountability	<p>Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.</p>



Competency	Description
Attention to Detail	Is thorough when performing work and conscientious about attending to detail
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.
Decision Making	Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
External Awareness	Identifies and understands economic, political, and social trends that affect the organization.
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Interpersonal Skills	Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.
Leadership	Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.



Competency	Description
Legal, Government, and Jurisprudence	Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, Government regulations, Executive orders, agency rules, Government organization and functions, and the democratic political process.
Manages Human Resources	Plans, distributes, and monitors work assignments; evaluates work performance and provides feedback to others on their performance.
Manages Resources	Selects, acquires, stores, and distributes resources such as materials, equipment, or money.
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Planning and Evaluating	Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Reading Comprehension	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.



Competency	Description
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
Technology Application	Uses machines, tools, instruments, or equipment effectively; uses computers and computer applications to analyze and communicate information in the appropriate format.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material, that is appropriate for the intended audience.
Acquisition Strategy	Knowledge of the principles and methods for developing an integrated acquisition management plan that describes the business, technical, and support strategies, including the relationship between the acquisition phases, work efforts, and key program events (for example, decision points, contract awards, test activities).
Business Process Reengineering	Knowledge of methods, metrics, tools, and techniques of Business Process Reengineering.
Capital Planning and Investment Assessment	Knowledge of the principles and methods of capital investment analysis or business case analysis, including return on investment analysis.
Change Management	Knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
Contracting/Procurement	Knowledge of various types of contracts, techniques, or requirements (for example, Federal Acquisitions Regulations) for contracting or procurement, and contract negotiation and administration.
Cost-Benefit Analysis	Knowledge of the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits.



Competency	Description
Financial Analysis	Knowledge of the principles, methods, and techniques of financial analysis, forecasting, and modeling to interpret quantitative and qualitative data; includes data modeling, earned value management, and evaluating key financial indicators, trends, and historical data.
Financial Management	Prepares, justifies, and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies; assesses financial condition of an organization.
Knowledge Management	Knowledge of the value of collected information and the methods of sharing that information throughout an organization.
Performance Measurement	Knowledge of the principles and methods for evaluating program or organizational performance using financial and nonfinancial measures, including identification of evaluation factors (for example, workload, personnel requirements), metrics, and outcomes.
Program Management	Knowledge of the principles, methods, and tools for the coordinated management of a program to include providing oversight of multiple projects, integrating dependent schedules and deliverables, and related activities (for example, benefits management, life cycle management, program governance).
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
Quality Management	Knowledge of the principles, methods, and tools of quality assurance, quality control, and reliability used to ensure that a project, system, or product fulfills requirements and standards.
Requirements Management	Knowledge of the principles and methods to identify, solicit, analyze, specify, design, and manage requirements.
Risk Management	Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of failures and their consequences.
Schedule Management	Knowledge of the strategies, techniques, and processes used to plan, develop, and control project schedule and track project milestones, activities, and deliverables, including timeframes and assigned resources.
Scope Management	Knowledge of the strategies, techniques, and processes used to plan, monitor, and control project scope; includes collecting requirements, defining scope, creating a work breakdown structure, validating scope, and controlling scope to ensure project deliverables meet requirements (i.e., features, functions).
Stakeholder Management	Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results,



Competency	Description
	and those who have a vested interest in the outcome (positive or negative).



Appendix B: Existing Training Opportunities

Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Asset Management: Foundations of Asset Management - NPS-MNT1100	asynch	distance	1 hour	.5 day or less	1	ongoing	unlimited	0
Asset Management: Lifecycle Business Practices - NPS-MNT1509	asynch	distance	1 hour	.5 day or less	1	ongoing	unlimited	0
Capital Investment Strategy - NPS-MNT2301	asynch	distance	1 hour	.5 day or less	1	ongoing	unlimited	0
Collaborative Project Planning, Coordination, and Execution (Micro-learning)	asynch	distance	30 minutes	.5 day or less	1	ongoing	unlimited	0
Cultural Resource Inventory and Compliance (Short Course)	asynch	distance	30-60 minutes	.5 day or less	1	ongoing	unlimited	0
Cultural Resources and Facilities Fund Sources (Micro-learning)	asynch	distance	30 minutes	.5 day or less	1	ongoing	unlimited	0
FMSS Basics 01: Introduction to Enterprise Asset Management (EAM)	asynch	distance	30 minutes	.5 day or less	1	ongoing	unlimited	0
FMSS Basics 18: Evaluating Data	asynch	distance	30 minutes	.5 day or less	1	ongoing	unlimited	0
FMSS Intermediate 08: Risk Assessment Code	asynch	distance	30 minutes	.5 day or less	1	ongoing	unlimited	0
FMSS Intermediate 10: Analyzing Data Using the Asset Management Reporting System	asynch	distance	30 minutes	.5 day or less	1	ongoing	unlimited	0
Foundations of Cultural Resources	asynch	distance	20 pages	.5 day or less	1	ongoing	unlimited	0
Introduction to Accessibility Management (blended online)	synch	distance	80 hours	2-5 weeks	1	2	20	
Introduction to Project Management	asynch	distance	23 hours	2-7 days	1			
Micro-learning: Accessibility vs. Usability	asynch	distance	0.5 hour	.5 day or less	1	ongoing	unlimited	0

Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Micro-learning: Interacting with People with Disabilities	asynch	distance	0.5 hour	.5 day or less	1	ongoing	unlimited	0
National Trainer Development Program: Trainer Skills - Communication Skills - NPS-ODE3006-2010	asynch	distance	1 hour	.5 day or less	1	ongoing	unlimited	0
Navigating the Standards for Accessible Design	asynch	distance	1 hour	.5 day or less	1			
NEPA Topics: Analysis of Cumulative Impacts (webinar) NPS-NRS3092	asynch	distance	3 days	2-7 days	1			0
PMI® Authorized On-demand PMP® Exam Prep	asynch	distance	35 hours	2-7 days	1			
PMIS Course 1: Introduction to PMIS NPS-BGT5009	asynch	distance	1 hour	.5 day or less	1	ongoing	unlimited	0
PMIS Course 2: Roles and Responsibilities of the PMIS Administrator NPS-BGT5008	asynch	distance	1 hour	.5 day or less	1	ongoing	unlimited	0
PMIS Course 3a: Create a Non-Facility Project NPS-BGT5007	asynch	distance	1.5 hours	.5 day or less	1	ongoing	unlimited	0
PMIS Course 3b: Create a Facility Project NPS-BGT5002	asynch	distance	2 hours	.5 day or less	1	ongoing	unlimited	0
PMIS Course 4: Manage and Edit Projects at the Park/Unit NPS-BGT5003	asynch	distance	1.5 hours	.5 day or less	1	ongoing	unlimited	0
PMIS Course 5: Park/Unit Review and Submittal of Projects NPS-BGT5005	asynch	distance	1 hour	.5 day or less	1	ongoing	unlimited	0
Project Management Basics - An Official PMI Online Course	asynch	distance	23 hours	2-7 days	1			
The Complete Agile Project Manager	asynch	distance	17.5 hours	2-7 days	1			
Foundations of Accessibility Certificate	asynch	distance	20 hours	2-5 weeks	2	4	20	350



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Historic Preservation Fundamentals Learning Series	asynch	distance	1 day	1 day	2	ongoing	unlimited	0
Accessibility Office Hours	synch	distance	1 hour	.5 day or less	4	ongoing	unlimited	0
Acquisition Fundamentals of Project and PM (FPM 120)	asynch	distance	1 day	1 day	4			
Acquisition Fundamentals of Project and PM II (FPM 121)	asynch	distance	1 day	1 day	4			
Active Listening (Webinar) NPS-SML1031	asynch	distance			4			0
Contracting Officer's Representative Level 1	asynch	distance	1 day	1 day	4			
Contracting Officer's Representative Level 2	asynch	distance	1 day	1 day	4			
Council on Environmental Quality's updated National Environmental Policy Act (NEPA) Regulations SOL-CEQs_NEPA_Regs	asynch	distance	9.25 hours	2-7 days	4	1		0
Acquisition Focused Training NPS-ADM4034	synch	in-person			6			0
Advanced COR Workshop - NPS-ACQ2102	synch	in-person	5 days	2-7 days	6			
Advanced Project Management - NPS-SML1059	synch	in-person	4.5 hours	2-7 days	6			
Advanced Reading & Study Skills Workshop NPS-UNC2002	synch	in-person	8 hours	2-7 days	6			
Advanced Section 106 of the National Historic Preservation Act - NPS-CRS1110	synch	in-person	3 weeks	2-5 weeks	6	ongoing	10	
AFS4: Your Tool for Budget Formulations, Tracking, and Reconciliation NPS-ADM2036	synch	in-person			6			
Crucial Confrontations NPS-SML1108	synch	in-person	2 days	2-7 days	6			



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Crucial Conversations NPS-SML1107	synch	in-person	2 days	2-7 days	6			
Effective Teams NPS-ADM1256	synch	in-person	16 hours	2-7 days	6			
FAC-COR Level II Certification Course NPS-ADM7001COR	synch	in-person			6			0
Federal Budgeting Process for the NPS NPS-BGT1005	synch	in-person			6			
Fostering Accountability, Adaptability, and Resilience NPS-ADM1251	synch	in-person	16 hours	2-7 days	6			
Fundamentals of Project Management - NPS-UNC1113	synch	in-person			6			
Historic Preservation NPS-HPS3220	synch	in-person	1 week	2-7 days	6			
Improving Your Project Management Skills: The Basics for Success - NPS-UNC3006	synch	in-person			6			
Interdisciplinary Resource and Law course	blended	both	43 hours	2-7 days	6	3	30	0
Introduction to Accessibility Management (classroom)	synch	in-person	25 hours	2-7 days	6	2	20	
Managers Institute on Public Policy NPS-SML1009	synch	in-person	5 days	2-7 days	6			
Managing Complex Projects NPS-ADM4027	synch	in-person	2 days	2-7 days	6			0
New Superintendents Academy - Leading People	synch	in-person			6			
NPS Fundamentals Residential program	synch	in-person	2 weeks	2-5 weeks	6			



