

FEDERAL  
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Welcome to the FY 2018 Acquisition Workforce Competency Survey (AWCS)! The AWCS is sponsored by the Office of Federal Procurement Policy (OFPP), the Federal Acquisition Institute (FAI), and the Office of Personnel Management (OPM). The purpose of this survey is to identify and prioritize the developmental needs of the Federal civilian (i.e., non-DoD) acquisition workforce so that resources can be dedicated to enhancing learning and development opportunities. Participation in this survey is completely confidential, and survey results will only be reported in aggregate. This survey is estimated to take between 45 and 60 minutes to complete depending on the number of acquisition program areas in which you work. All survey participants are eligible to receive one (1) CLP upon completion of the survey. Participants must have a FAITAS account and be maintaining a certification within FAITAS to have the CLP automatically awarded to your FAITAS CL History. Please use the grey "Next" and "Previous" buttons below to navigate through the survey. Do not hit the back button on your internet browser as doing so will delete all unsaved survey responses. Thank you for your participation in this important initiative. Your input is greatly appreciated, and will help to continue to improve acquisition-related developmental opportunities.

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**\*Please select your primary acquisition certification. "Primary" is defined as the acquisition certification in which you currently dedicate the majority of your time.**

- Contracting Professional (FAC-C)
- Contracting Officer's Representative (FAC-COR)
- Program and Project Manager (FAC-P/PM)
- Other

**\*Do you currently supervise acquisition-related staff members?**

Select: ▼

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**\*Please select your primary acquisition certification. "Primary" is defined as the acquisition certification in which you currently dedicate the majority of your time.**

Select:

**\*In addition to your primary acquisition certification, please select one of the following acquisition certifications for which you would like to rate your proficiency.**

Contracting Professional (FAC-C)

Contracting Officer's Representative (FAC-COR)

Program and Project Manager (FAC-P/PM)

I do not hold a FAC-C, FAC-COR, or FAC-P/PM certification

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**\*Please select the highest FAC-C certification level that you've completed. If you are currently working toward a Level 1 FAC-C certification, select "In Progress Level 1."**

Select:

**\*Please indicate the contract type you spent the majority of your time working on in the past year. If "Other" please specify.**

Fixed Price

Cost Type

Time and Materials/Labor Hours

Other:

**\*Please indicate the types of commodities you have dealt with in the past year. If "Other" please specify.**

IT

Services

Major Programs

Construction

CONSTRUCTION

A&E

Facilities

 Other: 

**\*Do you currently hold a warrant?**

Yes

No

**\*How many years of contracting experience do you have in industry?**

 ▾

**\*How many years of government contracting experience do you have?**

 ▾

**Overall, what percentage of your time is dedicated to FAC-C-related activities?**



**What percentage of your time is spent procuring IT and IT-related items?**



**\*What is your level of knowledge of sustainability acquisition requirements (per [EO 13693, Planning for Federal Sustainability in the Next Decade](#))?**

Very Knowledgeable

Very Knowledgeable

Knowledgeable

Somewhat Knowledgeable

Not Knowledgeable

**Have you used the Acquisition Gateway at [hallways.cap.gsa.gov](http://hallways.cap.gsa.gov)?**

Yes

No

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**\*Please select the highest FAC-COR certification level that you've completed. If you are currently working toward a Level 1 FAC-COR certification, select "In Progress Level 1."**

Select:

**\*How many years of government experience do you have as a Contracting Officer's Representative?**

Select:

**Overall, what percentage of your time is dedicated to FAC-COR-related activities?**



**\*Currently, are you appointed as a Contracting Officer's Representative by a Contracting Officer?**

Select:

**\*Have you used the Acquisition Gateway at [hallways.cap.gsa.gov](https://hallways.cap.gsa.gov)?**

Yes

No

# FEDERAL ACQUISITION INSTITUTE



**\*Please select the highest FAC-P/PM certification level that you've completed. If you are currently working toward a Level 1 FAC-P/PM certification, select "In Progress Level 1."**

Select:

**\*How many years of Program/Project Manager experience do you have in industry?**

Select:

**\*How many years of government experience do you have as a Program and Project Manager?**

Select:

**Overall, what percentage of your time is dedicated to FAC-P/PM-related activities?**



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Very Knowledgeable

Knowledgeable

Somewhat Knowledgeable

Not Knowledgeable

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Yes

No

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	Proficiency Level	Time Spent
<b>1. Determination of How Best to Satisfy Requirements for the Mission Area</b>	Select: ▼	Select: ▼
1a. Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Select: ▼	Select: ▼
1b. Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Select: ▼	Select: ▼
1c. Perform acquisition planning by considering all available sources and methods of procurement to satisfy mission needs while appropriately allocating risk.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Consider Socio-economic Requirements (CSE)</b>	Select: ▼	Select: ▼
2a. Consider socio-economic requirements including small business, labor, environmental, foreign, and other socio-economic requirements to provide maximum practicable contracting and subcontracting opportunities.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>3. Promote Competition</b>	Select: ▼	Select: ▼
3a. Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Select: ▼	Select: ▼
3b. Identify and facilitate joint ventures and partnering on solicitations and subcontracting opportunities to increase competition and/or small business participation.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>4. Source Selection Planning</b>	Select: ▼	Select: ▼

4a. Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.

Select: ▼

Select: ▼

### 5. Solicitation of Offers

5a. Conduct pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition.

Select: ▼

Select: ▼

5b. Publicize proposed procurements to promote competition.

Select: ▼

Select: ▼

5c. Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement.

Select: ▼

Select: ▼

5d. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations.

Select: ▼

Select: ▼

5e. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS (and applicable supplements) to resolve questions.

Select: ▼

Select: ▼

### 6. Responsibility Determination

6a. Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.

Proficiency Level  
Select: ▼Time Spent  
Select: ▼

Select: ▼

Select: ▼

Select: ▼

Select: ▼

### 7. Bid Evaluation

7a. Evaluate the sealed bids in a transparent manner to preserve the integrity of the competitive process.

Proficiency Level  
Select: ▼Time Spent  
Select: ▼

Select: ▼

Select: ▼

7b. Perform price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.

Select: ▼

Select: ▼

Select: ▼

Select: ▼

### 8. Proposal Evaluation (Contracting by Negotiation)

8a. Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if

Proficiency Level  
Select: ▼Time Spent  
Select: ▼

Select: ▼

Select: ▼

Select: ▼

Select: ▼

needed, to identify offers that are acceptable or can be made acceptable.

**9. Source Selection**

9a. Decide whether to hold discussions based on results of the evaluation.

9b. Establish the competitive range to determine which of the offers will not be considered for the award.

**Proficiency Level** **Time Spent**

Select: ▼ Select: ▼

Select: ▼ Select: ▼

Select: ▼ Select: ▼

**10. Contract Award**

10a. Select the awardee who in the Government's estimation, provides the best value.

10b. Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.

10c. Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.

**Proficiency Level** **Time Spent**

Select: ▼ Select: ▼

Select: ▼ Select: ▼

Select: ▼ Select: ▼

Select: ▼ Select: ▼

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	Proficiency Level	Time Spent
<b>11. Process Protests</b>	Select: ▼	Select: ▼
11a. Process protests to determine whether to withhold award or stop performance pending outcome of the protest.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>12. Justification of Other than Full and Open</b>	Select: ▼	Select: ▼
12a. Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>13. Terms and Conditions</b>	Select: ▼	Select: ▼
13a. Determine terms and conditions, including special contract requirements applicable to the acquisition that are appropriate for the acquisition to comply with laws and regulations (e.g. method of financing, Government property, intellectual property, OCI, specialty metals).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>14. Preparation and Negotiation</b>	Select: ▼	Select: ▼
14a. Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts' reports), and developing pre-negotiation position to include identifying potential trade-offs.	Select: ▼	Select: ▼
14b. Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.	Select: ▼	Select: ▼

with the offeror to establish a fair and reasonable price.

### 15. Advanced Cost and/or Price Analysis

15a. Evaluate the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.

15b. Develop positions on pricing-related contract terms and conditions to aid in developing the Government's position.

15c. Support special cost, price, and finance efforts by researching, analyzing and providing recommended positions that are in the best interests of the Government.

15d. Evaluate award fee/incentive fee plans and arrangements for adherence to policy and guidance.

**Proficiency Level**

**Time Spent**

Select: ▼

### 16. Initiation of Work

16a. Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance of the contract.

16b. Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.

**Proficiency Level**

**Time Spent**

Select: ▼

Select: ▼

Select: ▼

Select: ▼

Select: ▼

Select: ▼

### 17. Contract Performance Management

17a. Administer contract by monitoring contracting officer representatives' feedback, contractor performance, and enforcing contractor compliance with contract requirements.

17b. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.

17c. Analyze, negotiate, and prepare claims file in order to issue final decisions.

17d. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.

**Proficiency Level**

**Time Spent**

Select: ▼

**Proficiency Level Time Spent**

**18. Issue Changes and Modifications**

Select: ▼ Select: ▼

18a. Analyze the need for contract modifications and negotiate and issue contract modifications, as required.

Select: ▼ Select: ▼

**19. Approve Payment Requests**

**Proficiency Level** **Time Spent**

Select: ▼ Select: ▼

19a. Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing.

Select: ▼ Select: ▼

**20. Close-out Contracts**

**Proficiency Level** **Time Spent**

Select: ▼ Select: ▼

20a. Close-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.

Select: ▼ Select: ▼

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	Proficiency Level	Time Spent
<b>21. Addressing Small Business Concerns</b>	Select: ▼	Select: ▼
21a. Assist small business concerns in understanding how to do business with the government, identifying contracting opportunities, and responding to small business inquiries regarding payment delays or problems.	Select: ▼	Select: ▼
21b. Serve as a small business specialist and assist the Small Business Administration's assigned representative in conducting annual reviews of small business share, evaluation of contractors' subcontracting performance, and planning to maximize the use of small businesses.	Select: ▼	Select: ▼
21c. As a small business specialist provide recommendations on acquisition documents as to whether a particular acquisition should be set aside for one of the Small Business programs.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>22. Negotiate Forward Pricing Rates Agreements &amp; Administer Cost Accounting Standards</b>	Select: ▼	Select: ▼
22a. Negotiate forward pricing rate agreements (FPRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>23. Contract Termination</b>	Select: ▼	Select: ▼
23a. Terminate contracts using applicable FAR (and supplemental) requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>24. Procurement Analysis</b>	Select: ▼	Select: ▼

24a. Provide analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters.

Select: ▼ Select: ▼

24b. Develop procurement policy and changes in procedures through analysis of major procurements for statutory and regulatory compliance and a macro-analysis of contracting matters.

Select: ▼ Select: ▼

24c. Advise on high-level legislation & policy matters to recommend and/or lead change in the procurement process

Select: ▼ Select: ▼

24d. Perform oversight & audits to review contract files, compile lessons learned, & ensure consistent policy application.

Select: ▼ Select: ▼

**25. E-Business and Automated Tools**

**Proficiency Level Time Spent**

Select: ▼ Select: ▼

25a. Use e-business systems and automated tools to promote standardization, efficiency, and transparency.

Select: ▼ Select: ▼

**26. Activity Program Coordinator for Purchase Card**

**Proficiency Level Time Spent**

Select: ▼ Select: ▼

26a. Perform oversight and execution for the Purchase Card Program.

Select: ▼ Select: ▼

**27. Construction/Architect & Engineering (A&E)**

**Proficiency Level Time Spent**

Select: ▼ Select: ▼

27a. Develop acquisition strategies, issues notices/solicitations, conducts negotiations, selects sources, awards/administers contracts for construction & A&E in accordance w/requirements & procedures associated w/construction & A&E outlined in the FAR & supplemental policy & procedures (w/particular attention to FAR Part 36).

Select: ▼ Select: ▼

**28. Contracting in a Contingent and/or Combat Environment**

**Proficiency Level Time Spent**

Select: ▼ Select: ▼

28a. Apply contracting expertise during deployments, contingency operations, or responses to natural disasters.

