# MID - LEVEL/JOURNEYMAN COMPETENCIES AND CAPABILITIES

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| A2 | Project Management II<br>A minimum of 24 hours of coursework in intermediate project management that enables an individual to:<br>– Develop and document an integrated master schedule;<br>– Assist in the development of an estimate of Total Ownership Cost (TOC);<br>– Define requirements to meet needs including, where appropriate, performance-based outcomes and setting performance standards;<br>– Formulate the key features of a risk/opportunity management process;<br>– Establish a requirements development process that provides traceability back to user-defined capabilities;<br>– Formulate the key features of the T&E program, including modeling and simulation;<br>– Develop a life-cycle plan for delivering, maintaining, and retiring a product that includes supply chain considerations. |

Management Process: Knowledge of and ability to apply government-wide and agency-specific acquisition policies that support assigned missions and functions; understanding of how agency acquisition professionals balance risk; understanding of the many factors that influence cost, schedule, and performance; attention to lessons learned; understanding of metrics needed to manage programs and projects that deliver quality, affordable, supportable, and effective systems/products.

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| 1 Requirements Process | |
| Ability to track and employ, as appropriate, a Departmental/Agency effort aimed at identifying, assessing and prioritizing needed mission oriented Agency capabilities such as adding structure and detail to a regularly scheduled or special functional needs analysis (a study of Agency needs vs. capability gaps). Coordinate with potential users. | A2 |
| Ability to analyze studies of different non-system specific, or activity specific, materiel and non-materiel approaches (concepts) to provide a required capability, assessing in an operational context the performance characteristics of alternatives. | A2 |
| 2 Concept Selection Process (Pre-program/Pre-project) - Concept Selection is selecting the idea(s) which best satisfy the project design. | |
| Ability to clarify as needed an analysis of the alternative concepts so as to reduce the number and refine the concept(s) to better meet the mission capability gap. Issues reviewed include new or expanded studies of performance, effectiveness, suitability, critical technologies, estimated costs, sensitivities, risks, competition, innovation and assumptions; apply OMB A-94 as appropriate. | A2 |
| Ability to perform analysis in support of Agency selection of materiel/non-materiel course of action relative to satisfying the capability gap. | A2 |
| Ability to develop performance measures and associated metrics required to evaluate a possible materiel solution. | A2 |
| Ability to perform analysis in support of selection of a preferred system concept (if the preferred concepts includes a materiel solution) that should be continued into Technology Development and may correct the deficiency, satisfy a capability gap, or incorporate a new technology that results in the development, acquisition, procurement and/or deployment of a new item. | A2 |
| Ability to identify key features for higher authority of a Technology Development Strategy that flows from the completed analysis of alternatives and selected materiel concepts that may include:<br>▪ Draft acquisition approach<br>▪ Draft plan for development increments<br>▪ Estimates of the number of prototypes<br>▪ Support of prototypes<br>▪ Performance goals that may justify more prototypes<br>▪ Strategy to manage research and development<br>▪ Draft description of first technology demo<br>▪ Draft test plan with evaluation criteria<br>▪ Risk management<br>▪ Draft cost, schedule and possible source of funding | A2 |
| 3 Technology Development Process (Pre-program/Pre-project) | |
| Ability to analyze, if applicable, together with the user, "customer needs" into the following program system requirements:<br>▪ Performance parameters objectives and thresholds (the difference being Trade space)<br>▪ Affordability constraints<br>▪ Scheduling constraints<br>▪ Technical constraints | A2 |