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
NPS NEPA Handbook Fundamentals NPS-NRS3024	synch	in-person	3 days	2-7 days	6			
Project Management - NPS-UNC3007	synch	in-person	32 hours		6			
Project Management Essentials for Non-Project Managers NPS-ADM6668	synch	in-person	2 days	2-7 days	6			
Section 106 of the National Historic Preservation Act - NPS-CRS1106	synch	in-person	1 day	1 day	6	ongoing	30	0
The Basics of Compliance with NEPA and Section 106 NPS-CRS1108	synch	in-person			6			0
Time and Priority Management NPS-SML1058	synch	in-person	1 day	1 day	6			
Guide for Contracting Officer's Technical Representative (COTR) on Cultural Landscape Report Contracts	asynch	distance	25 pages	.5 day or less	9	ongoing	unlimited	0
Historic Preservation Standards and Guidelines	asynch	distance	11 documents	2-7 days	9			
Making Historic Properties Accessible	asynch	distance	15-20 pages	.5 day or less	9	ongoing	unlimited	0
Navigating Project Development and Compliance Reviews	asynch	distance	60 pages	.5 day or less	9	ongoing	unlimited	0
Section 110 of the National Historic Preservation Act	asynch	distance	1 hour	.5 day or less	9			
PMIS SharePoint Site	asynch	distance	1 day	1 day	1, 5, 9	ongoing	unlimited	0
Access to Waterfront Areas and Activities Webinar	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Accessibility from an Entry-to-Exit Perspective Webinar	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0
Historic Sites and Accessibility Compliance Webinar	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0
Interpretive Media Accessibility Checklist Webinar	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0
Preventing Accessibility-Related Complaints Webinar	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0
Project Management and Accessibility Webinar	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0
Section 106 Streamlined Activities for Facility Managers	asynch	distance	2 hours	.5 day or less	3, 4	Paused	unlimited	0
Successful Accessibility Teams Webinar	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0
Disability Dialogues Series, various topics	both	distance	1.5 hours	.5 day or less	3, 4	ongoing	unlimited	0
Section 106: Step Four	asynch	distance	15 minutes	.5 day or less	5, 9	ongoing	unlimited	0
Section 106: Step One	asynch	distance	15 minutes	.5 day or less	5, 9	ongoing	unlimited	0
Section 106: Step Three	asynch	distance	15 minutes	.5 day or less	5, 9	ongoing	unlimited	0
Section 106: Step Two	asynch	distance	15 minutes	.5 day or less	5, 9	ongoing	unlimited	0
The Art of Inquiry: How to Use Questions for Effective Problem-Solving and Dispute Resolution NPS-SML2153	blended	both			9, 6			
New Superintendents Academy Orientation	blended	both	3-9 months	7 months	9, 6			



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
				to 1 year				
Building and Sustaining Teams NPS-SML3129								0
Conflict Resolution and Confrontation Management NPS-SML1035								
Crucial Skills Suite (Conversations & Crucial Accountability) NPS-SML1109								
Emotional Intelligence NPS-SML6134								
Public Participation Training for Park Superintendents NPS-SML2021								
Strengthening Relationships, Managing Conflict, and Engaging Employees NPS-SML1025								
Time, Stress, and Resource Management NPS-SML6129								
Universal Design in Park and Recreation Environments	asynch	distance	1 hour	.5 day or less	1			
Archeological Monitoring During Construction	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Commisioning	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
A/E and CM Services, Managing A/E During Construction	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Accessibility	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Acquisition Planning To Award Part 1 Acquisition Planning-Solicitation	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Acquisition Planning to Award Part 2 Evaluation-Award	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Budget Fund Types and Procedures	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Build More Than Projects at Parks	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Compliance in Action	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Compliance-National Environmental Policy Act	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Construction Invoices and Payments	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Construction Management Services/CMR Services	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Construction Quality During Construction	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Construction Scheduling	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Division One Submittals	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Documentation	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
DSC Overview	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Historic Preservation 101	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Historic Preservation Fundamentals-Introduction	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
IDIQ Contracts for Design and A/E Selection and RFQ	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Introduction to Cultural Resources Management, the National Historic Preservation Act and Compliance with 106	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Introduction to DSC Transportation Division	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Lessons Learned Transportation	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Managing Design CPMD View/Managing Design Construction Program Management Division (CPMD) View	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Managing the Design Process through A/E Overview	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Modificaitons & Negotiations to A/E of Task Orders	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Modifications and CODs/Contract Changes - Modifications and CODs	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Negotiations Skills	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Permitting	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Permitting During Construction	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Pre Construction Activities	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Preparation of A/E Task Orders	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Preparing Government Estimates	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0



Training Name	Training Mode	Training Setting	Training Length	Training Commitment	Training Type	Frequency (by yr)	Capacity	Fee
Project Close-Out/Archiving with TIC	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Project Closeout CPARS	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Project Schedules -Design Phase	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Quality Assurance - QA Review	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Spending Plans and Accessing the Funds	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Strong Teams	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Submittals and Requests for Information (RFIs)	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Substantial Completions vs Temporary or Beneficial Occupancy	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Technical Branch Overview	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0
Value Based Decision Making Process/DSC Value Analysis	synch	in-person	1 hour	1 hour	5	2-3 years	Unlimited	0



Appendix C: Alignment of Project Manager Competencies, Sub-Competencies, and Trainings

A. Project and Workflow Management

Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and performance.