Select: ▼ Select: ▼

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<b>1. Acquisition Planning</b>	Select: ▼	Select: ▼
1a. Documenting the Source - Assist in determining whether a written source selection plan is necessary, and if so, properly documenting the source selection planning or acquisition strategy.	Select: ▼	Select: ▼
1b. Methods of Payment - Assist in the selection of the most appropriate method of payment that will best minimize the Government's overhead.	Select: ▼	Select: ▼
1c. Contract Financing - Assist in determining whether to provide for Government financing, and, where necessary, the method of financing to use.	Select: ▼	Select: ▼
1d. Unpriced Contracts - Assist in the preparation of unpriced orders and contracts.	Select: ▼	Select: ▼
1e. Recurring Requirements - Assist in determining whether and how to provide for recurring requirements.	Select: ▼	Select: ▼
1f. Contract Type - Assist in determining appropriate contract type(s).	Select: ▼	Select: ▼
1g. Compliance to FAR Guidelines - Assist the CO with compliance of applicable FAR guidelines when acquiring products and services.	Select: ▼	Select: ▼
1h. Determining Need for EVM - Mitigate potential problems with cost, schedule, and technical risks.	Select: ▼	Select: ▼
1i. Task and Delivery Order Contracting - Suggest possible ordering vehicles to the CO in order to assist in determining the appropriate vehicles and submitting work package to request work under the contract.	Select: ▼	Select: ▼
1j. Strategic Planning - Advise customers on their acquisition-related roles and acquisition strategies needed to assure that supplies and services are available to meet mission requirements.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Market Research (Understanding the Marketplace)</b>	Select: ▼	Select: ▼
2a. Conduct, collect, and apply market based research - Ability to understand the market place/requirement to identify the sources for a supply or service, the terms and conditions under which those goods/services are sold to the general public, and assist the CO on the best way to meet the need.	Select: ▼	Select: ▼
2b. Gather all information Related to the Potential Sources of an Acquisition as well as for Commercial Items -	Select: ▼	Select: ▼

Understand the terms and conditions under which the sources sell the goods and/or services involved.	Select: ▼	Select: ▼
2c. Industry Trends - Understand the industry environment and determine availability of sources of supply and/or services.	Select: ▼	Select: ▼
2d. Warranties - Support the Contracting officer in determining whether a warranty is appropriate for a specific acquisition including nature and use of the supplies or services; the cost of applying a warranty and any issues with administration and enforcement.	Select: ▼	Select: ▼
2e. Conflict of Interest - Identifying potential conflicts of interest.	Select: ▼	Select: ▼
2f. Technology - Understanding available sources of information (e.g., internet, spreadsheets) to efficiently conduct sufficient market research.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>3. Defining Government Requirements</b>	Select: ▼	Select: ▼
3a. Writing Statements of Work - Create statements of work, SOOs and other related documents.	Select: ▼	Select: ▼
3b. Conducting Needs Analysis and Preparing Requirements Documents - Perform an analysis, based on standard methodology, to identify all requirements and obligations in order to assist in the development of requirements documents.	Select: ▼	Select: ▼
3c. Assisting in the Development of Acquisition Strategy - Assist the CO with the development of an appropriate acquisition strategy.	Select: ▼	Select: ▼
3d. Pricing Information from Offerors - If requested by the CO, assist in determining what pricing information to require from offerors.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>4. Effective Pre-Award Communication</b>	Select: ▼	Select: ▼
4a. Publicizing Proposed Acquisitions - Recommend to CO additional methods of publicizing the proposed procurement when appropriate.	Select: ▼	Select: ▼
4b. Subcontracting Requirements - Recommend appropriate requirements be put into solicitations for subcontracting or make-or-buy situations.	Select: ▼	Select: ▼
4c. Solicitation Preparation - Assist in the preparation of a written solicitation, providing guidance as needed in the selection of the appropriate provisions and clauses for the requirement.	Select: ▼	Select: ▼
4d. Pre-Quote/Pre-Bid/Pre-Proposal Conferences- Assist with the pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.	Select: ▼	Select: ▼
4e. Amending / Canceling Solicitations - Provide input into the amendment or cancelation of a solicitation when it	Select: ▼	Select: ▼

for Amending / Cancelling Considerations - Provide input into the amendment or cancellation of a consideration which is in the best interest of the Government and/or Agency.

Select: ▼

Select: ▼

**5. Proposal Evaluation**

**Proficiency Level**

**Time Spent**

Select: ▼

Select: ▼

5a. Evaluating Non-Price Factors - Apply non-price factors in evaluating quotations, proposals, and past performance.

Select: ▼

Select: ▼

5b. Evaluation Documentation - Ability to clearly document reasoning behind proposed evaluation.

Select: ▼

Select: ▼

5c. Ethics - Ability to demonstrate ethical conduct during the procurement process.

Select: ▼

Select: ▼

**6. Contract Negotiation**

**Proficiency Level**

**Time Spent**

Select: ▼

Select: ▼

6a. Conducting Discussions/Negotiations - Assist CO in preparing for a negotiation session.

Select: ▼

Select: ▼

6b. Determining Capability - Assist in determining and documenting the capability of a firm to effectively perform the terms and conditions of the contract.

Select: ▼

Select: ▼

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<b>7. Contract Administration Management</b>	Select: ▼	Select: ▼
7a. Contract Administration Planning and Orientations - Define the COR roles and responsibilities by knowing the terms and conditions to which they are assigned; and participate in postaward orientation meetings to review contract milestones and responsibilities.	Select: ▼	Select: ▼
7b. Requests for Contract Modification and Adjustment - Provide appropriate documentation in support of contract modifications or adjustments to the CO.	Select: ▼	Select: ▼
7c. Work Order Management - Submit work package to request work under the contract.	Select: ▼	Select: ▼
7d. Financial Analysis and Reporting - Track the indexes as well as the appropriate burn rate for a given contract.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>8. Effective Inspection &amp; Acceptance</b>	Select: ▼	Select: ▼
8a. Inspect and Accept Deliveries and Services - Understand the process for inspecting deliverables and monitoring services for conformance with contract/ order/agreement terms and conditions, and accept or reject them.	Select: ▼	Select: ▼
8b. Compliance and Completion - Ensure compliance and completion by the Contractor of all required operations, including the preparation of any forms (ex. Material Inspection and Receiving Reports) or equivalent which shall be authenticated and certified by the COR that the services / supplies have been received and are acceptable.	Select: ▼	Select: ▼
8c. Inspection Reports - Process inspection report as supporting documentation for payment and maintain documentation of all inspections performed including disposition of the results. Ensure that invoice properly aligns with delivered services and products received and accepted.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>9. Contract Quality Assurance &amp; Evaluation</b>	Select: ▼	Select: ▼

9a. Quality Assurance - Ensures consistency of appropriate quality requirements as they relate to the contract and validates/verifies adherence to specified requirements through test and measurement activities.

Select: ▼      Select: ▼

9b. Quality Control - Monitors the products or services throughout their life cycle.

Select: ▼      Select: ▼

9c. Knowledge Management - Influences knowledge management practices (e.g. continuous process-improvement).

Select: ▼      Select: ▼

**10. Contract Closeout**

**Proficiency Level**      **Time Spent**

Select: ▼      Select: ▼

10a. Contract Closeout - Given a contract type, identify the FAR regulations, agency supplemental requirements, as appropriate and steps associated with closeout. Distinguish between physical contract completion and administrative contract closeout.

Select: ▼      Select: ▼

10b. Contractor's Performance Evaluation - Recommend the appropriate rating criteria for the Contractor's performance evaluation within the agency past performance system.

Select: ▼      Select: ▼

10c. Contractor Final Payments - Identify conditions for final payment to the Contractor.

Select: ▼      Select: ▼

10d. Program File - Identify the appropriate program file completion requirements.

Select: ▼      Select: ▼

10e. Administrative Close-out of the Contract - Identify the conditions under which a COR's duties and responsibilities end for a specific contract.

Select: ▼      Select: ▼

**11. Contract Reporting**

**Proficiency Level**      **Time Spent**

Select: ▼      Select: ▼

11a. COR Files - Develop the COR file in accordance with Agency requirements.

Select: ▼      Select: ▼

11b. Monitor Contractor's Performance - Ability to monitor performance in accordance with the contract terms and conditions.

Select: ▼      Select: ▼

11c. Invoices - Accept or reject an invoice for a given task or deliverable in accordance with the Prompt Payment Act.

Select: ▼      Select: ▼

**12. Business Acumen and Communications Skill Sets**

**Proficiency Level**      **Time Spent**

Select: ▼      Select: ▼

12a. Program Communications - Manage effective business partnership with the Contracting Officers, agency and other business advisers, and program participants.

Select: ▼      Select: ▼

12b. Program Objectives and Priorities - Participates and/or contributes to the formulation of objectives and priorities, and where appropriate, implement plans consistent with the longterm interests of the organization in a global environment.	Select: ▼	Select: ▼
12c. Stakeholder Relationships - Manages stakeholder relationships that generates buy-in to the business and technical management approach to the program.	Select: ▼	Select: ▼
12d. Risk Management - Identify, mitigate, and advise against potential risks.	Select: ▼	Select: ▼
12e. Project Management Principles - Monitors schedule and delivery processes.	Select: ▼	Select: ▼

# FEDERAL ACQUISITION INSTITUTE



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	Proficiency Level	Time Spent
<b>1. Requirements Development and Management Process</b>	Select: ▼	Select: ▼
1a. Recognize the applicable laws, statutes and regulations that control the Federal acquisition process.	Select: ▼	Select: ▼
1b. Identify the major organizations that control and execute the Federal acquisition process.	Select: ▼	Select: ▼
1c. Comprehend the interrelationship of the applicable governance, budgeting and requirements development processes which embody all Federal acquisitions.	Select: ▼	Select: ▼
1d. Describe the requirements development process and the criticality of meeting user/mission requirements.	Select: ▼	Select: ▼
1e. Comprehend a general life-cycle model an agency may use to select concepts to meet user/mission requirements.	Select: ▼	Select: ▼
1f. Recognize the role of the Acquisition Strategy and other key planning documentation.	Select: ▼	Select: ▼
1g. Define the utility, basic tenets and guidelines for preparing an Integrated Master Plan and Integrated Master Schedule.	Select: ▼	Select: ▼
1h. Recall the concept of Total Ownership Cost (TOC) and other cost descriptions that define cost accounting of the program.	Select: ▼	Select: ▼
1i. Recognize the program manager's responsibility for managing program cost, schedule and performance to achieve program success.	Select: ▼	Select: ▼
1j. Generalize the risk/opportunity management process.	Select: ▼	Select: ▼
1k. Compare and contrast the major planning attributes of traditional, information technology, services and facilities construction programs.	Select: ▼	Select: ▼
1l. Comprehend the concept and utility of working groups and project oriented team.	Select: ▼	Select: ▼
1m. Identify the functions of membership in a working group or project oriented team.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Systems Engineering</b>	Select: ▼	Select: ▼

2a. Recognize the importance of integrating the Systems Engineering (SE) life cycle and its technical management and review process with the acquisition life cycle.	Select: ▼	Select: ▼
2b. Identify and relate the utility of key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.	Select: ▼	Select: ▼
2c. Recognize the roles and responsibilities of the Government and the contractor in the SE process.	Select: ▼	Select: ▼
2d. Recognize the utility of using work breakdown structures (WBS) as a technical management tool across all functional disciplines in the acquisition process.	Select: ▼	Select: ▼
2e. Discuss the concept of systems management and the role of human factor engineering in system engineering.	Select: ▼	Select: ▼
2f. Define the key aspects of a plan for technical assessment that measures technical progress and assist in the development of a technical assessment plan.	Select: ▼	Select: ▼
2g. Define the key aspects of risk management in the context of systems engineering and participate in development of a risk/opportunity management plan.	Select: ▼	Select: ▼
2h. Describe the content for a technical data management plan.	Select: ▼	Select: ▼
2i. Summarize the process for monitoring and selecting a balanced systems design solution.	Select: ▼	Select: ▼
2j. Comprehend the need for design considerations accounting for: environmental, safety and occupational health (ESOH); human factors; and security factors.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>3. Test &amp; Evaluation</b>	Select: ▼	Select: ▼
3a. Recognize the importance of test and evaluation to acquisition decisions.	Select: ▼	Select: ▼
3b. Explain efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, commercial or modified systems.	Select: ▼	Select: ▼
3c. Identify the role that T&E plays in the systems engineering process.	Select: ▼	Select: ▼
3d. Define and determine the need for a comprehensive test and evaluation approach, including the use of modeling and simulation.	Select: ▼	Select: ▼
3e. Explain the value of a comprehensive and documented test and evaluation strategy and how this strategy evolves into test and evaluation plans, such as a Test and Evaluation Master Plan (TEMP).	Select: ▼	Select: ▼
3f. Discuss various Federal agency processes for conducting test and evaluation, including the need to conduct user testing or operational test and evaluation (OT&E).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
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**4. Life Cycle Logistics**

4a. Express understanding of the concept of integrated product support, the product support elements and purpose of a product support plan.