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| ▪ Environmental issues<br>▪ Joint, combined and interagency interoperability<br>…while responding to Agency policies on meeting requirements and the documents that identify the capability gap(s) in need of a materiel solution, and<br>…. employing the user's capabilities development document(s) to support pending program initiation, refine the integrated architecture, and clarify how the program will lead to the needed capability. | |
| Ability to analyze a limited number of key performance parameters that are critical to the development of an effective capability. | A2 |
| Ability to develop an acquisition program baseline from the user's performance and schedule requirements, and best estimates of total program cost consistent with projected funding. | A2 |
| Knowledge of and ability to apply agency policy on interoperability. | A2 |
| Ability to plan technology developments and demonstrations (in coordination with systems engineering and test and evaluation personnel/organizations) needed for the capability under consideration, concluding with a plan for the determination of the maturity of the technology and preparation of a system performance specification. | A2 |
| Knowledge of the key features of a business partnership with the Procuring Contracting Officer (PCO) and other business advisers with emphasis on building an acquisition strategy that will lead to program success. | A2 |
| Ability to formulate an Acquisition Strategy (flowing from the Technology Development Strategy) , if applicable, with full stakeholder support, that considers an evolutionary acquisition approach, spiral technology insertion, inter-program dependencies, useful increments or block upgrades, that consider real-world development processes in terms of flexibility for future contract application, and are balanced with the realities of program execution. | A2 |
| Ability to plan for project/program coordination with users, milestone decision authority, industry, and other programs (same, other agencies and international), etc. | A2 |
| Ability to track the actions needed to initiate an Acquisition Project/Program or other Project/Program as appropriate employing OMB A-94 analysis and the OMB Program Assessment Rating Tool (PART). | A2 |
| 4 Core Management Skills & Processes | |
| Ability to develop and document an integrated master schedule, employing schedule network tools and techniques, work loading methods, and using Agency project management software to produce a schedule in one or more desired formats. Inputs to this process may include, e.g.,<br>▪ Activity duration estimates<br>▪ Work Breakdown Schedule<br>▪ Project baseline<br>▪ Resource calendars<br>▪ Resource requirements<br>▪ Activities parameters<br>▪ Project integrated master plan | A2 |
| Ability to prepare a plan for total Life-cycle system management (Integrated Master Plan) addressing phased inputs, outputs, deliverables for each phase, and internal & external project/program technical reviews, Congressional processes, audits and how various project/program functions will be performed and managed. Employ as needed or consider:<br>▪ A tradeoff of cost, schedule and performance<br>▪ Time-phased hardware and financial requirements<br>▪ A method for managing plan modifications<br>▪ Cycle-time reduction techniques<br>▪ WBS, Life Cycle Cost Estimates, configuration management<br>▪ The management of small programs within the larger program<br>▪ The acquisition strategy<br>▪ Applying techniques for breaking program into assigned and prioritized tasks<br>▪ Applying techniques for man loading of contract cost and schedule | A2, C2 |
| Ability to develop a program and contract WBSs structuring/tailoring the WBS to the program and applying elements of scheduling, risk management, cost estimating, contracting, EVM, etc. | A2, C2 |
| Ability to assist in the management of the program including defining program scope, environmental, safety, and occupational health (ESOH), and security measures. | A2 |
| Ability to analyze resource needs for management including application of basic project/program management skills, e.g., organizing/staffing a team, resourcing a project, training, planning for an EVM program linked to risk, creating a schedule and other basic project management practices. | A2, D2 |
| Ability to perform analysis in support of technical reviews. | A2 |
| Ability to coordinate with PCO on contracting processes, strategy, agreements, negotiations, etc. | A2 |

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| Ability to establish a team with the supplier/contractor for organizational mapping, process alignment, joint program review strategies, etc. | A2 |
| Ability to perform analysis in support of prioritizing the application of appropriate resources to the right task at the right time employing project management tools. | A2 |
| 5 Life-Cycle Cost (Total Ownership Cost) Management (OMB A-94) - A **life cycle cost analysis** calculates the cost of a system or product over its entire life span; Total cost of ownership (TCO) is a financial estimate designed to help consumers and enterprise managers assess direct and indirect costs related to the purchase of any capital investment, such as (but not limited to) computer software or hardware. A TCO assessment ideally offers a final statement reflecting not only the cost of purchase but all aspects in the further use and maintenance of the equipment, device, or system considered. | |
| Ability to assist in the development of an estimate of Total Ownership Cost (TOC), in Agency format, revisiting and ensuring that it is consistent with prior OMB A-94 and PART analysis as appropriate, considering full program scope in applying cost estimating techniques/tools to cases involving management decisions, e.g., contractor versus government logistics support:<br>▪ Employ estimating techniques/tools for developing rough cost estimates (Engineering<br>▪ Estimates, Parametric, etc…)<br>▪ Employ cost estimating techniques/tools to 1.) Estimates of ECP and modification costs, 2.) Estimate of project or program cost, and 3.) Life Cycle Cost/TOC estimation for project/program<br>▪ Review an associated risk level for all cost estimates<br>▪ Apply the impact of various reduced funding profiles<br>▪ Review costs within each applicable appropriation<br>▪ Analyze all assumptions, ensuring that they are valid<br>▪ Analyze cost policies and practices<br>▪ Outline a business case analysis applying cost benefit trade-offs to program<br>▪ Recommend appropriate indices for then year and constant year estimates. | A2 |
| 6 Risk and Opportunity Management - Risk management is the process of measuring, or assessing, risk and developing strategies to manage it. Traditional risk management focuses on risks stemming from physical or legal causes (e.g. natural disasters or fires, accidents, death, and lawsuits). | |
| Ability to formulate the key features of a risk/opportunity management process which includes planning, assessment (identification and analysis), handling, and monitoring, all to be integrated and continuously applied throughout the program. Other management actions include:<br>▪ Analyzing risk events<br>▪ Review and report project risk status during various situations<br>▪ Integrate risk management into PM routine practices<br>▪ Review opportunities for cost reduction/avoidance and manage to fruition. | A2, C2 |
| Ability to support decision analysis in the selection of risk handling options/opportunities and fold those options into a detailed Integrated Master Plan and Integrated Master Schedule (IMP/IMS) that:<br>▪ Identifies and prioritizes risk events to be handled<br>▪ Recommends handling actions to be included in project/program<br>▪ Initiates mitigation strategies based on risk assessments<br>▪ Reviews performance of the mitigation strategy<br>▪ Plans for application of critical chain management tools and techniques to balance risks with available resources | A2 |
| Ability to determine an organizational structure/method to track and manage risk/opportunities; using the program WBS, develops a risk management organization for the project including contractor representatives. | A2 |
| Ability to assist in specifying how risk/opportunity management program is to be used within the management of the program; ensuring staff select/apply risk management software accordingly, including such activities as tracking, rating and handling risk/opportunity events, identifying the program critical path, and determining the probabilities of program completion dates and costs.<br>▪ Assesses risk management software<br>▪ Applies schedule, cost and technical data to determine critical risk nodes<br>▪ Assesses schedule analysis, e.g., critical path/slack time | A2, C2 |
| 7 Market Research (including Socioeconomic Considerations) - Market research is the process of systematic gathering, recording and analyzing of data about customers, competitors and the market. Market research can help create a business plan, launch a new product or service, fine tune existing products and services, expand into new markets etc. | |
| Knowledge of and ability to apply FAR Part 10 and 12 (if applicable), while:<br>▪ Applying a business strategy to market research (including socioeconomic considerations)<br>▪ Applying to dual-use technologies to market research (including socioeconomic considerations) | A2 |

