

## NCHRP 20-77 Operations Framework

CORE FUNCTIONS	POSITION						
	Senior Management		Mid-Level or Project Related (HQ or regional)			Technician/Field Personnel	
	Central Office Headquarters	Regional Management	Program Planning & Project Managers	Technical Specialists	Operations Managers	TMC (inside)	Field (Outside)
<b>Policy and Strategic Considerations</b>	Policy Development Public Outreach Strategy Development Organizational Change Management	Policy Development Public Outreach Strategy Development Organizational Change Management	Policy Development Public Outreach Strategy Development Organizational Change Management	Policy Development Public Outreach Strategy Development Organizational Change Management			
<b>Program Planning</b>	Business Process Mgmt Organization & Staffing Link Between Ops & Planning	Business Process Mgmt Organization & Staffing Link Between Ops & Planning	Business Process Mgmt Organization & Staffing Link Between Ops & Planning	Business Process Mgmt Organization & Staffing Link Between Ops & Planning	Business Process Mgmt Organization & Staffing Link Between Ops & Planning		
<b>Systems Development</b>			SE Process/Methods Systems Architecture DB Mgmt for Ops Prog. Languages & Tech. Visualization Network Security	SE Process/Methods Systems Architecture DB Mgmt for Ops Prog. Languages & Tech. Visualization Network Security	SE Process/Methods Systems Architecture DB Mgmt for Ops Prog. Languages & Tech. Visualization Network Security	SE Process/Methods Systems Architecture DB Mgmt for Ops Prog. Languages & Tech. Visualization Network Security	
<b>Project Management</b>	Contract Mgmt Outsourcing Contract Mgmt Procurement In-House PM Risk Mgmt		Contract Mgmt Outsourcing Contract Mgmt Procurement In-House PM Risk Mgmt		Contract Mgmt Outsourcing Contract Mgmt Procurement In-House PM Risk Mgmt	Contract Mgmt Outsourcing Contract Mgmt Procurement In-House PM Risk Mgmt	
<b>Real-time Operations</b>	Operations Strategies Systems & Tech. Safety Security Mgmt of RTO Systems	Operations Strategies Systems & Tech. Safety Security Mgmt of RTO Systems	Operations Strategies Systems & Tech. Safety Security Mgmt of RTO Systems	Operations Strategies Systems & Tech. Safety Security Mgmt of RTO Systems	Operations Strategies Systems & Tech. Safety Security Mgmt of RTO Systems	Operations Strategies Systems & Tech. Safety Security Mgmt of RTO Systems	Operations Strategies Systems & Tech. Safety Security Mgmt of RTO Systems

*Note: For each combination of core function and position there is a specific set of core competencies that are relevant, based on current best practices. The intersection of a core function (rows) and a role (column) defines a needed competency. Graphically speaking, each intersection "cell" in the matrix is a competency. Various roles require combinations of competencies. In addition, various functions require a combination of roles (positions).*

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