4b. Comprehend performance-based logistic efforts that optimize total life cycle costs while maintaining system readiness.

4c. Recognize alternative logistics support practices, including supply chain management, best public sector and commercial practices and technology solutions, and their utility and appropriateness according to the type and scope of the acquisition program.

4d. Comprehend the concepts of availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability.

4e. Define interoperability as a key product support factor, along with examples of interoperability application.

4f. Assist in implementation of alternative logistics support practices.

4g. Recognize the importance of planning for the deployment of a new system or project.

**Level**

Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
<b>5. Contracting</b>	Select: ▼	Select: ▼
5a. Contrast the roles and responsibilities between the contracting officer and the program manager.	Select: ▼	Select: ▼
5b. Recognize the need for a comprehensive program specification and requirements statement that fully and correctly defines the program.	Select: ▼	Select: ▼
5c. Describe pre-award actions and the associated contracting methods required by the Federal Acquisition Regulation (FAR). Recognize the need for the Program Manager to participate in preaward actions required by acquisition planning (FAR Part 7.1).	Select: ▼	Select: ▼
5d. Recall the formal source selection process, including acquisition planning and pre-solicitation processes; market research; the request for proposal (RFP); evaluation of proposals; and contract award.	Select: ▼	Select: ▼
5e. Define the process for developing a comprehensive program specification, Statement Of Work (SOW), and/or Statement of Objective (SOO) that fully and correctly defines the project, addressing roles and missions of the government and contractor.	Select: ▼	Select: ▼
5f. Recognize the benefits of performance-based acquisition.	Select: ▼	Select: ▼
5g. Recognize the need to formulate a source selection plan that allows for best value.	Select: ▼	Select: ▼
5h. Identify key activities in contract administration, including contract modifications and terminations.	Select: ▼	Select: ▼
5i. Illustrate the role of the COR during all phases of the contracting process.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>6. Business, Cost, &amp; Financial Management</b>	Select: ▼	Select: ▼
6a. Comprehend the Congressional appropriation process, the various appropriation categories, and the rules for using the funds from each appropriation.	Select: ▼	Select: ▼
6b. Generalize common uses of cost estimating, cost analysis, financial planning, formulating financial projects and budgets, budget analysis/execution, benefit-cost analysis, EVM, and other methods of performance measurement.	Select: ▼	Select: ▼

6c. Recognize cost estimating processes, methods and techniques.	Select: ▼	Select: ▼
6d. Define the Integrated Baseline Review (IBR) process or similar process that reviews program cost and schedule performance.	Select: ▼	Select: ▼
6e. Recognize the basic concepts of Earned Value Management (EVM), including cost and schedule program status indicators, and how EVM relates to managing program risk.	Select: ▼	Select: ▼
6f. Comprehend how to allocate funds within appropriation categories and how to use the funds from each appropriation.	Select: ▼	Select: ▼
6g. Generalize the agency's policy and for financial planning, programming, budget development, budget execution and OMB A-11 application.	Select: ▼	Select: ▼
6h. Recognize common formats and approach to building and analyzing a viable and relevant Business Case containing both quantitative and qualitative decision criteria.	Select: ▼	Select: ▼
6i. Recall the common types of software instruments available for performance measurement of programs.	Select: ▼	Select: ▼
6j. Recognize the statutory requirements for measuring performance of acquisition programs.	Select: ▼	Select: ▼
6k. Recognize the benefits of using balanced and goal oriented performance measures in managing a program.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>7. Leadership</b>	Select: ▼	Select: ▼
7a. Recognize the basic role of the Program Manager; the qualities of leadership and management as they relate to the Program Manager; and the common leadership challenges faced by Program Managers.	Select: ▼	Select: ▼
7b. Recall accepted methods how to lead/manage a project team to satisfactory achievement of project goals.	Select: ▼	Select: ▼
7c. Recall how to identify problems, determining accuracy and relevance of information and using sound judgment when offering solutions.	Select: ▼	Select: ▼
7d. Relate the various techniques to adapt behavior or work methods in response to new information or changing conditions.	Select: ▼	Select: ▼
7e. Describe methods to hold self and others accountable for measurable, high-quality, timely, and cost-effective results.	Select: ▼	Select: ▼
7f. Comprehend the tenets of effectively communicating information in a succinct and organized manner, orally and in writing.	Select: ▼	Select: ▼
7g. Recognize the value of a customer-oriented approach when assessing needs, resolving conflict, and satisfying expectations.	Select: ▼	Select: ▼
7h. Recognize how Continuous Process Improvement (CPI) is used to enhance an organization's performance and identify key CPI methodologies.	Select: ▼	Select: ▼
7i. Define the principles of ethics and values inherent to the systems acquisition process and identify the core	Select: ▼	Select: ▼

- 7i. Define the principles of ethics and values inherent to the systems acquisition process and identify the core ethical values associated with acquisition decision making.
- 7j. Recognize the roles organizational culture and leadership play in establishing an ethical work environment.
- 7k. Recognize how interpersonal and organizational conflict impacts the program management office and select relevant conflict management techniques and methods to address that conflict.

Select: ▼	Select: ▼
Select: ▼	Select: ▼
Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
<b>1. Requirements Development and Management Process</b>	Select: ▼	Select: ▼
1a. Illustrate the criticality of user/mission requirements in performing project management functions.	Select: ▼	Select: ▼
1b. Apply government and agency acquisition policies to meet user/mission requirements.	Select: ▼	Select: ▼
1c. Relate how acquisition programs exist in size and scope along a continuum of increasing complexity, mission criticality, cost and level of control and oversight.	Select: ▼	Select: ▼
1d. Discover the scope and purpose of systems acquisition management as an integration of the primary functions of: (1) requirements development and management; (2) systems engineering; (3) test and evaluation; (4) life-cycle logistics; (5) contracting; (6) business, cost estimating and financial management; and (7) leadership.	Select: ▼	Select: ▼
1e. Formulate an Acquisition Strategy that incorporates risk mitigation strategies.	Select: ▼	Select: ▼
1f. Clarify alternative concepts that efficiently meet mission capability gaps.	Select: ▼	Select: ▼
1g. Determine requirements and assist in the planning for technology and business management throughout the acquisition process.	Select: ▼	Select: ▼
1h. Prepare an Integrated Master Plan that reflects the tenets of total life cycle system management.	Select: ▼	Select: ▼
1i. Assist in the development of an estimate of TOC in agency format.	Select: ▼	Select: ▼
1j. Formulate the key features of a risk/opportunity management process.	Select: ▼	Select: ▼
1k. Apply effective oral and written capabilities to communicate project needs and expectations.	Select: ▼	Select: ▼
1l. Form and lead working groups as Integrated Project/Product Teams.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Systems Engineering</b>	Select: ▼	Select: ▼
2a. Apply quantitative and qualitative analytical techniques for decision making.	Select: ▼	Select: ▼
2b. Justify and explain the benefits of using balanced and goal oriented performance measures in managing a	Select: ▼	Select: ▼

system design effort.

2c. Develop and demonstrate effective technical performance measures to monitor system performance.

2d. Develop and apply a viable risk/opportunity management plan in the context of systems engineering (SE).

2e. Administer and assess technical assessment plans and decision analysis methods.

2f. Apply key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.

2g. Structure an effective requirements development and management process that traces engineering and technical specification requirements back to the user's system requirements.

2h. Develop and apply a process for monitoring and selecting a balanced systems design solution.

2i. Apply best practice processes for monitoring and selecting a systems design accounting for: environmental, safety and occupational health (ESOH); human factors; and security requirements.

2j. Comprehend the systems life-cycle management concepts used for information technology (IT) systems.

2k. Illustrate the main causes of software program problems.

2l. Comprehend the major provisions of the Information Technology Management Reform (Clinger-Cohen) Act.

2m. Compare and contrast the common software acquisition strategies and software development paradigms.

2n. Recognize the best practices used in the Federal Government to improve efficiency and effectiveness of software acquisitions.

Select: ▼	Select: ▼

**3. Test & Evaluation**

3a. Select and apply efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.

3b. Comprehend the differences in type and scope of test and evaluation required for different program types, including commercial-off-the-shelf, non-developmental, and developmental programs.

3c. Formulate the test and evaluation strategy for a program, accounting for the differences in hardware centric and information technology centric systems, that demonstrates system performance requirements and progressively reduces program risk.

Proficiency Level	Time Spent
Select: ▼	Select: ▼

**4. Life Cycle Logistics**

Proficiency Level	Time Spent
Select: ▼	Select: ▼

4a. Analyze the product support elements and apply the concept of integrated product support in the formulation of a product support plan.	Select: ▼	Select: ▼
4b. Administer performance-based logistic efforts that optimize total system life cycle cost while maintaining system readiness.	Select: ▼	Select: ▼
4c. Analyze a systems design for availability, supportability, and reliability/maintainability and link this analysis to how the design balances the need to minimize cost, reduce the logistic footprint, provide operational readiness and account for interoperability requirements.	Select: ▼	Select: ▼
4d. Propose appropriate alternative logistics support strategies and practices.	Select: ▼	Select: ▼
4e. Track and act upon logistic analysis results early in the system development process so that balanced adjustments in the system design can be enacted which reduce the required support resources and overall life cycle costs.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
<b>5. Contracting</b>	Select: ▼	Select: ▼
5a. Examine the leadership and management processes associated with acquisition planning.	Select: ▼	Select: ▼
5b. Interpret the differences in business processes between industry and the Federal government as they relate to contracting.	Select: ▼	Select: ▼
5c. Correlate the relationship between the Acquisition Strategy and the Acquisition Plan.	Select: ▼	Select: ▼
5d. Formulate an Acquisition Strategy which includes a comprehensive contracting approach that incorporates risk mitigation strategies.	Select: ▼	Select: ▼
5e. Illustrate the basis for building and maintaining effective contract incentive relationships.	Select: ▼	Select: ▼
5f. Differentiate the key features of pre-award actions, contracting methods, and policy required by FAR.	Select: ▼	Select: ▼
5g. Conduct market research, including considerations for using nondevelopmental and commercial items, and incorporating socioeconomic considerations.	Select: ▼	Select: ▼
5h. Account for the factors that determine how commercial-off-the-shelf (COTS) products may affect a program during acquisition planning.	Select: ▼	Select: ▼
5i. Formulate the key features of a comprehensive program/project specification and SOW.	Select: ▼	Select: ▼
5j. Clarify source selection criteria including risk analysis methods, FAR Part 15/15.3.	Select: ▼	Select: ▼
5k. Apply and track contract administrative actions in collaboration with the program COR.	Select: ▼	Select: ▼
5l. Administer a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers.	Select: ▼	Select: ▼
5m. Assist the contracting officer in the negotiations with industry for the required level of contract performance.	Select: ▼	Select: ▼
5n. Demonstrate and apply the knowledge and skills required to perform the responsibilities of a COR.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>6. Business, Cost, &amp; Financial Management</b>	Select: ▼	Select: ▼

- 6a. Integrate the common forms of cost estimating and cost analysis into the formulation of financial programs and budgets, budget analysis and execution.
- 6b. Apply the basic concepts of EVM, including cost and schedule program status indicators, and illustrate how EVM relates to managing program risk.
- 6c. Formulate and use cost estimating processes, methods, techniques and analytical principles.
- 6d. Employ techniques to adjust program strategies when EVM indicators indicate high risk or threaten a breach of a program threshold.
- 6e. Assist in the preparation for, and participate in an Integrated Baseline Review (IBR) or similar review for performance measurement.
- 6f. Track program compliance with applicable Federal and agency EVM policies and processes.
- 6g. Analyze and allocate funds within the appropriation categories and correctly commit and obligate funds from each appropriation.
- 6h. Apply and track the program according to applicable agency policy for financial planning, programming, budget development, budget execution, and OMB A-11 application.
- 6i. Construct and present for evaluation a viable business case based on sound cost-benefit analysis, and containing both qualitative and quantitative decision criteria.