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| ▪ Researching commercial items within market research (including socioeconomic considerations) | |
| 9 Working Groups and Teams - Persons who report either directly or indirectly to the project manager and who are responsible for performing project work as a regular part of their assigned duties. | |
| Ability to form and lead working groups and project oriented teams, including Integrated Product and Process Teams. Assist in coaching and evaluating team development and performance and assist teams and the members to be:<br>▪ Open in discussions<br>▪ Qualified to participate and empowered<br>▪ Consistent, success-oriented, proactive in their participation<br>▪ Continuous with "up-the-line" communications<br>▪ Reasoned in disagreement<br>▪ Active in offering issues and committed to their early resolution | A2 |
| Ability to clarify metrics for teams to detect initial signs of problems that require management and decision maker attention.<br>▪ Apply metrics for small project teams to detect initial signs of problems that require management attention.<br>▪ Apply principles of change management as defined in current policies. | A2 |
| Systems Engineering: Recognition of the scientific, management, engineering, and technical skills used in the performance of systems planning, research and development, with an emphasis on performing and managing a technical process. | |
| 10 Technical Management Process | |
| Ability to clarify a requirements management process that provides traceability back to user-defined capabilities. | A2 |
| Ability to develop a Comprehensive Risk/Opportunity Management plan and methods applicable to a systems engineering context that examines the risks of deviating from the program plan. It will examine all aspects of the program and their relationships. The plan and methods should integrate design (performance) requirements with other lifecycle issues such as manufacturing, operations, environment, safety, and occupational health considerations, and support. | A2 |
| Ability to appraise decision analysis methods that will provide the basis for evaluating and selecting alternatives for decision making. Decision analysis involves selecting the criteria for the decision and the methods to be used in conducting the analysis. | A2, C2 |
| Ability to appraise Technical Plans that will ensure the systems engineering processes are applied properly throughout a system's life cycle consistent with the Systems Engineering Plan. | A2 |
| Ability to develop a plan for Technical Assessment that measures technical progress and the effectiveness of plans and requirements. Activities within Technical Assessment include those associated with Technical Performance Measurement and the conduct of technical reviews. | A2 |
| Ability to develop Configuration Management methods and best practices to establish and maintain consistency of a product's attributes with its requirements and product configuration information. | A2 |
| Ability to appraise a plan for Technical Data Management consisting of the disciplined processes and systems used to plan for acquire, access, manage, protect, and use data of a technical nature to support the total life cycle of the system. | A2 |
| Ability to develop a process for Interface Management, including the ability to trace system requirements through the software allocation architecture that will ensure interface definition and compliance among the elements that compose the system; as well as with other systems with which the system or system elements must interoperate. Interface management control measures, e.g., an interface matrix, may ensure that all internal and external interfaces and requirement changes are properly documented in accordance with the configuration management plan and communicated to all affected configuration items. | A2 |
| 11 Technical Process | |
| Ability to structure a Requirements Development process for working with the user to establish and refine operational needs, attributes, performance parameters, trade-offs, and constraints that flow from the needed capabilities, and then ensure that all relevant requirements are addressed. Together with the user, the program manager should translate "customer needs" into the following program and system requirements:<br>▪ Performance parameter objectives and thresholds<br>▪ Affordability constraints<br>▪ Scheduling constraints<br>▪ Technical constraints | A2, C2 |
| Ability to develop a process for monitoring and selecting Design Solution that translates the outputs of the Requirements Development and Logical Analysis processes into alternative design solutions and selects a final design solution. The alternative design solutions include: People, products, and process entities and Related internal and external interfaces. | A2, C2 |
| Ability to structure a process of obtaining sets of logical solutions to improve knowledge of the defined requirements and the relationships among the requirements (e.g., functional, behavioral, temporal). From logical solution sets, oversee the allocation of performance parameters and constraints that then define derived technical requirements to be used for the system design. | A2, C2 |