Sub Competency	Description	Trainings
1 Scope Management	Knowledge of the strategies, techniques, and processes used to plan, monitor, and control project scope; includes collecting requirements, defining scope, establishing milestones, validating scope, and controlling scope to ensure project deliverables meet requirements (i.e., features, functions).	<ul style="list-style-type: none"> • Project Management - NPS-UNC3007 • Project Management Basics - An Official PMI Online Course • The Complete Agile Project Manager • Advanced Project Management - NPS-SML1059 • Project Schedules – Design Phase 2021 • Managing Design CPMD View 2021 • Preparation of A/E Task Orders 2021 • Preparing Government Estimates 2021 • Modifications & Negotiations to A/E Task Orders 2021 • Value Based Decision-Making Process/DSC Value Analysis 2021 • IDIQ Contracts for Design and A/E Selection and RFQ 2021 • Managing the Design Process through A/E 2021 • A/E and CM Services, Managing A/E During Construction 2021 • Submittals and Requests for Information 2021
2 Schedule Management	Knowledge of the strategies, techniques, and processes used to plan, develop, and control project schedule and track project milestones, activities, and deliverables, including timeframes and assigned resources.	<ul style="list-style-type: none"> • Project Management Basics - An Official PMI Online Course • The Complete Agile Project Manager • Advanced Project Management - NPS-SML1059 • Build More than Projects at Parks 2021 • Project Schedules – Design Phase 2021 • Preparation of A/E Task Orders 2021 • IDIQ Contracts for Design and A/E Selection and RFQ 2021 • Managing the Design Process through A/E Overview 2021



		<ul style="list-style-type: none"> • Acquisition Planning to Award Part 1 Acquisition Planning – Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation – Award 2021 • Construction Management Services/CMR Services 2021 • Construction Scheduling 2021
<p>3 Quality Management</p>	<p>Knowledge of the principles, methods, and tools of quality assurance, quality control, and reliability used to ensure that a project, system, or product fulfills requirements and standards.</p>	<ul style="list-style-type: none"> • Strong Teams 2021 • Documentation 2021 • Quality Assurance – QA Review 2021 • Accessibility 2021 • Technical Branch Overview 2021 • Preparation of A/E Task Orders 2021 • Modifications & Negotiations to A/E Task Orders 2021 • Managing the Design Process through A/E Overview 2021 • Division One Submittals 2021 • Construction Management Services/CMR Services 2021 • Submittals and Request for Information (RFIs) 2021 • Construction Quality During Construction 2021 • Introduction to DSC Transportation Division 2021 • Lessons Learned Transportation 2021
<p>4 Knowledge Management</p>	<p>Knowledge of the value of collected information and the methods of sharing that information throughout an organization.</p>	<ul style="list-style-type: none"> • FMSS Basics 18: Evaluating Data • FMSS Intermediate 10: Analyzing Data Using the Asset Management Reporting System • Advanced Reading & Study Skills Workshop NPS-UNC2002 • DSC Overview 2021 • Budget Types and Procedures 2021 • Spending Plans and Accessing Funds 2021 • Compliance – National Environmental Policy Act 2021



		<ul style="list-style-type: none"> • Introduction to Cultural Resources Management, the National Historic Preservation Act and Compliance with 106 2021 • Historic Preservation Fundamentals – Introduction 2021 • Permitting 2021 • Project Schedules – Design Phase 2021 • Documentation 2021 • Managing Design CPMD View/Managing Design Construction Program Management Division (CPMD) 2021 • Preparing Government Estimates 2021 • Preparation of A/E Task Orders 2021 • Modifications & Negotiation to A/E Task Orders 2021 • Value Based Decision-Making Process/DSC Value Analysis 2021 • Division One Submittals 2021 • Archeological Monitoring During Construction 2021 • Historic Preservation 101 2021 • Lessons Learned Transportation 2021
5	Technology Application Uses machines, tools, instruments, or equipment effectively; uses computers and computer applications and critical project management software to develop, analyze and communicate information in the appropriate format.	<ul style="list-style-type: none"> • PMIS Course 1: Introduction to PMIS NPS-BGT5009 • PMIS Course 2: Roles and Responsibilities of the PMIS Administrator NPS-BGT5008 • PMIS Course 3a: Create a Non-Facility Project NPS-BGT5007 • PMIS Course 3b: Create a Facility Project NPS-BGT5002 • PMIS Course 4: Manage and Edit Projects at the Park/Unit NPS-BGT5003 • PMIS Course 5: Park/Unit Review and Submittal of Projects NPS-BGT5005 • Managing Real Property in FBMS - NPS-BGT3008 • PMIS SharePoint Site



		<ul style="list-style-type: none"> • FMSS Basics 01: Introduction to Enterprise Asset Management (EAM) • Project Schedules – Design Phase 2021 • Documentation 2021 • Quality Assurance _ QA Review 2021 • Technical Branch Overview 2021 • Managing Design CPMD View/Managing Design Construction Program Management Division (CPMD) 2021 • Preparing Government Estimates 2021 • Preparation of A/E Task Orders 2021 • Acquisition Planning to Award Part 1 Acquisition Planning – Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation – Award 2021 • Division One Submittals 2021 • A/E and CM Services, Managing A/E During Construction 2021 • Submittals and Requests for Information (RFIs) 2021 • Construction Quality During Construction 2021 • Construction Invoices and Payments 2021 • Construction Scheduling 2021 • Commissioning 2021 • Project Closeout CPARS 2021 <p>[add PM software trainings specific to unit]</p>
<p>6 Federal Government Practices</p>	<p>Knowledge of project management concepts and understanding of the authorities, responsibilities, and accountabilities of the project management</p>	<ul style="list-style-type: none"> • NPS Fundamentals Residential program • Improving Your Project Management Skills: The Basics for Success - NPS-UNC3006 • Managing Complex Projects NPS-ADM4027 • DSC Overview 2021 • Build More Than Projects at Parks 2021