Select: ▼	Select: ▼

**7. Leadership**

- 7a. Lead and facilitate an integrated project team (IPT) to satisfactory achievement of program/project goals.
- 7b. Apply an effective communications approach that builds networks and fosters professional alliances.
- 7c. Resolve interpersonal conflicts, grievances and confrontations to minimize negative personal and organizational impact.
- 7d. Identify and effectively leverage the internal and external political environment that impacts the work of the organization.
- 7e. Construct effective and timely decisions, adjusting for timesensitive situations or when relevant information is limited.
- 7f. Demonstrate the ability to develop new insights, question conventional approaches; encourage new ideas and innovations; and design and implement new or cutting edge plans and processes.
- 7g. Foster the talent of others to perform by providing ongoing, effective feedback.
- 7h. Persuade others to accept recommendations, cooperate or change their behavior, work with others towards an agreement, and negotiate to find mutually acceptable solutions.

Proficiency Level	Time Spent
Select: ▼	Select: ▼

7i. Determine the impact that stakeholder relations have on programmatic success.

Select: ▼ | Select: ▼

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	Proficiency Level	Time Spent
<b>1. Requirements Development and Management Process</b>	Select: ▼	Select: ▼
1a. Manage the analyses of user requirements to optimize system performance relative to cost and schedule.	Select: ▼	Select: ▼
1b. Facilitate the application of agency acquisition policies to meet user/mission requirements.	Select: ▼	Select: ▼
1c. Evaluate the preparation and implementation of an Acquisition Strategy with an on-going risk/opportunity management process.	Select: ▼	Select: ▼
1d. Identify, interpret and implement agency financial policies and directives that are applicable to the program.	Select: ▼	Select: ▼
1e. Evaluate analysis of alternative concepts that efficiently meet mission capability gaps.	Select: ▼	Select: ▼
1f. Facilitate the development of the program acquisition approach, define program scope, and coordinate an Integrated Master Plan.	Select: ▼	Select: ▼
1g. Originate and manage an estimate of ownership cost ensuring consistency with OMB A-94 and PART analysis.	Select: ▼	Select: ▼
1h. Construct, employ, and then modify based on changes in the acquisition environment, a risk/opportunity management process.	Select: ▼	Select: ▼
1i. Manage the integration of business and technology management strategies, accounting for cost, schedule and performance risks, that delivers best value and meets capability requirements.	Select: ▼	Select: ▼
1j. Design the charter and functions, select and assign membership, and lead integrated product/process teams and other program oriented working groups.	Select: ▼	Select: ▼
1k. Synthesize the efforts and output of functionally oriented product/process teams in preparation for and execution of milestone and stakeholder reviews of the program.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Systems Engineering</b>	Select: ▼	Select: ▼
2a. Formulate, implement and evolve a rigorous Systems Engineering (SE) management program that tracks engineering and specification requirements back to user/mission requirements.	Select: ▼	Select: ▼

2b. Evaluate technical management processes and tools used in the SE process, including configuration management, technical performance measures, and technical design reviews which ensure consistency of a product's attributes with its requirements and technical data information.	Select: ▼	Select: ▼
2c. Evaluate and evolve the process of developing technical solutions which link user requirements to technical performance and lead to the selection of a balanced design solution.	Select: ▼	Select: ▼
2d. Manage development and application of effective system performance measures that provide early indication the selected design solution will meet user requirements.	Select: ▼	Select: ▼
2e. Generate and appraise common decision analysis methods and tools.	Select: ▼	Select: ▼
2f. Assess and evolve products, plans and other documentation related to technical performance measurement, technical assessment, risk/opportunity management and technical data management.	Select: ▼	Select: ▼
2g. Interpret and oversee program implementation of the provisions of the Information Technology Management Reform (Clinger-Cohen) Act.	Select: ▼	Select: ▼
2h. Evaluate common SE management strategies for information technology programs.	Select: ▼	Select: ▼
2i. Plan for the key processes employed in interface management, including the ability to trace system requirements through the software architecture.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>3. Test &amp; Evaluation</b>	Select: ▼	Select: ▼
3a. Facilitate development of a comprehensive test and evaluation strategy, designed to reduce program risks as the program progresses through the acquisition life-cycle.	Select: ▼	Select: ▼
3b. Justify and communicate to program stakeholders, efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.	Select: ▼	Select: ▼
3c. Oversee a comprehensive test and evaluation program, adjusting to changes in program complexity and risk.	Select: ▼	Select: ▼
3d. Manage and critique a strategy for conducting user or operational testing that determines the operational effectiveness and suitability of a system under realistic operational conditions.	Select: ▼	Select: ▼
3e. Manage the programmatic and system impact and risk to program restructuring as a result of analysis and evaluation of developmental and operational test reports.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>4. Life Cycle Logistics</b>	Select: ▼	Select: ▼
4a. Evaluate and implement appropriate, innovative alternative logistics support practices that evolve to optimize	Select: ▼	Select: ▼

life cycle costs, maintain system readiness and reduce logistics footprint.

4b. Critique a product support strategy where interoperability is required and evolve the strategy to achieve a balance in system performance, system readiness and life-cycle cost.

4c. Formulate and defend a performance-based logistics strategy that optimizes total system life cycle costs.

4d. Synthesize logistic analysis results and risk mitigation issues early in the system development process and implement balanced adjustments in the system design to reduce the required support resources and overall life cycle costs.

4e. Organize and track materiel management actions involving the coordination of production, inventory, location, and transportation of program items of materiel (and associated information and financial transactions) to achieve optimum readiness among organizations employing the system.

Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
<b>5. Contracting</b>	Select: ▼	Select: ▼
5a. Adapt pre-award actions required by FAR considering contract terms and conditions.	Select: ▼	Select: ▼
5b. Collaborate with the program contracting officer and orchestrate the source selection process commensurate with the complexity of the procurement.	Select: ▼	Select: ▼
5c. Assess the coordination actions for the preparation of a comprehensive program specification and the Statement of Objectives (SOO), or SOW, or Performance Based Statement of Work (PSPW).	Select: ▼	Select: ▼
5d. Manage the leadership and management processes associated with the integration of program planning and acquisition planning.	Select: ▼	Select: ▼
5e. Develop and defend the overall strategy for managing the coordination and development of the acquisition and contracting strategy, including origination of the exit criteria for each acquisition phase as they apply to contracting.	Select: ▼	Select: ▼
5f. Facilitate the contractual relationship with domestic and international buyers outside the agency which sponsors the program acquisition.	Select: ▼	Select: ▼
5g. Construct and facilitate a negotiated baseline of performance between the operational users, and corresponding commercial and/or organic support providers.	Select: ▼	Select: ▼
5h. Evaluate compliance with the application of Federal and agency acquisition policies to meet user/mission requirements when engaged in the acquisition of services.	Select: ▼	Select: ▼
5i. Orchestrate the preparation, implementation and justification of a contracting approach within the Acquisition Strategy, along with an on-going risk management process for that approach.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>6. Business, Cost, &amp; Financial Management</b>	Select: ▼	Select: ▼
6a. Manage the application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the program manager to base decisions on system-wide analyses and system performance and affordability, and manage the program risk of those decisions.	Select: ▼	Select: ▼

manage the program risk of those decisions.

6b. Oversee and facilitate program application of the common cost estimation techniques, applications, and their underlying analytical principles.

Select: ▼ Select: ▼

6c. Evaluate program application of EVM, the criticality of the IBR or similar review process, and how to interpret the EVM indicators and resulting analysis.

Select: ▼ Select: ▼

6d. Forecast the need for and direct financial planning exercises, and understand the risks associated with the formulated financial plans from those exercise.

Select: ▼ Select: ▼

6e. Assess for merit a benefit-cost analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review.

Select: ▼ Select: ▼

6f. Manage the proper use of funds from each appropriation as well as interpret Appropriations law and the various appropriations categories.

Select: ▼ Select: ▼

6g. Identify, apply and integrate agency financial policies and directives relevant to the program.

Select: ▼ Select: ▼

6h. Evaluate relevance and make programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria.

Select: ▼ Select: ▼

**7. Leadership**

7a. Identify, assess and resolve programmatic problems and use sound judgment to identify corrective courses of action.

Select: ▼ Select: ▼

7b. Demonstrate a high level of responsibility and accountability for effective use of program resources.

Select: ▼ Select: ▼

7c. Model well developed oral and written communications skills and foster their development in subordinates.

Select: ▼ Select: ▼

7d. Facilitate an effective business partnership with the contracting officer, chief acquisition officer, senior-level agency advisors, other business advisers and program stakeholders.

Select: ▼ Select: ▼

7e. Manage to a long-term organizational view that fosters a shared vision and acts as a catalyst for change.

Select: ▼ Select: ▼

7f. Foster an inclusive workplace where diversity and individual difference are valued and leveraged to achieve the vision and mission of the organization.

Select: ▼ Select: ▼

7g. Strategically position the organization to take advantage of new opportunities by developing or improving products or services.

Select: ▼ Select: ▼

7h. Evaluate and remain current on local, national and international policies and trends that affect the organization and shape stakeholders' views.

Select: ▼ Select: ▼

7i. Oversee the formulation of organizational objectives and priorities, and implement plans consistent with the long-term interests of the organization in a global environment.

Select: ▼ Select: ▼

7j. Manage effective and timely stakeholder relationships that generate buy-in to the business and technical

Select: ▼ Select: ▼

Select: ▼ Select: ▼



management approach to the program.

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**\*Please select one of the following options.**

I work in the Contracting program area and would also like to rate my proficiency on the Contracting (FAC-C) competencies/aligned skills

I work in the Contracting Officer's Representative program area and would also like to rate my proficiency on the Contracting Officer's Representative (FAC-COR) competencies/aligned skills

I do not work in the Contracting or Contracting Officer's Representative program area, and do not need to rate my proficiency on FAC-C or FAC-COR

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I work in the Program and Project Managers program area and would also like to rate my proficiency on the Program and Project Managers (FAC-P/PM) competencies/aligned skills

I do not work in the Contracting Officer's Representative or Program and Project Managers program area, and do not need to rate my proficiency on FAC-COR or FAC-P/PM

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# FEDERAL ACQUISITION INSTITUTE



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	Proficiency Level	Time Spent
<b>1. Determination of How Best to Satisfy Requirements for the Mission Area</b>	Select: ▼	Select: ▼
1a. Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Select: ▼	Select: ▼
1b. Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Select: ▼	Select: ▼
1c. Perform acquisition planning by considering all available sources and methods of procurement to satisfy mission needs while appropriately allocating risk.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Consider Socio-economic Requirements (CSE)</b>	Select: ▼	Select: ▼
2a. Consider socio-economic requirements including small business, labor, environmental, foreign, and other socio-economic requirements to provide maximum practicable contracting and subcontracting opportunities.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>3. Promote Competition</b>	Select: ▼	Select: ▼
3a. Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Select: ▼	Select: ▼
3b. Identify and facilitate joint ventures and partnering on solicitations and subcontracting opportunities to increase competition and/or small business participation.	Select: ▼	Select: ▼

increase competition and/or small business participation.

**4. Source Selection Planning**

4a. Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.

**Proficiency Level** **Time Spent**

Select: ▼	Select: ▼
Select: ▼	Select: ▼

**5. Solicitation of Offers**

5a. Conduct pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition.

5b. Publicize proposed procurements to promote competition.

5c. Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement.

5d. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations.

5e. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS (and applicable supplements) to resolve questions.

**Proficiency Level** **Time Spent**

Select: ▼	Select: ▼

**6. Responsibility Determination**

6a. Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.