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| Ability to structure a process for monitoring the Implementation effort that actually yields the lowest level system elements in the system hierarchy. The system element is made, bought, or reused. Making it involves the hardware fabrication processes of forming, removing, joining, and finishing; or the software processes of coding, etc. If implementation involves a production process, a manufacturing system is required to be developed using these same technical and technical management processes. | A2, C2 |
| Ability to develop a process for monitoring the integration program of incorporating the lower level system elements into a higher-level system element in the physical and logical architecture. The plan or strategy for the Integration process, including the assembly sequence, may impose constraints on the design solution. | A2 |
| Ability to structure a process to monitor the verification program which confirms that the system element meets the design-to or build-to specifications. It answers the question "Did you build it right?" As such, it tests the system elements against their defined requirements ("build-to" specifications). | A2 |
| Ability to formulate a process to monitor/coordinate/participate in the validation effort that answers the question of "Did you build the right thing?". As such, it tests the performance of systems within their intended operational environment, with anticipated operators and users. In the early stages of the system life cycle, validation may involve prototypes, simulations, or mock-ups of the system and a model or simulation of the system's intended operational environment. | A2 |
| Ability to develop a process to monitor/coordinate/participate in the transition program applied to move the system element to the next level in the physical architecture or, for the end-item system, to the user, i.e., fielding/deployment of a system and transition to an Operations & Support Phase. This process may include installation at the operator or user site. | A2 |
| **Test and Evaluation (T&E):** Knowledge of and ability to apply efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified systems equipment or materiel, including the need to develop a thorough T&E strategy to validate system performance through measurable methods that relate directly to requirements and to develop metrics that demonstrate system success or failure. | |
| 12 Integration of T&E | |
| Ability to formulate the T&E program including Modeling & Simulation. | A2 |
| 13 Test and Evaluation Strategy (TES) | |
| Ability to draft a comprehensive Test & Evaluation Strategy (TES) by the completion of a Concept Refinement Phase and prior to initiation of a Technology Development Phase that includes security and describes, in as much detail as possible, the risk reduction efforts across the range of program activities that will ultimately produce a valid evaluation of operational effectiveness, suitability, and survivability before full-rate production and deployment. The TES should evolve into the Test & Evaluation Master Plan TEMP. | A2 |
| 14 Realistic or Operational Test and Evaluation (OT&E) | |
| Ability to draft a comprehensive Test & Evaluation Strategy (TES) by the completion of a Concept Refinement Phase and prior to initiation of a Technology Development Phase that includes security and describes, in as much detail as possible, the risk reduction efforts across the range of program activities that will ultimately produce a valid evaluation of operational effectiveness, suitability, and survivability before full-rate production and deployment. The TES should evolve into the Test & Evaluation Master Plan TEMP. | A2 |
| **Life Cycle Logistics (LCS):** Knowledge of and ability to apply performance-based logistic efforts that optimize total system lifecycle availability, supportability, and reliability/maintainability while minimizing cost and logistic footprint, and interoperability. | |
| 15 Life-cycle Logistic (LCL) Management, Product Support, and Interoperability | |
| Ability to propose appropriate, innovative, alternative logistics support practices, including best public sector and commercial practices and technology solutions. Establish logistics support program goals for cost, customer support, performance parameters, spares support and part obsolescence over the program life cycle. Include as part of the Acquisition Strategy a program manager developed fielding/sustainment strategy for Life-cycle Product Support in a supply chain context. | A2 |
| Ability to track logistic risk mitigation issues and analyses early in the system development process to reduce the required resources and overall life cycle costs. | A2, C2 |
| Ability to analyze, as appropriate, statutory guidance/law and Title 10 direction regarding organic depot support (e.g., 50/50 law, core workload, etc.). Include organic depot planning in budget plans and sustainment acquisition strategies. | A2, C2 |