	philosophy to achieve project success.	<ul style="list-style-type: none"> • Budget Fund Types and Procedures 2021 • Strong Teams 2021 • Spending Plans and Accessing the Funds 2021 • Compliance-National Environmental Policy Act 2021 • Introduction to Cultural Resources Management, the National Historic Preservation Act and Compliance with 106 2021 • Historic Preservation Fundamentals-Introduction 2021 • Permitting 2021 • Project Schedules -Design Phase 2021 • Documentation 2021 • Quality Assurance - QA Review 2021 • Accessibility 2021 • Technical Branch Overview 2021 • Managing Design CPMD View/Managing Design Construction Program Management Division (CPMD) View 2021 • Preparing Government Estimates 2021 • Preparation of A/E Task Orders 2021 • Modifications & Negotiations to A/E of Task Orders 2021 • Value Based Decision-Making Process/DSC Value Analysis 2021 • IDIQ Contracts for Design and A/E Selection and RFQ 2021 • Managing the Design Process through A/E Overview 2021 • Acquisition Planning To Award Part 1 Acquisition Planning-Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation-Award 2021 • Division One Submittals 2021 • Pre-Construction Activities 2021 • Permitting During Construction 2021
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| | <ul style="list-style-type: none">• A/E and CM Services, Managing A/E During Construction 2021• Construction Management Services/CMR Services 2021• Submittals and Requests for Information (RFIs) 2021• Construction Quality During Construction 2021• Construction Invoices and Payments 2021• Construction Scheduling 2021• Modifications and CODs/Contract Changes - Modifications and CODs 2021• Negotiations Skills 2021• Substantial Completions vs Temporary or Beneficial Occupancy 2021• Commissioning 2021• Project Closeout CPARS 2021• Project Close-Out/Archiving with TIC 2021• Archeological Monitoring During Construction 2021• Introduction to DSC Transportation Division 2021• Historic Preservation 101 2021• Compliance in Action 2021• Lessons Learned Transportation 2021 |
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B. Customer Service

Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve project-related issues and concerns, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.

Sub Competency	Description	Trainings
1 Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals. Teamwork - Encourages and facilitates cooperation, collaboration, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.	<ul style="list-style-type: none"> • Building and Sustaining Teams NPS-SML3129 • Strengthening Relationships, Managing Conflict, and Engaging Employees NPS-SML1025 • Build More Than Projects at Parks 2021 • Strong Teams 2021 • Managing the Design Process through A/E Overview 2021 • A/E and CM Services, Managing A/E During Construction 2021 • Pre-Construction Activities 2021 • Construction Management Services, CMR Services 2021 • Introduction to Transportation Division 2021 • Lessons Learned Transportation 2021
2 Technical Awareness	Knowledge of developments of current and emerging technologies and their applications to work processes; connects project management and NPS-related technologies to clients as needed to meet organizational requirements.	<ul style="list-style-type: none"> • Asset Management: Foundations of Asset Management - NPS-MNT1100 • Asset Management: Lifecycle Business Practices - NPS-MNT1509 • Capital Investment Strategy - NPS-MNT2301 • Strong Teams 2021 • Compliance – National Environmental Policy Act 2021 • Introduction to Cultural Resources Management, The National Historic Preservation Act and Compliance with 106 2021 • Historic Preservation Fundamentals – Introduction 2021 • Project Schedules – Design Phase 2021



- Documentation 2021
- Accessibility 2021
- Technical Branch Overview 2021
- Preparing Government Estimates 2021
- Preparation of A/E Task Orders 2021
- Modifications & Negotiations to A/E Task Orders 2021
- IDIQ Contracts for Design and A/E Selection and RFQ 2021
- Managing the Design Process through A/E Overview 2021
- Division One Submittals 2021
- Pre-Construction Activities 2021
- Permitting During Construction 2021
- Submittals and Requests for Information (RFIs) 2021
- Construction Quality During Construction 2021
- Modifications and CODs/Contract Changes - Modifications and CODs 2021
- Negotiations Skills 2021
- Substantial Completions vs Temporary or Beneficial Occupancy 2021
- Commissioning 2021
- Project Closeout CPARS 2021
- Project Close-Out/Archiving with TIC 2021
- Historic Preservation 101 2021
- Compliance in Action 2021



3 Regulatory Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance, and ensuring that regulatory compliance is understood and implemented by the internal and external partners.	<ul style="list-style-type: none"> • Introduction to PEPC (Planning, Environment and Public Comment) • Making Historic Properties Accessible • Foundations of Accessibility Certificate - Individual • Foundations of Accessibility Certificate - cohort • Introduction to Accessibility Management (classroom) • Introduction to Accessibility Management (blended online) • Micro-learning: Historical Impressions of Disability • Micro-learning: Interacting with People with Disabilities • Micro-learning: Accessibility vs. Usability • Micro-learning: Service Animals and Mobility Devices • Disability Dialogues Series, various topics • Accessibility Office Hours • Service Animals Webinar • Digital Media 101 Webinar • Successful AXS Teams Webinar • Historic Sites and Accessibility Compliance Webinar • Project Management Webinar • Preventing Complaints Webinar • Service Animals Webinar • Access to Waterfront Areas and Activities Webinar • OPDMDs Webinar • Interpretive Media Accessibility Checklist Webinar • Accessibility from an Entry-to-Exit Perspective Webinar • Universal Design in Park and Recreation Environments • Navigating the Standards for Accessible Design • Navigating Project Development and Compliance Reviews
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		<ul style="list-style-type: none"> • Council on Environmental Quality's updated National Environmental Policy Act (NEPA) Regulations SOL-CEQs_NEPA_Regs • Compliance-National Environmental Policy Act 2021 • Introduction to Cultural Resources Management, the National Historic Preservation Act and Compliance with 106 2021 • Historic Preservation Fundamentals-Introduction 2021 • Permitting 2021 • Quality Assurance _ QA Review 2021 • Accessibility 2021 • Permitting During Construction 2021 • Archeological Monitoring During Construction 2021 • Historic Preservation 1010 2021 • Compliance in Action 2021
<p>4 Resource Compliance</p>	<p>Knowledge of NPS compliance processes (NEPA and Sec 106) and the internal and external engagement necessary for meeting requirements through all project phases and resource protection components.</p>	<ul style="list-style-type: none"> • Council on Environmental Quality's updated National Environmental Policy Act (NEPA) Regulations SOL-CEQs_NEPA_Regs • NEPA Topics: Analysis of Cumulative Impacts (webinar) NPS-NRS3092 • Section 106 Streamlined Activities for Facility Managers • Section 106: Step Four • Section 106: Step One • Section 106: Step Three • Section 106: Step Two • Section 110 of the National Historic Preservation Act • Advanced Section 106 of the National Historic Preservation Act - NPS-CRS1110 • NPS NEPA Handbook Fundamentals NPS-NRS3024 • Section 106 of the National Historic Preservation Act - NPS-CRS1106