**Proficiency Level** **Time Spent**

Select: ▼	Select: ▼
Select: ▼	Select: ▼

**7. Bid Evaluation**

7a. Evaluate the sealed bids in a transparent manner to preserve the integrity of the competitive process.

7b. Perform price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.

**Proficiency Level** **Time Spent**

Select: ▼	Select: ▼
Select: ▼	Select: ▼
Select: ▼	Select: ▼

**8. Proposal Evaluation (Contracting by Negotiation)**

8a. Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.

Proficiency Level	Time Spent
Select: ▼	Select: ▼
Select: ▼	Select: ▼

**9. Source Selection**

9a. Decide whether to hold discussions based on results of the evaluation.

9b. Establish the competitive range to determine which of the offers will not be considered for the award.

Proficiency Level	Time Spent
Select: ▼	Select: ▼
Select: ▼	Select: ▼
Select: ▼	Select: ▼

**10. Contract Award**

10a. Select the awardee who in the Government's estimation, provides the best value.

10b. Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.

10c. Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.

Proficiency Level	Time Spent
Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
<b>11. Process Protests</b>	Select: ▼	Select: ▼
11a. Process protests to determine whether to withhold award or stop performance pending outcome of the protest.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>12. Justification of Other than Full and Open</b>	Select: ▼	Select: ▼
12a. Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>13. Terms and Conditions</b>	Select: ▼	Select: ▼
13a. Determine terms and conditions, including special contract requirements applicable to the acquisition that are appropriate for the acquisition to comply with laws and regulations (e.g. method of financing, Government property, intellectual property, OCI, specialty metals).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>14. Preparation and Negotiation</b>	Select: ▼	Select: ▼
14a. Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts' reports), and developing pre-negotiation position to include identifying potential trade-offs.	Select: ▼	Select: ▼
14b. Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.	Select: ▼	Select: ▼

with the offeror to establish a fair and reasonable price.

**15. Advanced Cost and/or Price Analysis**

15a. Evaluate the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.

15b. Develop positions on pricing-related contract terms and conditions to aid in developing the Government's position.

15c. Support special cost, price, and finance efforts by researching, analyzing and providing recommended positions that are in the best interests of the Government.

15d. Evaluate award fee/incentive fee plans and arrangements for adherence to policy and guidance.

**Proficiency Level**

**Time Spent**

Select: ▼ Select: ▼

**16. Initiation of Work**

16a. Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance of the contract.

16b. Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.

**Proficiency Level**

**Time Spent**

Select: ▼ Select: ▼

Select: ▼ Select: ▼

Select: ▼ Select: ▼

**17. Contract Performance Management**

17a. Administer contract by monitoring contracting officer representatives' feedback, contractor performance, and enforcing contractor compliance with contract requirements.

17b. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.

17c. Analyze, negotiate, and prepare claims file in order to issue final decisions.

17d. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.

**Proficiency Level**

**Time Spent**

Select: ▼ Select: ▼

**Proficiency Level Time Spent**

**18. Issue Changes and Modifications**

Select: ▼ Select: ▼

18a. Analyze the need for contract modifications and negotiate and issue contract modifications, as required.

Select: ▼ Select: ▼

**Proficiency Level** **Time Spent**

**19. Approve Payment Requests**

Select: ▼ Select: ▼

19a. Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing.

Select: ▼ Select: ▼

**Proficiency Level** **Time Spent**

**20. Close-out Contracts**

Select: ▼ Select: ▼

20a. Close-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.

Select: ▼ Select: ▼

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	Proficiency Level	Time Spent
<b>21. Addressing Small Business Concerns</b>	Select: ▼	Select: ▼
21a. Assist small business concerns in understanding how to do business with the government, identifying contracting opportunities, and responding to small business inquiries regarding payment delays or problems.	Select: ▼	Select: ▼
21b. Serve as a small business specialist and assist the Small Business Administration's assigned representative in conducting annual reviews of small business share, evaluation of contractors' subcontracting performance, and planning to maximize the use of small businesses.	Select: ▼	Select: ▼
21c. As a small business specialist provide recommendations on acquisition documents as to whether a particular acquisition should be set aside for one of the Small Business programs.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>22. Negotiate Forward Pricing Rates Agreements &amp; Administer Cost Accounting Standards</b>	Select: ▼	Select: ▼
22a. Negotiate forward pricing rate agreements (FPRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>23. Contract Termination</b>	Select: ▼	Select: ▼
23a. Terminate contracts using applicable FAR (and supplemental) requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>24. Procurement Analysis</b>	Select: ▼	Select: ▼

24a. Provide analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters.

Select: [v] Select: [v]

24b. Develop procurement policy and changes in procedures through analysis of major procurements for statutory and regulatory compliance and a macro-analysis of contracting matters.

Select: [v] Select: [v]

24c. Advise on high-level legislation & policy matters to recommend and/or lead change in the procurement process.

Select: [v] Select: [v]

24d. Perform oversight & audits to review contract files, compile lessons learned, & ensure consistent policy application.

Select: [v] Select: [v]

**25. E-Business and Automated Tools**

**Proficiency Level Time Spent**

Select: [v] Select: [v]

25a. Use e-business systems and automated tools to promote standardization, efficiency, and transparency.

Select: [v] Select: [v]

**26. Activity Program Coordinator for Purchase Card**

**Proficiency Level Time Spent**

Select: [v] Select: [v]

26a. Perform oversight and execution for the Purchase Card Program.

Select: [v] Select: [v]

**27. Construction/Architect & Engineering (A&E)**

**Proficiency Level Time Spent**

Select: [v] Select: [v]

27a. Develop acquisition strategies, issues notices/solicitations, conducts negotiations, selects sources, awards/administers contracts for construction & A&E in accordance w/requirements & procedures associated w/construction & A&E outlined in the FAR & supplemental policy & procedures (w/particular attention to FAR Part 36).

Select: [v] Select: [v]

**28. Contracting in a Contingent and/or Combat Environment**

**Proficiency Level Time Spent**

Select: [v] Select: [v]

28a. Apply contracting expertise during deployments, contingency operations, or responses to natural disasters.

Select: [v] Select: [v]

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	Proficiency Level	Time Spent
<b>1. Acquisition Planning</b>	Select: ▼	Select: ▼
1a. Documenting the Source - Assist in determining whether a written source selection plan is necessary, and if so, properly documenting the source selection planning or acquisition strategy.	Select: ▼	Select: ▼
1b. Methods of Payment - Assist in the selection of the most appropriate method of payment that will best minimize the Government's overhead.	Select: ▼	Select: ▼
1c. Contract Financing - Assist in determining whether to provide for Government financing, and, where necessary, the method of financing to use.	Select: ▼	Select: ▼
1d. Unpriced Contracts - Assist in the preparation of unpriced orders and contracts.	Select: ▼	Select: ▼
1e. Recurring Requirements - Assist in determining whether and how to provide for recurring requirements.	Select: ▼	Select: ▼
1f. Contract Type - Assist in determining appropriate contract type(s).	Select: ▼	Select: ▼
1g. Compliance to FAR Guidelines - Assist the CO with compliance of applicable FAR guidelines when acquiring products and services.	Select: ▼	Select: ▼
1h. Determining Need for EVM - Mitigate potential problems with cost, schedule, and technical risks.	Select: ▼	Select: ▼
1i. Task and Delivery Order Contracting - Suggest possible ordering vehicles to the CO in order to assist in determining the appropriate vehicles and submitting work package to request work under the contract.	Select: ▼	Select: ▼
1j. Strategic Planning - Advise customers on their acquisition-related roles and acquisition strategies needed to assure that supplies and services are available to meet mission requirements.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
	Select: ▼	Select: ▼

**2. Market Research (Understanding the Marketplace)**

2a. Conduct, collect, and apply market based research - Ability to understand the market place/requirement to identify the sources for a supply or service, the terms and conditions under which those goods/services are sold to the general public, and assist the CO on the best way to meet the need.

Select: ▼ Select: ▼

2b. Gather all information Related to the Potential Sources of an Acquisition as well as for Commercial Items - Understand the terms and conditions under which the sources sell the goods and/or services involved.

Select: ▼ Select: ▼

2c. Industry Trends - Understand the industry environment and determine availability of sources of supply and/or services.

Select: ▼ Select: ▼

2d. Warranties - Support the Contracting officer in determining whether a warranty is appropriate for a specific acquisition including nature and use of the supplies or services; the cost of applying a warranty and any issues with administration and enforcement.

Select: ▼ Select: ▼

2e. Conflict of Interest - Identifying potential conflicts of interest.

Select: ▼ Select: ▼

2f. Technology - Understanding available sources of information (e.g., internet, spreadsheets) to efficiently conduct sufficient market research.

Select: ▼ Select: ▼

**3. Defining Government Requirements**

3a. Writing Statements of Work - Create statements of work, SOOs and other related documents.

**Proficiency Level**  
Select: ▼ **Time Spent**  
Select: ▼

3b. Conducting Needs Analysis and Preparing Requirements Documents - Perform an analysis, based on standard methodology, to identify all requirements and obligations in order to assist in the development of requirements documents.

Select: ▼ Select: ▼

3c. Assisting in the Development of Acquisition Strategy - Assist the CO with the development of an appropriate acquisition strategy.

Select: ▼ Select: ▼

3d. Pricing Information from Offerors - If requested by the CO, assist in determining what pricing information to require from offerors.

Select: ▼ Select: ▼

Select: ▼ Select: ▼

**4. Effective Pre-Award Communication**

4a. Publicizing Proposed Acquisitions - Recommend to CO additional methods of publicizing the proposed procurement when appropriate.

**Proficiency Level**  
Select: ▼ **Time Spent**  
Select: ▼

4b. Subcontracting Requirements - Recommend appropriate requirements be put into solicitations for subcontracting or make-or-buy situations.

Select: ▼ Select: ▼

Select: ▼ Select: ▼

4c. Solicitation Preparation - Assist in the preparation of a written solicitation, providing guidance as needed in the selection of the appropriate provisions and clauses for the requirement.	Select: ▼	Select: ▼
4d. Pre-Quote/Pre-Bid/Pre-Proposal Conferences- Assist with the pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.	Select: ▼	Select: ▼
4e. Amending / Canceling Solicitations - Provide input into the amendment or cancelation of a solicitation when it is in the best interest of the Government and/or Agency.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>5. Proposal Evaluation</b>	Select: ▼	Select: ▼
5a. Evaluating Non-Price Factors - Apply non-price factors in evaluating quotations, proposals, and past performance.	Select: ▼	Select: ▼
5b. Evaluation Documentation - Ability to clearly document reasoning behind proposed evaluation.	Select: ▼	Select: ▼
5c. Ethics - Ability to demonstrate ethical conduct during the procurement process.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>6. Contract Negotiation</b>	Select: ▼	Select: ▼
6a. Conducting Discussions/Negotiations - Assist CO in preparing for a negotiation session.	Select: ▼	Select: ▼
6b. Determining Capability - Assist in determining and documenting the capability of a firm to effectively perform the terms and conditions of the contract.	Select: ▼	Select: ▼

# FEDERAL ACQUISITION INSTITUTE



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	Proficiency Level	Time Spent
<b>7. Contract Administration Management</b>	Select: ▼	Select: ▼
7a. Contract Administration Planning and Orientations - Define the COR roles and responsibilities by knowing the terms and conditions to which they are assigned; and participate in postaward orientation meetings to review contract milestones and responsibilities.	Select: ▼	Select: ▼
7b. Requests for Contract Modification and Adjustment - Provide appropriate documentation in support of contract modifications or adjustments to the CO.	Select: ▼	Select: ▼
7c. Work Order Management - Submit work package to request work under the contract.	Select: ▼	Select: ▼
7d. Financial Analysis and Reporting - Track the indexes as well as the appropriate burn rate for a given contract.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>8. Effective Inspection &amp; Acceptance</b>	Select: ▼	Select: ▼
8a. Inspect and Accept Deliveries and Services - Understand the process for inspecting deliverables and monitoring services for conformance with contract/ order/agreement terms and conditions, and accept or reject them.	Select: ▼	Select: ▼
8b. Compliance and Completion - Ensure compliance and completion by the Contractor of all required operations, including the preparation of any forms (ex. Material Inspection and Receiving Reports) or equivalent which shall be authenticated and certified by the COR that the services / supplies have been received and are acceptable.	Select: ▼	Select: ▼
8c. Inspection Reports - Process inspection report as supporting documentation for payment and maintain documentation of all inspections performed including disposition of the results. Ensure that invoice properly aligns with delivered services and products received and accepted.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>9. Contract Quality Assurance &amp; Evaluation</b>	Select: ▼	Select: ▼

9a. Quality Assurance - Ensures consistency of appropriate quality requirements as they relate to the contract and validates/verifies adherence to specified requirements through test and measurement activities.