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| B2 | Leadership and Interpersonal Skills II<br>A minimum of 16 hours of coursework in employing correct and effective leadership and interpersonal skills that enables the individual to :<br>– Partner with stakeholders effectively;<br>– Display entrepreneurship;<br>– Think strategically;<br>– Build teams/IPT;<br>– Manage conflict;<br>– Demonstrate creativity/innovation;<br>– Leverage diversity. | |
| Leadership/Professional: Ability to lead/manage a project team to satisfactory achievement of project goals. | | |
| 8 Communications Management - Communicate needs and expectations for the project; how and in what format information will be communicated; when and where each communication will be made and who is responsible for providing each type of communication. | | |
| Ability to use correct and effective oral and written skills. | | B2 |
| Ability to plan for the dissemination of information both internally and externally with emphasis on ensuring all working groups, project oriented teams, IPTs, PM Staff and several layers of contractor/sub-contractor employees have comprehensive macro view of the program. | | B2 |
| Ability to demonstrate effective briefing skills with Executive Branch, Congress, Industry & Stakeholders. | | B2 |
| Ability to share & communicate lessons learned. | | B2 |
| Knowledge of and ability to apply media related policies contained in Agency directives/publications in addressing public affairs. | | B2 |
| 27 Leadership/Professional Skills | | |
| These competencies, in addition to those listed at entry-level, comprise a foundation for effective mid-level program/project manager-related responsibilities:<br>▪ *Partnering* - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.<br>▪ *Team Building/IPT* - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.<br>▪ *Conflict Management* - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.<br>▪ *Political Savvy* - Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.<br>▪ *Strategic Thinking* - Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.<br>▪ *Decisiveness* - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.<br>▪ *Creativity/Innovation* - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.<br>▪ *External Awareness* - Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.<br>▪ *Developing Others* - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.<br>▪ *Entrepreneurship* - Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.<br>▪ *Leveraging Diversity* - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.<br>▪ *Influencing/ Negotiating* - Persuades others to accept recommendations, cooperate, or change their behavior; work with others towards an agreement; negotiates to find mutually acceptable solutions. | | B2 |

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| C2 | Government Specific II<br>A minimum of 24 hours of coursework that is government-specific and enables the individual to:<br>– Develop an overall strategy for managing the acquisition, coordination, and development of the acquisition strategy to include socioeconomic considerations;<br>– Identify key features in terms of pre-award actions required by acquisition planning (FAR Subpart 7.1);<br>– Formulate the key features of a comprehensive program specification and requirements statement;<br>– Identify and develop source selection criteria, including risk analysis method (FAR Part 15.3);<br>– Identify and track contract performance and administrative actions;<br>– Conduct financial planning and execution reviews;<br>– Develop program and project plans in accordance with Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB exhibit 300).<br>– Use strategic sourcing when building and finalizing requirements across the program. | |
| 4 Core Management Skills & Processes | | |
| Ability to prepare a plan for total Life-cycle system management (Integrated Master Plan) addressing phased inputs, outputs, deliverables for each phase, and internal & external project/program technical reviews, Congressional processes, audits and how various project/program functions will be performed and managed. Employ as needed or consider:<br>▪ A tradeoff of cost, schedule and performance<br>▪ Time-phased hardware and financial requirements<br>▪ A method for managing plan modifications<br>▪ Cycle-time reduction techniques<br>▪ WBS, Life Cycle Cost Estimates, configuration management<br>▪ The management of small programs within the larger program<br>▪ The acquisition strategy<br>▪ Applying techniques for breaking program into assigned and prioritized tasks<br>▪ Applying techniques for man loading of contract cost and schedule | | |
| Develop a program and contract WBSs structuring/tailoring the WBS to the program and applying elements of scheduling, risk management, cost estimating, contracting, EVM, etc. | | A2, C2 |
| 5 Life-Cycle Cost (Total Ownership Cost) Management (OMB A-94) | | |
| Ability to apply Department/Agency financial policies and directives that are applicable to the program, such as developing out-year financial plans, budgets estimated in Departmental/Agency formats, including impacts of Earned Value Management. | | C2 |
| 6 Risk and Opportunity Management - Risk management is the process of measuring, or assessing, risk and developing strategies to manage it. Traditional risk management focuses on risks stemming from physical or legal causes (e.g. natural disasters or fires, accidents, death, and lawsuits). | | |
| Ability to formulate the key features of a risk/opportunity management process which includes planning, assessment (identification and analysis), handling, and monitoring, all to be integrated and continuously applied throughout the program. Other management actions include:<br>▪ Analyzing risk events<br>▪ Review and report project risk status during various situations<br>▪ Integrate risk management into PM routine practices<br>▪ Review opportunities for cost reduction/avoidance and manage to fruition. | | A2, C2 |
| Ability to assist in specifying how risk/opportunity management program is to be used within the management of the program; ensuring staff select/apply risk management software accordingly, including such activities as tracking, rating and handling risk/opportunity events, identifying the program critical path, and determining the probabilities of program completion dates and costs.<br>▪ Assesses risk management software<br>▪ Applies schedule, cost and technical data to determine critical risk nodes<br>▪ Assesses schedule analysis, e.g., critical path/slack time | | A2, C2 |
| Systems Engineering: Recognition of the scientific, management, engineering, and technical skills used in the performance of systems planning, research and development, with an emphasis on performing and managing a technical process | | |
| 10 Technical Management Process | | |
| Ability to appraise decision analysis methods that will provide the basis for evaluating and selecting alternatives for decision making. Decision analysis involves selecting the criteria for the decision and the methods to be used in conducting the analysis. | | A2, C2 |