		<ul style="list-style-type: none"> • The Basics of Compliance with NEPA and Section 106 NPS-CRS1108 • Cultural Resource Inventory and Compliance (Short Course) • Foundations of Cultural Resources • Historic Preservation Fundamentals Learning Series • Interdisciplinary Resource and Law course • Historic Preservation Standards and Guidelines • Historic Preservation NPS-HPS3220 • Cultural Resource Inventory and Compliance (Short Course) • Cultural Resources and Facilities Fund Sources (Micro-learning) • Compliance-National Environmental Policy Act 2021 • Introduction to Cultural Resources Management, the National Historic Preservation Act and Compliance with 106 2021 • Historic Preservation Fundamentals-Introduction 2021 • Permitting 2021 • Quality Assurance – QA Review 2021 • Accessibility 2021 • Permitting During Construction 2021 • Archeological Monitoring During Construction • Historic Preservation 1010 2021 • Compliance in Action 2021
5	Influencing/ Negotiating Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.	<ul style="list-style-type: none"> • Negotiation Skills • Build More than Projects at Parks 2021 • Strong Teams 2021 • Preparing Government Estimates 2021 • Modifications & Negotiations to A/E Task Orders • Value Based Decision-Making Process/DSC Value Analysis 2021 • Managing the Design Process through A/E Overview 2021



		<ul style="list-style-type: none">• Construction Invoices and Payments 2021• Modifications and CODs/Contract Changes and Modifications 2021• Negotiation Skills 2021• Lessons Learned Transportation 2021
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C. Communications and Problem Solving

Communication and problem-solving skills in facilitating, motivating, problem identification and resolution, conflict resolution, taking a pro-active stance in anticipating and avoiding problems, persevering, initiating new approaches, and providing leadership to accomplish work through others when traditional control over those others is missing.

	Sub Competency	Description	Trainings
1	Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.	<ul style="list-style-type: none"> • Conflict Resolution and Confrontation Management NPS-SML1035 • Strengthening Relationships, Managing Conflict, and Engaging Employees NPS-SML1025 • Build More than Projects at Parks 2021 • Strong Teams 2021 • Managing the Design Process through A/E Overview 2021 • Pre-Construction Activities 2021 • Negotiation Skills 2021 • Lesson Learned Transportation 2021
2	Human Resources Management	Plans, distributes, and monitors project work assignments; delegates project tasks and provides feedback to team members on specific project needs.	<ul style="list-style-type: none"> • Crucial Skills Suite (Conversations & Crucial Accountability) NPS-SML1109 • Crucial Conversations NPS-SML1107 • Build More than Projects at Parks • Strong Teams 2021 • Documentation 2021 • Preparation of A/E Task Orders 2021 • Managing the Design Process through A/E Overview 2021 • A/E and CM Services, Managing A/E During Construction 2021 • Construction Management Services, CMR Services 2021 • Construction Quality During Construction 2021 • Negotiation Skills 2021



3	Leadership	Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.	<ul style="list-style-type: none"> • DSC Overview 2021 • Build More than Projects at Parks 2021 • Strong Teams 2021 • Managing Design CPMD View/Managing Design Construction Program Management Division (CPMD) View 2021 • Managing the Design Process through A/E Overview 2021 • A/E and CM Services, Managing A/E During Construction 2021 • Negotiation Skills 2021
4	Problem Solving	Recognizes and identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, raise issues, and make recommendations to interdisciplinary team. Assesses risk using risk assessment matrix.	<ul style="list-style-type: none"> • The Art of Inquiry: How to Use Questions for Effective Problem-Solving and Dispute Resolution NPS-SML2153 • Active Listening (Webinar) NPS-SML1031 • Collaborative Project Planning, Coordination, and Execution (Micro-learning) • Crucial Confrontations NPS-SML1108 • Crucial Conversations NPS-SML1107 • Crucial Skills Suite (Conversations & Crucial Accountability) NPS-SML1109 • Emotional Intelligence NPS-SML6134 • Conflict Resolution and Confrontation Management NPS-SML1035 • Strengthening Relationships, Managing Conflict, and Engaging Employees NPS-SML1025 • Time, Stress, and Resource Management NPS-SML6129 • Strong Teams 2021 • Permitting 2021 • Project Schedules – Design Phase 2021 • Quality Assurance – QA Review 2021 • Technical Branch Overview 2021 • Value Based Decision Making/DSC Value Analysis 2021