Select: ▼      Select: ▼

9b. Quality Control - Monitors the products or services throughout their life cycle.

Select: ▼      Select: ▼

9c. Knowledge Management - Influences knowledge management practices (e.g. continuous process-improvement).

Select: ▼      Select: ▼

**10. Contract Closeout**

**Proficiency Level**      **Time Spent**

Select: ▼      Select: ▼

10a. Contract Closeout - Given a contract type, identify the FAR regulations, agency supplemental requirements, as appropriate and steps associated with closeout. Distinguish between physical contract completion and administrative contract closeout.

Select: ▼      Select: ▼

10b. Contractor's Performance Evaluation - Recommend the appropriate rating criteria for the Contractor's performance evaluation within the agency past performance system.

Select: ▼      Select: ▼

10c. Contractor Final Payments - Identify conditions for final payment to the Contractor.

Select: ▼      Select: ▼

10d. Program File - Identify the appropriate program file completion requirements.

Select: ▼      Select: ▼

10e. Administrative Close-out of the Contract - Identify the conditions under which a COR's duties and responsibilities end for a specific contract.

Select: ▼      Select: ▼

**11. Contract Reporting**

**Proficiency Level**      **Time Spent**

Select: ▼      Select: ▼

11a. COR Files - Develop the COR file in accordance with Agency requirements.

Select: ▼      Select: ▼

11b. Monitor Contractor's Performance - Ability to monitor performance in accordance with the contract terms and conditions.

Select: ▼      Select: ▼

11c. Invoices - Accept or reject an invoice for a given task or deliverable in accordance with the Prompt Payment Act.

Select: ▼      Select: ▼

**12. Business Acumen and Communications Skill Sets**

**Proficiency Level**      **Time Spent**

Select: ▼      Select: ▼

12a. Program Communications - Manage effective business partnership with the Contracting Officers, agency and other business advisers, and program participants.

Select: ▼      Select: ▼

12b. Program Objectives and Priorities - Participates and/or contributes to the formulation of objectives and priorities, and where appropriate, implement plans consistent with the longterm interests of the organization in a global environment.

 

12c. Stakeholder Relationships - Manages stakeholder relationships that generates buy-in to the business and technical management approach to the program.

 

12d. Risk Management - Identify, mitigate, and advise against potential risks.

 

12e. Project Management Principles - Monitors schedule and delivery processes.

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**\*Please select the highest FAC-P/PM certification level that you've completed. If you are currently working toward a Level 1 FAC-P/PM certification, select "In Progress Level 1."**

Select:

# FEDERAL ACQUISITION INSTITUTE



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	Proficiency Level	Time Spent
<b>1. Requirements Development and Management Process</b>	Select: ▼	Select: ▼
1a. Recognize the applicable laws, statutes and regulations that control the Federal acquisition process.	Select: ▼	Select: ▼
1b. Identify the major organizations that control and execute the Federal acquisition process.	Select: ▼	Select: ▼
1c. Comprehend the interrelationship of the applicable governance, budgeting and requirements development processes which embody all Federal acquisitions.	Select: ▼	Select: ▼
1d. Describe the requirements development process and the criticality of meeting user/mission requirements.	Select: ▼	Select: ▼
1e. Comprehend a general life-cycle model an agency may use to select concepts to meet user/mission requirements.	Select: ▼	Select: ▼
1f. Recognize the role of the Acquisition Strategy and other key planning documentation.	Select: ▼	Select: ▼
1g. Define the utility, basic tenets and guidelines for preparing an Integrated Master Plan and Integrated Master Schedule.	Select: ▼	Select: ▼
1h. Recall the concept of Total Ownership Cost (TOC) and other cost descriptions that define cost accounting of the program.	Select: ▼	Select: ▼
1i. Recognize the program manager's responsibility for managing program cost, schedule and performance to achieve program success.	Select: ▼	Select: ▼
1j. Generalize the risk/opportunity management process.	Select: ▼	Select: ▼
1k. Compare and contrast the major planning attributes of traditional, information technology, services and facilities construction programs.	Select: ▼	Select: ▼
1l. Comprehend the concept and utility of working groups and project oriented team.	Select: ▼	Select: ▼
1m. Identify the functions of membership in a working group or project oriented team.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Systems Engineering</b>	Select: ▼	Select: ▼

2a. Recognize the importance of integrating the Systems Engineering (SE) life cycle and its technical management and review process with the acquisition life cycle.	Select: ▼	Select: ▼
2b. Identify and relate the utility of key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.	Select: ▼	Select: ▼
2c. Recognize the roles and responsibilities of the Government and the contractor in the SE process.	Select: ▼	Select: ▼
2d. Recognize the utility of using work breakdown structures (WBS) as a technical management tool across all functional disciplines in the acquisition process.	Select: ▼	Select: ▼
2e. Discuss the concept of systems management and the role of human factor engineering in system engineering.	Select: ▼	Select: ▼
2f. Define the key aspects of a plan for technical assessment that measures technical progress and assist in the development of a technical assessment plan.	Select: ▼	Select: ▼
2g. Define the key aspects of risk management in the context of systems engineering and participate in development of a risk/opportunity management plan.	Select: ▼	Select: ▼
2h. Describe the content for a technical data management plan.	Select: ▼	Select: ▼
2i. Summarize the process for monitoring and selecting a balanced systems design solution.	Select: ▼	Select: ▼
2j. Comprehend the need for design considerations accounting for: environmental, safety and occupational health (ESOH); human factors; and security factors.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>3. Test &amp; Evaluation</b>	Select: ▼	Select: ▼
3a. Recognize the importance of test and evaluation to acquisition decisions.	Select: ▼	Select: ▼
3b. Explain efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, commercial or modified systems.	Select: ▼	Select: ▼
3c. Identify the role that T&E plays in the systems engineering process.	Select: ▼	Select: ▼
3d. Define and determine the need for a comprehensive test and evaluation approach, including the use of modeling and simulation.	Select: ▼	Select: ▼
3e. Explain the value of a comprehensive and documented test and evaluation strategy and how this strategy evolves into test and evaluation plans, such as a Test and Evaluation Master Plan (TEMP).	Select: ▼	Select: ▼
3f. Discuss various Federal agency processes for conducting test and evaluation, including the need to conduct user testing or operational test and evaluation (OT&E).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
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**4. Life Cycle Logistics**

4a. Express understanding of the concept of integrated product support, the product support elements and purpose of a product support plan.

4b. Comprehend performance-based logistic efforts that optimize total life cycle costs while maintaining system readiness.

4c. Recognize alternative logistics support practices, including supply chain management, best public sector and commercial practices and technology solutions, and their utility and appropriateness according to the type and scope of the acquisition program.

4d. Comprehend the concepts of availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability.

4e. Define interoperability as a key product support factor, along with examples of interoperability application.

4f. Assist in implementation of alternative logistics support practices.

4g. Recognize the importance of planning for the deployment of a new system or project.

**Level**

Select: ▼	Select: ▼

# FEDERAL ACQUISITION INSTITUTE



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	Proficiency Level	Time Spent
<b>5. Contracting</b>	Select: ▼	Select: ▼
5a. Contrast the roles and responsibilities between the contracting officer and the program manager.	Select: ▼	Select: ▼
5b. Recognize the need for a comprehensive program specification and requirements statement that fully and correctly defines the program.	Select: ▼	Select: ▼
5c. Describe pre-award actions and the associated contracting methods required by the Federal Acquisition Regulation (FAR). Recognize the need for the Program Manager to participate in preaward actions required by acquisition planning (FAR Part 7.1).	Select: ▼	Select: ▼
5d. Recall the formal source selection process, including acquisition planning and pre-solicitation processes; market research; the request for proposal (RFP); evaluation of proposals; and contract award.	Select: ▼	Select: ▼
5e. Define the process for developing a comprehensive program specification, Statement Of Work (SOW), and/or Statement of Objective (SOO) that fully and correctly defines the project, addressing roles and missions of the government and contractor.	Select: ▼	Select: ▼
5f. Recognize the benefits of performance-based acquisition.	Select: ▼	Select: ▼
5g. Recognize the need to formulate a source selection plan that allows for best value.	Select: ▼	Select: ▼
5h. Identify key activities in contract administration, including contract modifications and terminations.	Select: ▼	Select: ▼
5i. Illustrate the role of the COR during all phases of the contracting process.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>6. Business, Cost, &amp; Financial Management</b>	Select: ▼	Select: ▼
6a. Comprehend the Congressional appropriation process, the various appropriation categories, and the rules for using the funds from each appropriation.	Select: ▼	Select: ▼
6b. Generalize common uses of cost estimating, cost analysis, financial planning, formulating financial projects and budgets, budget analysis/execution, benefit-cost analysis, EVM, and other methods of performance measurement.	Select: ▼	Select: ▼

6c. Recognize cost estimating processes, methods and techniques.	Select: ▼	Select: ▼
6d. Define the Integrated Baseline Review (IBR) process or similar process that reviews program cost and schedule performance.	Select: ▼	Select: ▼
6e. Recognize the basic concepts of Earned Value Management (EVM), including cost and schedule program status indicators, and how EVM relates to managing program risk.	Select: ▼	Select: ▼
6f. Comprehend how to allocate funds within appropriation categories and how to use the funds from each appropriation.	Select: ▼	Select: ▼
6g. Generalize the agency's policy and for financial planning, programming, budget development, budget execution and OMB A-11 application.	Select: ▼	Select: ▼
6h. Recognize common formats and approach to building and analyzing a viable and relevant Business Case containing both quantitative and qualitative decision criteria.	Select: ▼	Select: ▼
6i. Recall the common types of software instruments available for performance measurement of programs.	Select: ▼	Select: ▼
6j. Recognize the statutory requirements for measuring performance of acquisition programs.	Select: ▼	Select: ▼
6k. Recognize the benefits of using balanced and goal oriented performance measures in managing a program.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>7. Leadership</b>	Select: ▼	Select: ▼
7a. Recognize the basic role of the Program Manager; the qualities of leadership and management as they relate to the Program Manager; and the common leadership challenges faced by Program Managers.	Select: ▼	Select: ▼
7b. Recall accepted methods how to lead/manage a project team to satisfactory achievement of project goals.	Select: ▼	Select: ▼
7c. Recall how to identify problems, determining accuracy and relevance of information and using sound judgment when offering solutions.	Select: ▼	Select: ▼
7d. Relate the various techniques to adapt behavior or work methods in response to new information or changing conditions.	Select: ▼	Select: ▼
7e. Describe methods to hold self and others accountable for measurable, high-quality, timely, and cost-effective results.	Select: ▼	Select: ▼
7f. Comprehend the tenets of effectively communicating information in a succinct and organized manner, orally and in writing.	Select: ▼	Select: ▼
7g. Recognize the value of a customer-oriented approach when assessing needs, resolving conflict, and satisfying expectations.	Select: ▼	Select: ▼
7h. Recognize how Continuous Process Improvement (CPI) is used to enhance an organization's performance and identify key CPI methodologies.	Select: ▼	Select: ▼
7i. Define the principles of ethics and values inherent to the systems acquisition process and identify the core	Select: ▼	Select: ▼

7i. Define the principles of ethics and values inherent to the systems acquisition process and identify the core ethical values associated with acquisition decision making.

7j. Recognize the roles organizational culture and leadership play in establishing an ethical work environment.

7k. Recognize how interpersonal and organizational conflict impacts the program management office and select relevant conflict management techniques and methods to address that conflict.