| 11 Technical Process | |
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| Ability to structure a Requirements Development process for working with the user to establish and refine operational needs, attributes, performance parameters, trade-offs, and constraints that flow from the needed capabilities, and then ensure that all relevant requirements are addressed. Together with the user, the program manager should translate "customer needs" into the following program and system requirements:<br>▪ Performance parameter objectives and thresholds<br>▪ Affordability constraints<br>▪ Scheduling constraints<br>▪ Technical constraints | A2, C2 |
| Ability to develop a process for monitoring and selecting Design Solution that translates the outputs of the Requirements Development and Logical Analysis processes into alternative design solutions and selects a final design solution. The alternative design solutions include: People, products, and process entities and<br>Related internal and external interfaces. | A2, C2 |
| Ability to structure a process of obtaining sets of logical solutions to improve knowledge of the defined requirements and the relationships among the requirements (e.g., functional, behavioral, temporal). From logical solution sets, oversee the allocation of performance parameters and constraints that then define derived technical requirements to be used for the system design. | A2, C2 |
| Ability to structure a process for monitoring the Implementation effort that actually yields the lowest level system elements in the system hierarchy. The system element is made, bought, or reused. Making it involves the hardware fabrication processes of forming, removing, joining, and finishing; or the software processes of coding, etc. If implementation involves a production process, a manufacturing system is required to be developed using these same technical and technical management processes. | A2, C2 |
| Life Cycle Logistics (LCS): Knowledge of and ability to apply performance-based logistic efforts that optimize total system lifecycle availability, supportability, and reliability/maintainability while minimizing cost and logistic footprint, and interoperability. | |
| Ability to formulate the key features of a modular open systems approach (MOSA) where interoperability is a key LCL facilitator, which allows the program manager to take advantage of shared government-wide capabilities in designing and implementing a product support strategy. Thus, explicitly consider the long-term potential of Acquisition and Cross-Servicing Agreements (ACSAs). | C2 |
| Ability to track logistic risk mitigation issues and analyses early in the system development process to reduce the required resources and overall life cycle costs. | A2, C2 |
| Ability to analyze, as appropriate, statutory guidance/law and Title 10 direction regarding organic depot support (e.g., 50/50 law, core workload, etc.). Include organic depot planning in budget plans and sustainment acquisition strategies. | A2, C2 |
| Contracting: Knowledge of and the ability to apply the supervision, leadership and management processes/procedures involving the acquisition of supplies and services, construction, research and development; acquisition planning to include performance-based considerations; cost and price analysis; solicitation and selection of sources; preparation, negotiation, and award of contracts; all phases of contract administration; termination options and processes for closeout of contracts; legislation, policies, regulations, and methods used in contracting, and business and industry practices. | |
| 16 Contract Approach | |
| Ability to plan, while teamed with a warranted contracting officer, a process by which the efforts of the PM and PCO and all other personnel responsible for an acquisition are integrated through a comprehensive plan for fulfilling the agency need in a timely manner and at a reasonable cost. This includes developing the overall strategy for managing the acquisition, coordination and development of the acquisition strategy, including support of the exit criteria for each acquisition phase.<br>a. A business partnership should be developed between the PM and the PCO with emphasis on building a successful acquisition strategy leading to program success through:<br>▪ Structuring for competition<br>▪ Structuring socio-economic issues<br>▪ Structuring terms and conditions<br>▪ Formulating the acquisition strategy considering contract types and their applicability as they relate to acquisition strategies, risk and life cycle management of the system.<br>▪ Comprehending procurement policies, contracting regulations, options, procedures and contract administration, performance and management issues.<br>▪ Comprehending Alpha contracting process, as applicable.<br>b. Ensure potential and actual contractors, sub-contractors and affiliated government organizations or offices have full comprehension of program definition, and the procuring Agency' organizational culture and organizational structure. | C2 |
| 17 Prepare Requirements & Support Documentation | |
| Knowledge of key features of pre-award actions required by FAR Subpart 7.1 Acquisition Planning, and the remainder of FAR Parts 1-12 etc., considering key and complex contract terms and conditions for the solicitation. This includes the PM striving to | C2 |