		<ul style="list-style-type: none"> • Division One Submittals 2021 • Pre-Construction Activities 2021 • Permitting During Construction 2021 • Construction Quality During Construction 2021 • Construction Scheduling 2021 • Modifications and CODs/Contract Changes – Modification and CODs 2021 • Substantial Completion 2021 • Archeological Monitoring During Construction 2021 • Lessons Learned Transportation 2021 	
5	Communication Skills	<p>Expresses information to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately. Expresses project needs and intent using effective written communication specific to target audience.</p>	<ul style="list-style-type: none"> • National Trainer Development Program: Trainer Skills - Communication Skills - NPS-ODE3006-2010 • Active Listening (Webinar) NPS-SML1031 • Emotional Intelligence NPS-SML6134 • Strengthening Relationships, Managing Conflict, and Engaging Employees NPS-SML1025 • Build More than Projects at Parks 2021 • Strong Teams 2021 • Documentation 2021 • Managing Design CPMD View/Managing Design Construction Program Management Division (CPMD) View 2021 • Modifications & Negotiations to A/E Task Orders 2021 • Managing the Design Process through A/E Overview 2021 • Lessons Learned Transportation 2021
6	Decision Making	<p>Makes sound, well-informed, and objective decisions; perceives the impact and</p>	<ul style="list-style-type: none"> • DSC Overview 2021 • Build More than Projects at Parks 2021 • Strong Teams



	<p>implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.</p>	<ul style="list-style-type: none"> • Value Based Decision Making/DSC Value Analysis 2021 • Acquisition Planning to Award Part 1 Acquisition Planning – Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation – Award 2021 • Construction Scheduling 2021 • Modification and CODs/Contract Changes – Modifications and CODs 2021
<p>7 Creative Thinking</p>	<p>Uses group creative processes to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</p>	<ul style="list-style-type: none"> • Build More than Projects at Parks 2021 • Strong Teams 2021 • Preparing Government Estimates 2021 • Preparation of A/E Task Orders 2021 • Value Based Decision Making/DSC Value Analysis 2021 • Acquisition Planning to Award Part 1 Acquisition Planning – Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation – Award 2021 • Pre-Construction Activities 2021 • Construction Scheduling 2021 • Substantial Completion vs Temporary or Beneficial Occupancy 2021 • Lessons Learned Transportation 2021



D. Consultant Management

Provide and/or seek expertise to assist with development, adaptation, and technical information to maximize efficiencies and minimize, manage, and resolve issues and problems

Sub Competency	Description	Trainings
1 Risk Management	Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of alternatives, including potential impacts and consequences to the approved project.	<ul style="list-style-type: none"> • FMSS Intermediate 08: Risk Assessment Code • Strong Teams 2021 • Permitting 2021 • Project Schedules – Design Phase 2021 • Quality Assurance – QA Review 2021 • Technical Branch Overview 2021 • Value Based Decision Making/DSC Overview 2021 • Division One Submittals 2021 • Pre-Construction Activities 2021 • Permitting During Construction 2021 • Construction Quality During Construction 2021 • Construction Scheduling 2021 • Modifications and CODs/Contract Changes – Modification and CODs 2021 • Substantial Completions vs Temporary or Beneficial Occupancy 2021 • Archeological Monitoring During Construction 2021 • Lessons Learned Transportation 2021
2 Technical Competence	Application of knowledge (acquired through formal training or extensive on-the-job experience) to perform one's job; works with, understands,	<ul style="list-style-type: none"> • Asset Management: Foundations of Asset Management - NPS-MNT1100 • Asset Management: Lifecycle Business Practices - NPS-MNT1509



and evaluates technical information related to the job; advises others on technical issues.

- Capital Investment Strategy - NPS-MNT2301
- Acquisition Fundamentals of Project and PM (FPM 120)
- Acquisition Fundamentals of Project and PM II (FPM 121)
- Acquisition Focused Training NPS-ADM4034
- Strong Teams 2021
- Project Schedules – Design Phase 2021
- Documentation 2021
- Accessibility 2021
- Technical Branch Overview 2021
- Preparing Government Estimates 2021
- Preparation of A/E Task Orders 2021
- Modifications & Negotiation to A/E Task Orders 2021
- IDIQ Contracts for Design and A/E Selection and RFQ 2021
- Managing the Design Process through A/E Overview 2021
- Division One Submittals 2021
- Pre-Construction Activities 2021
- Permitting During Construction 2021
- Submittals and Requests for Information 2021
- Construction Quality During Construction 2021
- Modifications and CODs/Contract Changes - Modifications and CODs 2021
- Negotiations Skills 2021
- Substantial Completions vs Temporary or Beneficial Occupancy 2021
- Commissioning 2021
- Project Closeout CPARS 2021
- Project Close-Out/Archiving with TIC 2021