# FEDERAL ACQUISITION INSTITUTE



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	Proficiency Level	Time Spent
<b>1. Requirements Development and Management Process</b>	Select: ▼	Select: ▼
1a. Illustrate the criticality of user/mission requirements in performing project management functions.	Select: ▼	Select: ▼
1b. Apply government and agency acquisition policies to meet user/mission requirements.	Select: ▼	Select: ▼
1c. Relate how acquisition programs exist in size and scope along a continuum of increasing complexity, mission criticality, cost and level of control and oversight.	Select: ▼	Select: ▼
1d. Discover the scope and purpose of systems acquisition management as an integration of the primary functions of: (1) requirements development and management; (2) systems engineering; (3) test and evaluation; (4) life-cycle logistics; (5) contracting; (6) business, cost estimating and financial management; and (7) leadership.	Select: ▼	Select: ▼
1e. Formulate an Acquisition Strategy that incorporates risk mitigation strategies.	Select: ▼	Select: ▼
1f. Clarify alternative concepts that efficiently meet mission capability gaps.	Select: ▼	Select: ▼
1g. Determine requirements and assist in the planning for technology and business management throughout the acquisition process.	Select: ▼	Select: ▼
1h. Prepare an Integrated Master Plan that reflects the tenets of total life cycle system management.	Select: ▼	Select: ▼
1i. Assist in the development of an estimate of TOC in agency format.	Select: ▼	Select: ▼
1j. Formulate the key features of a risk/opportunity management process.	Select: ▼	Select: ▼
1k. Apply effective oral and written capabilities to communicate project needs and expectations.	Select: ▼	Select: ▼
1l. Form and lead working groups as Integrated Project/Product Teams.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Systems Engineering</b>	Select: ▼	Select: ▼
2a. Apply quantitative and qualitative analytical techniques for decision making.	Select: ▼	Select: ▼
2b. Justify and explain the benefits of using balanced and goal oriented performance measures in managing a	Select: ▼	Select: ▼

system design effort.

2c. Develop and demonstrate effective technical performance measures to monitor system performance.

2d. Develop and apply a viable risk/opportunity management plan in the context of systems engineering (SE).

2e. Administer and assess technical assessment plans and decision analysis methods.

2f. Apply key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.

2g. Structure an effective requirements development and management process that traces engineering and technical specification requirements back to the user's system requirements.

2h. Develop and apply a process for monitoring and selecting a balanced systems design solution.

2i. Apply best practice processes for monitoring and selecting a systems design accounting for: environmental, safety and occupational health (ESOH); human factors; and security requirements.

2j. Comprehend the systems life-cycle management concepts used for information technology (IT) systems.

2k. Illustrate the main causes of software program problems.

2l. Comprehend the major provisions of the Information Technology Management Reform (Clinger-Cohen) Act.

2m. Compare and contrast the common software acquisition strategies and software development paradigms.

2n. Recognize the best practices used in the Federal Government to improve efficiency and effectiveness of software acquisitions.

Select: ▼	Select: ▼

**3. Test & Evaluation**

3a. Select and apply efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.

3b. Comprehend the differences in type and scope of test and evaluation required for different program types, including commercial-off-the-shelf, non-developmental, and developmental programs.

3c. Formulate the test and evaluation strategy for a program, accounting for the differences in hardware centric and information technology centric systems, that demonstrates system performance requirements and progressively reduces program risk.

Proficiency Level	Time Spent
Select: ▼	Select: ▼

**4. Life Cycle Logistics**

Proficiency Level	Time Spent
Select: ▼	Select: ▼

4a. Analyze the product support elements and apply the concept of integrated product support in the formulation of a product support plan.	Select: ▼	Select: ▼
4b. Administer performance-based logistic efforts that optimize total system life cycle cost while maintaining system readiness.	Select: ▼	Select: ▼
4c. Analyze a systems design for availability, supportability, and reliability/maintainability and link this analysis to how the design balances the need to minimize cost, reduce the logistic footprint, provide operational readiness and account for interoperability requirements.	Select: ▼	Select: ▼
4d. Propose appropriate alternative logistics support strategies and practices.	Select: ▼	Select: ▼
4e. Track and act upon logistic analysis results early in the system development process so that balanced adjustments in the system design can be enacted which reduce the required support resources and overall life cycle costs.	Select: ▼	Select: ▼

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Please indicate your current proficiency on each FAC-P/PM Mid-Level technical competency and its set of aligned skills, as well as how frequently you demonstrate the technical competency/aligned skill in your current position. **Each technical competency is bolded** and its aligned skills are listed beneath it with a corresponding number and letter.

Use the following scales when rating each technical competency and aligned skill:

## **Proficiency Scale**

**None:** I do not possess proficiency in this competency/skill.

**Basic:** I am capable of handling the simplest of assignments related to this competency/skill, but need significant assistance beyond the easiest solutions.

**Foundational:** I am capable of handling some assignments involving this competency/skill, but need assistance beyond routine situations.

**Intermediate:** I am capable of handling many day-to-day assignments involving this competency/skill, but may seek assistance in difficult or new situations.

**Advanced:** I am capable of handling most day-to-day assignments involving this competency/skill, though may seek expert assistance with particularly difficult or unique situations.

**Expert:** I am capable of handling all assignments involving this competency/skill and may serve as a role model and/or coach for others.

## **Time Spent**

**None:** I spend no time on this competency/skill in my current position.\*

**Minimal:** I spend very little time on this competency/skill in my normal work activities.

**Moderate:** I spend a fair amount of time on this competency/skill in my normal work activities.

**Extensive:** I spend a large portion of my time on this competency/skill in my normal work activities.

**\*If a competency or aligned skill is not performed as part of your current position, select "None" from the "Time Spent" drop-down.**

	Proficiency Level	Time Spent
<b>5. Contracting</b>	Select: ▼	Select: ▼
5a. Examine the leadership and management processes associated with acquisition planning.	Select: ▼	Select: ▼
5b. Interpret the differences in business processes between industry and the Federal government as they relate to contracting.	Select: ▼	Select: ▼
5c. Correlate the relationship between the Acquisition Strategy and the Acquisition Plan.	Select: ▼	Select: ▼
5d. Formulate an Acquisition Strategy which includes a comprehensive contracting approach that incorporates risk mitigation strategies.	Select: ▼	Select: ▼
5e. Illustrate the basis for building and maintaining effective contract incentive relationships.	Select: ▼	Select: ▼
5f. Differentiate the key features of pre-award actions, contracting methods, and policy required by FAR.	Select: ▼	Select: ▼
5g. Conduct market research, including considerations for using nondevelopmental and commercial items, and incorporating socioeconomic considerations.	Select: ▼	Select: ▼
5h. Account for the factors that determine how commercial-off-the-shelf (COTS) products may affect a program during acquisition planning.	Select: ▼	Select: ▼
5i. Formulate the key features of a comprehensive program/project specification and SOW.	Select: ▼	Select: ▼
5j. Clarify source selection criteria including risk analysis methods, FAR Part 15/15.3.	Select: ▼	Select: ▼
5k. Apply and track contract administrative actions in collaboration with the program COR.	Select: ▼	Select: ▼
5l. Administer a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers.	Select: ▼	Select: ▼
5m. Assist the contracting officer in the negotiations with industry for the required level of contract performance.	Select: ▼	Select: ▼
5n. Demonstrate and apply the knowledge and skills required to perform the responsibilities of a COR.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>6. Business, Cost, &amp; Financial Management</b>	Select: ▼	Select: ▼

- 6a. Integrate the common forms of cost estimating and cost analysis into the formulation of financial programs and budgets, budget analysis and execution.
- 6b. Apply the basic concepts of EVM, including cost and schedule program status indicators, and illustrate how EVM relates to managing program risk.
- 6c. Formulate and use cost estimating processes, methods, techniques and analytical principles.
- 6d. Employ techniques to adjust program strategies when EVM indicators indicate high risk or threaten a breach of a program threshold.
- 6e. Assist in the preparation for, and participate in an Integrated Baseline Review (IBR) or similar review for performance measurement.
- 6f. Track program compliance with applicable Federal and agency EVM policies and processes.
- 6g. Analyze and allocate funds within the appropriation categories and correctly commit and obligate funds from each appropriation.
- 6h. Apply and track the program according to applicable agency policy for financial planning, programming, budget development, budget execution, and OMB A-11 application.
- 6i. Construct and present for evaluation a viable business case based on sound cost-benefit analysis, and containing both qualitative and quantitative decision criteria.

Select: ▼	Select: ▼

**7. Leadership**

- 7a. Lead and facilitate an integrated project team (IPT) to satisfactory achievement of program/project goals.
- 7b. Apply an effective communications approach that builds networks and fosters professional alliances.
- 7c. Resolve interpersonal conflicts, grievances and confrontations to minimize negative personal and organizational impact.
- 7d. Identify and effectively leverage the internal and external political environment that impacts the work of the organization.
- 7e. Construct effective and timely decisions, adjusting for timesensitive situations or when relevant information is limited.
- 7f. Demonstrate the ability to develop new insights, question conventional approaches; encourage new ideas and innovations; and design and implement new or cutting edge plans and processes.
- 7g. Foster the talent of others to perform by providing ongoing, effective feedback.
- 7h. Persuade others to accept recommendations, cooperate or change their behavior, work with others towards an agreement, and negotiate to find mutually acceptable solutions.

Proficiency Level	Time Spent
Select: ▼	Select: ▼

7i. Determine the impact that stakeholder relations have on programmatic success.

Select: ▼

Select: ▼

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Please indicate your current proficiency on each FAC-P/PM Senior Level technical competency and its set of aligned skills, as well as how frequently you demonstrate the technical competency/aligned skill in your current position. **Each technical competency is bolded** and its aligned skills are listed beneath it with a corresponding number and letter.

Use the following scales when rating each technical competency and aligned skill:

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**Extensive:** I spend a large portion of my time on this competency/skill in my normal work activities.

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	Proficiency Level	Time Spent
<b>1. Requirements Development and Management Process</b>	Select: ▼	Select: ▼
1a. Manage the analyses of user requirements to optimize system performance relative to cost and schedule.	Select: ▼	Select: ▼
1b. Facilitate the application of agency acquisition policies to meet user/mission requirements.	Select: ▼	Select: ▼
1c. Evaluate the preparation and implementation of an Acquisition Strategy with an on-going risk/opportunity management process.	Select: ▼	Select: ▼
1d. Identify, interpret and implement agency financial policies and directives that are applicable to the program.	Select: ▼	Select: ▼
1e. Evaluate analysis of alternative concepts that efficiently meet mission capability gaps.	Select: ▼	Select: ▼
1f. Facilitate the development of the program acquisition approach, define program scope, and coordinate an Integrated Master Plan.	Select: ▼	Select: ▼
1g. Originate and manage an estimate of ownership cost ensuring consistency with OMB A-94 and PART analysis.	Select: ▼	Select: ▼
1h. Construct, employ, and then modify based on changes in the acquisition environment, a risk/opportunity management process.	Select: ▼	Select: ▼
1i. Manage the integration of business and technology management strategies, accounting for cost, schedule and performance risks, that delivers best value and meets capability requirements.	Select: ▼	Select: ▼
1j. Design the charter and functions, select and assign membership, and lead integrated product/process teams and other program oriented working groups.	Select: ▼	Select: ▼
1k. Synthesize the efforts and output of functionally oriented product/process teams in preparation for and execution of milestone and stakeholder reviews of the program.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>2. Systems Engineering</b>	Select: ▼	Select: ▼
2a. Formulate, implement and evolve a rigorous Systems Engineering (SE) management program that tracks engineering and specification requirements back to user/mission requirements.	Select: ▼	Select: ▼

2b. Evaluate technical management processes and tools used in the SE process, including configuration management, technical performance measures, and technical design reviews which ensure consistency of a product's attributes with its requirements and technical data information.	Select: ▼	Select: ▼
2c. Evaluate and evolve the process of developing technical solutions which link user requirements to technical performance and lead to the selection of a balanced design solution.	Select: ▼	Select: ▼
2d. Manage development and application of effective system performance measures that provide early indication the selected design solution will meet user requirements.	Select: ▼	Select: ▼
2e. Generate and appraise common decision analysis methods and tools.	Select: ▼	Select: ▼
2f. Assess and evolve products, plans and other documentation related to technical performance measurement, technical assessment, risk/opportunity management and technical data management.	Select: ▼	Select: ▼
2g. Interpret and oversee program implementation of the provisions of the Information Technology Management Reform (Clinger-Cohen) Act.	Select: ▼	Select: ▼
2h. Evaluate common SE management strategies for information technology programs.	Select: ▼	Select: ▼
2i. Plan for the key processes employed in interface management, including the ability to trace system requirements through the software architecture.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>3. Test &amp; Evaluation</b>	Select: ▼	Select: ▼
3a. Facilitate development of a comprehensive test and evaluation strategy, designed to reduce program risks as the program progresses through the acquisition life-cycle.	Select: ▼	Select: ▼
3b. Justify and communicate to program stakeholders, efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.	Select: ▼	Select: ▼
3c. Oversee a comprehensive test and evaluation program, adjusting to changes in program complexity and risk.	Select: ▼	Select: ▼
3d. Manage and critique a strategy for conducting user or operational testing that determines the operational effectiveness and suitability of a system under realistic operational conditions.	Select: ▼	Select: ▼
3e. Manage the programmatic and system impact and risk to program restructuring as a result of analysis and evaluation of developmental and operational test reports.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>4. Life Cycle Logistics</b>	Select: ▼	Select: ▼
4a. Evaluate and implement appropriate, innovative alternative logistics support practices that evolve to optimize	Select: ▼	Select: ▼

life cycle costs, maintain system readiness and reduce logistics footprint.