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| ensure program goals are understood by the PCO, potential competing Contractors/Sub-contractors, and that supporting documentation is likely to produce agreements that will facilitate any future contract. Topic areas requiring strong emphasis in terms of continuity, coordination, and interfaces will include those potential contracts with:<br>▪ A multiple incentive structure<br>▪ An SOW that may have unintended nuances<br>▪ A complex CLIN structure<br>▪ Complex provisions for technical execution<br>▪ Complex provisions for executing contract funding<br>▪ Complex provisions that will impact timely and accurate reporting of government funds expenditure<br>▪ Unclear provisions for and the content of possible follow-on contracts as relates to all the above | |
| 18 Prepare & Issue Solicitation | |
| Ability to formulate the key features of a comprehensive program specification and statement of work that fully and correctly defines the program, addressing roles and missions of the government and contractor | C2 |
| Ability to assist in formulating pre-award policies, FAR (if applicable) Parts 5 Publicizing Contract Actions, 13 Simplified Acquisition Procedures and 14, Sealed Bidding, etc. | C2 |
| Ability to analyze pre-solicitation options to include the use of draft solicitation, industry days and one-on-one sessions. | C2 |
| 19 Perform Source Selection - Source selection is the process used in competitive, negotiated contracting to select the proposal expected to result in the best value to the Government. | |
| Ability to clarify source selection criteria including risk analysis methods, FAR Part 15/15.3 (if applicable) Contracting By Negotiation/Source Selection, etc. | C2 |
| Ability to assist in the formulation of a source selection plan that allows for best value selection from a competitive solicitation. | C2 |
| Ability to assist in the structuring of a formal source selection process that is commensurate to the level of procurement action to include the Source Selection Evaluation Board, Source Selection Advisory Counsel/Committee, and Source Selection Authority. | C2 |
| 20 Administer Contract - The process of managing the contract and the relationship between the buyer and seller, reviewing and documenting how a seller is performing or has performed to establish required corrective actions and provide a basis for future relationships with the seller, managing contract related changes, and, when appropriate, managing the contractual relationship with the outside buyer of a project. | |
| Ability to track contract administrative actions, FAR Part 42 (if applicable) (Contract Administration and Audit Services), while addressing "base-lining" the contract as in Research and Technology Protection (RTP) actions and supporting the outlining of the contracting officer representative (COR) duties, if authorized, for administering contract requirements. Included is comprehension of the contract modification process, receipt of contractor change proposals, risk analysis, and contractor financing requirements. | C2 |
| 21 Performance-based Service Agreements | |
| Ability to establish a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers. | C2 |
| Ability to assist in the negotiations for the required level of support at a cost consistent with available support funding. | C2 |
| Inability to apply the management actions required of Agency PM's when engaged in the acquisition of services. This will include compliance with applicable statutes, Agency directives, FAR Part 37 as appropriate, requirements of Agency Decision Authorities, guide books, and Agency instructional pamphlets. | C2 |
| **Business, Cost Estimating & Financial Management:** Knowledge of and the ability to apply the forms of cost estimating, cost analysis, reconciliation of cost estimates, financial planning, formulating financial programs and budgets, budget analysis/execution, benefit-cost analysis, Earned Value Management (EVM), and other methods of performance measurement. | |
| 22 Business Financial Planning & Management | |
| Ability to analyze key elements in the application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the PM to base major decisions on system-wide analyses and the Lifecycle consequences of those decisions, and on system performance and affordability. | C2 |