3 Technical Resourcing	<p>Knowledge of the principles, practices, and procedures of engineering, landscape architecture, architecture or resource planning to manage the design and construction projects within the DSC; ability to address apply external and internal resources to project challenges, typically characterized by multiyear phasing, high visibility, multiple function (design, construction, planning), likelihood of controversy, unusual design/construction components with novel problems requiring unique solutions, significant political interest/oversight with possible jurisdictional disputes an multiphase and overlapping schedules.</p>	<ul style="list-style-type: none"> • Managing Complex Projects NPS-ADM4027 • Strong Teams 2021 • Compliance – National Environmental Policy Act 2021 • Introduction to Cultural Resources Management, The National Historic Preservation Act and Compliance with 106 2021 • Historic Preservation Fundamentals – Introduction 2021 • Project Schedules – Design Phase 2021 • Documentation 2021 • Accessibility 2021 • Technical Branch Overview 2021 • Preparing Government Estimates 2021 • Preparation of A/E Task Orders 2021 • Modifications & Negotiation to A/E Task Orders 2021 • IDIQ Contracts for Design and A/E Selection and RFQ 2021 • Managing the Design Process through A/E Overview 2021 • Division One Submittals 2021 • Pre-Construction Activities 2021 • Permitting During Construction 2021 • Submittals and Requests for Information 2021 • Construction Quality During Construction 2021 • Modifications and CODs/Contract Changes - Modifications and CODs 2021 • Negotiations Skills 2021 • Substantial Completions vs Temporary or Beneficial Occupancy 2021 • Commissioning 2021 • Project Closeout CPARS 2021
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		<ul style="list-style-type: none">• Project Close-Out/Archiving with TIC 2021• Historic Preservation in Action 2021• Compliance in Action 2021 <p>(skills courses in individual career fields)</p>
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E. Contracting

Knowledge of various types of contracts, techniques, or requirements (for example, Federal Acquisitions Regulations) for contracting or procurement, and contract negotiation and administration.

Sub Competency	Description	Trainings
1 Contract Implementation	Ability to assist with developing scopes of services for all project elements; preparation of independent government estimates of professional services costs; and assisting the CO in selection of, negotiation with, and award to a contractor.	<ul style="list-style-type: none"> • Preparing Government Estimates 2021 • Preparation of A/E Task Orders 2021 • Modifications and Negotiation to A/E Task Orders 2021 • Managing the Design Process through A/E Overview 2021 • IDIQ Contracts for Design and A/E Selection and RFQ 2021 • Acquisition Planning to Award Part 1 Acquisition Planning – Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation – Award 2021 • A/E and CM Services, Managing A/E During Construction 2021 • Construction Management Services/CMR Services 2021 • Modifications and CODs/Contract Changes – Modifications and CODs 2021 • Negotiation Skills 2021 • Substantial Completions vs Temporary or Beneficial Occupancy 2021 • Project Closeout and CPARs 2021
2 Budget Review	Skills that enable working with budget authority for budget creation/approval and management; recommending approval for the contracting officer; tracking percent of work complete/approved with invoice amount.	<ul style="list-style-type: none"> • AFS4: Your Tool for Budget Formulations, Tracking, and Reconciliation NPS-ADM2036 • Budget Fund Types and Procedures 2021 • Spending Plans and Accessing the Funds 2021 • Managing the Design Process through A/E Overview 2021 • Acquisition Planning to Award Part 1 Acquisition Planning – Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation – Award 2021



		<ul style="list-style-type: none"> • Construction Invoices and Payments 2021 • Negotiation Skills 2021
3	Administrative Knowledge	<p>Knowledge of contract administration to manage A/E, construction, and other contracts, participate on selection panels, and serve as COR; and ability to use project management and software to collect, analyze, calculate, and report project data.</p> <ul style="list-style-type: none"> • Contracting Officer's Representative Level 1 • Contracting Officer's Representative Level 2 • Advanced COR Workshop - NPS-ACQ2102 • FAC-COR Level II Certification Course NPS-ADM7001COR • Preparing Government Estimates 2021 • Preparation of A/E Task Orders 2021 • Modifications and Negotiation to A/E Task Orders 2021 • Managing the Design Process through A/E Overview 2021 • IDIQ Contracts for Design and A/E Selection and RFQ 2021 • Acquisition Planning to Award Part 1 Acquisition Planning – Solicitation 2021 • Acquisition Planning to Award Part 2 Evaluation – Award 2021 • A/E and CM Services, Managing A/E During Construction 2021 • Construction Management Services/CMR Services 2021 • Modifications and CODs/Contract Changes – Modifications and CODs 2021 • Negotiation Skills 2021 • Substantial Completions vs Temporary or Beneficial Occupancy 2021 • Project Closeout and CPARs 2021
4	Contracting Support	<p>Knowledge of information needs and ability to support others in assembling all supporting data and documentation required to contract and award the project; ability to liaise between the CO</p> <ul style="list-style-type: none"> • Spending Plans and Accessing the Funds 2021 • Compliance-National Environmental Policy Act 2021 • Introduction to Cultural Resources Management, the National Historic Preservation Act and Compliance with 106 2021 • Permitting 2021 • Documentation 2021 • Quality Assurance – QA Review 2021



	and contractor through all stages of the contract.	<ul style="list-style-type: none">• Preparing Government Estimates 2021• Preparation of A/E Task Orders 2021• Modifications & Negotiations to A/E of Task Orders 2021• IDIQ Contracts for Design and A/E Selection and RFQ 2021• Managing the Design Process through A/E Overview 2021• Acquisition Planning To Award Part 1 Acquisition Planning-Solicitation 2021• Acquisition Planning to Award Part 2 Evaluation-Award 2021• Division One Submittals 2021• Pre-Construction Activities 2021• Permitting During Construction 2021• A/E and CM Services, Managing A/E During Construction 2021• Construction Management Services/CMR Services 2021• Submittals and Requests for Information (RFIs) 2021• Construction Quality During Construction 2021• Construction Invoices and Payments 2021• Construction Scheduling 2021
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