4b. Critique a product support strategy where interoperability is required and evolve the strategy to achieve a balance in system performance, system readiness and life-cycle cost.

4c. Formulate and defend a performance-based logistics strategy that optimizes total system life cycle costs.

4d. Synthesize logistic analysis results and risk mitigation issues early in the system development process and implement balanced adjustments in the system design to reduce the required support resources and overall life cycle costs.

4e. Organize and track materiel management actions involving the coordination of production, inventory, location, and transportation of program items of materiel (and associated information and financial transactions) to achieve optimum readiness among organizations employing the system.

Select: ▼	Select: ▼

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**Extensive:** I spend a large portion of my time on this competency/skill in my normal work activities.

**\*If a competency or aligned skill is not performed as part of your current position, select "None" from the "Time Spent" drop-down.**

	Proficiency Level	Time Spent
<b>5. Contracting</b>	Select: ▼	Select: ▼
5a. Adapt pre-award actions required by FAR considering contract terms and conditions.	Select: ▼	Select: ▼
5b. Collaborate with the program contracting officer and orchestrate the source selection process commensurate with the complexity of the procurement.	Select: ▼	Select: ▼
5c. Assess the coordination actions for the preparation of a comprehensive program specification and the Statement of Objectives (SOO), or SOW, or Performance Based Statement of Work (PSPW).	Select: ▼	Select: ▼
5d. Manage the leadership and management processes associated with the integration of program planning and acquisition planning.	Select: ▼	Select: ▼
5e. Develop and defend the overall strategy for managing the coordination and development of the acquisition and contracting strategy, including origination of the exit criteria for each acquisition phase as they apply to contracting.	Select: ▼	Select: ▼
5f. Facilitate the contractual relationship with domestic and international buyers outside the agency which sponsors the program acquisition.	Select: ▼	Select: ▼
5g. Construct and facilitate a negotiated baseline of performance between the operational users, and corresponding commercial and/or organic support providers.	Select: ▼	Select: ▼
5h. Evaluate compliance with the application of Federal and agency acquisition policies to meet user/mission requirements when engaged in the acquisition of services.	Select: ▼	Select: ▼
5i. Orchestrate the preparation, implementation and justification of a contracting approach within the Acquisition Strategy, along with an on-going risk management process for that approach.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
<b>6. Business, Cost, &amp; Financial Management</b>	Select: ▼	Select: ▼
6a. Manage the application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the program manager to base decisions on system-wide analyses and system performance and affordability, and manage the program risk of those decisions	Select: ▼	Select: ▼

manage the program risk of those decisions.

6b. Oversee and facilitate program application of the common cost estimation techniques, applications, and their underlying analytical principles.

Select: ▼ Select: ▼

6c. Evaluate program application of EVM, the criticality of the IBR or similar review process, and how to interpret the EVM indicators and resulting analysis.

Select: ▼ Select: ▼

6d. Forecast the need for and direct financial planning exercises, and understand the risks associated with the formulated financial plans from those exercise.

Select: ▼ Select: ▼

6e. Assess for merit a benefit-cost analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review.

Select: ▼ Select: ▼

6f. Manage the proper use of funds from each appropriation as well as interpret Appropriations law and the various appropriations categories.

Select: ▼ Select: ▼

6g. Identify, apply and integrate agency financial policies and directives relevant to the program.

Select: ▼ Select: ▼

6h. Evaluate relevance and make programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria.

Select: ▼ Select: ▼

**7. Leadership**

7a. Identify, assess and resolve programmatic problems and use sound judgment to identify corrective courses of action.

Select: ▼ Select: ▼

7b. Demonstrate a high level of responsibility and accountability for effective use of program resources.

Select: ▼ Select: ▼

7c. Model well developed oral and written communications skills and foster their development in subordinates.

Select: ▼ Select: ▼

7d. Facilitate an effective business partnership with the contracting officer, chief acquisition officer, senior-level agency advisors, other business advisors and program stakeholders.

Select: ▼ Select: ▼

7e. Manage to a long-term organizational view that fosters a shared vision and acts as a catalyst for change.

Select: ▼ Select: ▼

7f. Foster an inclusive workplace where diversity and individual difference are valued and leveraged to achieve the vision and mission of the organization.

Select: ▼ Select: ▼

7g. Strategically position the organization to take advantage of new opportunities by developing or improving products or services.

Select: ▼ Select: ▼

7h. Evaluate and remain current on local, national and international policies and trends that affect the organization and shape stakeholders' views.

Select: ▼ Select: ▼

7i. Oversee the formulation of organizational objectives and priorities, and implement plans consistent with the long-term interests of the organization in a global environment.

Select: ▼ Select: ▼

7j. Manage effective and timely stakeholder relationships that generate buy-in to the business and technical

Select: ▼ Select: ▼

Select: ▼ Select: ▼

management approach to the program.

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**\*Please indicate your current proficiency level related to each general business competency.**

Please indicate your current proficiency on the six general business competencies listed below. General business competencies are the fundamental skills that help support sound acquisition practices and are the same for all three program areas. Use the proficiency scale below when making your ratings.

**Proficiency Scale**

**None:** I do not possess proficiency in this competency.

**Basic:** I am capable of handling the simplest of assignments related to this competency, but need significant assistance beyond the easiest solutions.

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**Intermediate:** I am capable of handling many day-to-day assignments involving this competency, but may seek assistance in difficult or new situations.

**Advanced:** I am capable of handling most day-to-day assignments involving this competency, though may seek expert assistance with particularly difficult or unique situations.

**Expert:** I am capable of handling all assignments involving this competency and may serve as a role model and/or coach for others.

Accountability	Select: ▼
Customer Service	Select: ▼
Decisiveness	Select: ▼
Flexibility	Select: ▼
Interpersonal Skills	Select: ▼
Oral Communication	Select: ▼
Problem Solving	Select: ▼
Resilience	Select: ▼
Technical Credibility	Select: ▼
Written Communication	Select: ▼



**\*Please indicate the number of acquisition-related staff you directly supervise.**

Select:

Please indicate your level of agreement or disagreement with the supervisory questions listed below. The supervisory questions center on aspects of your acquisition office's culture.

Use the following scale when providing your ratings:

- 1 - Strongly Disagree**
- 2 - Disagree**
- 3 - Neither Agree nor Disagree**
- 4 - Agree**
- 5 - Strongly Agree**

	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
My acquisition staff members are appropriately trained to meet the day-to-day acquisition needs of my agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My acquisition staff members effectively apply their training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ment training.

My acquisition staff members are effective in helping the agency fulfill its mission.

My acquisition staff members have the necessary resources to effectively complete assigned tasks.

The skill level of my staff members has improved based on the training and development they have completed in the last year.

My acquisition staff members have an appropriate amount of time to complete operations and also participate in mentoring/coaching and on-the-job training.

My staff members are not risk averse and manage risk effectively.

My staff members look for innovative ways to accomplish their job.



Please indicate your satisfaction across the categories listed below.

**For each section, use the following 5-point scale when providing your ratings:**

- 1 - Very Dissatisfied**
- 2 - Dissatisfied**
- 3 - Neither Satisfied Nor Dissatisfied**
- 4 - Satisfied**
- 5 - Very Satisfied**

**\*Please indicate your level of satisfaction with the following statements related to compensation and awards.**

	Very Dissatisfied		Neither Satisfied Nor Dissatisfied		Very Sat
	1	2	3	4	5
My salary relative to my contribution to the agency's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My salary relative to what other employers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

in the  
Federal  
sector offer.

My salary  
compared  
to what  
employers  
in the  
private  
sector offer.



**\*Please indicate your level of satisfaction with the following statements related to your acquisition job/role.**

	Very Dissatisfied 1	2	Neither Satisfied Nor Dissatisfied 3	4	Very Satisfied
The fit between my skills and my job duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My sense of contribution to the agency's mission and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My opportunities to perform work that is personally meaningful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of my workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\*Please indicate your level of satisfaction with the following statements related to your agency's senior leadership.**

	Very Dissatisfied	Neither Satisfied Nor Dissatisfied	Very Satisfied
--	-------------------	------------------------------------	----------------

	1	2	3	4
The policies and decisions set by senior leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The adequacy of communication received from senior leaders regarding agency goals, priorities, and decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My ability to disclose a suspected violation of a law, rule or regulation without fear of reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leadership's promotion of diversity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\*Please indicate your level of satisfaction with the following statements related to your immediate supervisor.**

	Very Dissatisfied		Neither Satisfied Nor Dissatisfied		Very
	1	2	3	4	
My relationship with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
The support from my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
My supervisor's ability to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

ability to establish a productive work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's technical competence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of communication with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of communication with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's fairness towards his/her staff members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The adequacy of performance-related feedback provided by my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of recognition from my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's encouragement to broaden my skills and capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\*Please indicate your level of satisfaction with the following statements related to your acquisition-related work environment.**

	Very Dissatisfied		Neither Satisfied Nor Dissatisfied		Very
	1	2	3	4	
Availability of the necessary information and resources to achieve my assigned acquisition-related tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Availability of the necessary people with the skills required to achieve my assigned acquisition-related tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
The technical competence of my co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
The quality of work produced by my co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
My co-workers willingness to share knowledge and resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
My ability and encouragement to be innovative in accomplishing my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**\*Please indicate your level of satisfaction with the following statements related to professional training and development.**

	Very Dissatisfied		Neither Satisfied Nor Dissatisfied		Very Satisfied
	1	2	3	4	
Management's support to pursue professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
My access to training and development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
The quality of training and development I have received.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Opportunity for a desirable career path.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**\*Please indicate your level of satisfaction with the following statements related to your work-life balance.**

	Very Dissatisfied		Neither Satisfied Nor Dissatisfied		Very Satisfied
	1	2	3	4	
Opportunities for flexible, part-time, or alternative work schedules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Opportunities for telework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Work/life balance of my position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



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All survey participants are eligible to receive one (1) CLP upon completion of the survey. Participants must have a FAITAS account and be maintaining a certification within FAITAS to have the CLP automatically awarded to your FAITAS CL History. The CLP will be awarded upon completion of this survey; however, please allow up to 48 hours for the CLP to reflect in your FAITAS CL History

If your agency does not maintain certifications through FAITAS, please print or take a screenshot of this page for your records and follow your agency specific process for obtaining continuous learning credit.

**PLEASE CLICK "Finish" BELOW TO COMPLETE THE SURVEY.**

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**Thank you for your participation in the FY 2018 Acquisition Workforce Competency Survey!**

Your input is greatly appreciated, and will help to continue to improve acquisition-related developmental opportunities.