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| D2 | Earned Value Management and Cost Estimates II<br>A minimum of 24 hours in EVM and cost estimates that enables the individual to:<br>– Explain and use the information system for financial management reporting;<br>– Conduct EVM analysis and implementing changes based on analysis;<br>– Analyze resource needs for management, including planning for an EVM program linked to risk;<br>– Apply business process re-engineering methods for continuous improvement. | |
| **Management Process:** Knowledge of and ability to apply government-wide and agency-specific acquisition policies that support assigned missions and functions; understanding of how agency acquisition professionals balance risk; understanding of the many factors that influence cost, schedule, and performance; attention to lessons learned; understanding of metrics needed to manage programs and projects that deliver quality, affordable, supportable, and effective systems/products. | | |
| 4 Core Management Skills & Processes | | |
| Ability to add structure and detail to a management philosophy for all program plans and actions, and production in particular that stresses eliminating defects by applying business process re-engineering methods for continuous improvement. | | D2 |
| Ability to analyze resource needs for management including application of basic project/program management skills, e.g., organizing/staffing a team, resourcing a project, training, planning for an EVM program linked to risk, creating a schedule and other basic project management practices. | | A2, D2 |
| Ability to identify key features of the EVM baseline review process. | | D2 |
| Ability to plan financial planning and execution reviews. | | D2 |
| **Business, Cost Estimating & Financial Management:** Knowledge of and the ability to apply the forms of cost estimating, cost analysis, reconciliation of cost estimates, financial planning, formulating financial programs and budgets, budget analysis/execution, benefit-cost analysis, Earned Value Management (EVM), and other methods of performance measurement. | | |
| 23 Cost Estimating | | |
| Ability to formulate a cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, and management applications. | | D2 |
| 24 Earned Value Management (EVM) - A project management technique that measures forward progress objectively. EVM has the unique ability to combine measurements of technical performance (i.e., accomplishment of planned work), schedule performance (i.e., behind/ahead of schedule), and cost performance (i.e., under/over budget) within a single integrated methodology. EVM provides an early warning of performance problems while there is time for corrective action. In addition, EVM improves the definition of project scope, prevents scope creep, communicates objective progress to stakeholders, and keeps the project team focused on achieving progress. | | |
| Ability to develop techniques to determine effective program strategies when EVM indicators are yellow and/or red or cross a threshold. | | D2 |
| Ability to apply the Integrated Baseline Review (IBR) process. | | D2 |
| Ability to track and employ Earned Value Management (EVM) policies, methodologies, and software for performance measurement of programs, while:<br>▪ Applying Technical Performance Measurement selection and tracking vs. scheduled data collection events. (include balancing of over/under performance with cost and schedule)<br>▪ Applying EVM policies and methodologies to manage project executed by contractors and government organizations,<br>▪ Applying EVM software<br>▪ Applying technical performance measurement to EVM | | D2 |
| 25 Financial Reporting & Oversight | | |
| Ability to analyze, select and employ an information system, comprised of one or more applications, that is used for any of the following:<br>▪ Collecting, processing, maintaining, transmitting, and reporting data about financial events<br>▪ Supporting financial planning or budgeting activities<br>▪ Accumulating and reporting cost information or<br>▪ Supporting the preparation of financial statements. | | D2 |
| 26 Dept/Agency Programming, Planning and Budgeting Type System (OMB A-11) - provides guidance on preparing the FY Budget submission and includes instructions on budget execution. | | |
| Ability to analyze allocation of funds within appropriation categories and use funds from each appropriation. | | D2 |

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| Ability to apply the project/program Department/Agency's policy/instructions for financial planning, programming, budget development, and budget execution, OMB A-11 application, including the documentation processes, which are employed in the development and decision making of a Department/Agency's total federal fiscal activity for a given fiscal period. | D2 |

**Leadership/Professional:** Ability to lead/manage a project team to satisfactory achievement of project goals.

27 Leadership/Professional Skills

These competencies, in addition to those listed at entry-level, comprise a foundation for effective mid-level program/project manager-related responsibilities:

- *Partnering* - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
- *Team Building/IPT* - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
- *Conflict Management* - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
- *Political Savvy* - Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
- *Strategic Thinking* - Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
- *Decisiveness* - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
- *Creativity/Innovation* - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
- *External Awareness* - Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
- *Developing Others* - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
- *Entrepreneurship* - Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
- *Leveraging Diversity* - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
- *Influencing/ Negotiating* - Persuades others to accept recommendations, cooperate, or change their behavior; work with others towards an agreement; negotiates to find mutually acceptable solutions.