



P/PM: Essential Competencies and Proficiencies for Each Certification Level

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These are the essential competencies and levels of proficiency for the FAC-P/PM. As an individual gains experience, the proficiency level evolves from recognition and awareness of concepts at the entry level to the management and evaluation of their application at the senior level. Additionally, the individual is expected to obtain increasingly more complex leadership competencies.

Entry Level Project Management Competencies

- **Requirements Development and Management Processes**
Recognition of government-wide and agency-specific investment management requirements, acquisition policies, and program management strategies that support assigned missions and functions; understand how to manage 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. Specifically includes recognition of:
 - Requirements Development Process
 - Concept Selection Process
 - Technology Development Process
 - Core Management Skills & Processes
 - Total Ownership Cost (OMB A-94)
 - Risk & Opportunity Management
 - Market Research (including socio-economic considerations)
 - Communications Management
 - Working Groups and Teams
- **Systems Engineering**
Recognition of the scientific, management, engineering & technical skills used in the performance of systems planning, research and development, with an emphasis on performing and managing a technical process.
- **Test and Evaluation (T&E)**
Recognition of efficient and cost effective methods for planning, monitoring, conducting, & evaluating tests of prototype, new, or modified systems equipment or materiel, including the need to develop a thorough Test & Evaluation strategy to validate system performance through measurable methods that relate directly to requirements and to develop metrics that demonstrate system success or failure.
- **Life Cycle Logistics (LCL)**
Recognition of performance-based logistic efforts that optimize total system lifecycle availability, supportability, and reliability/maintainability while minimizing cost and logistic footprint, and interoperability.
- **Contracting**
Recognition of 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, with particular emphasis on:

- Participation in determination of contract approach
- Development of performance-based solutions
- Preparation of requirements & supporting documentation
- Participation in source selection
- Management of contractor performance and contract administration.
- **Business, Cost Estimating & Financial Management**
Recognition of the forms of cost estimating, cost analysis, reconciliation of cost estimates, financial planning, formulating financial programs & budgets, budget analysis/execution, benefit-cost analysis, Earned Value Management (EVM) in accordance with American National Standards Institute (ANSI) Electronics Industries Alliance (EIA) Standard for EVM Systems #748-A, and other methods of performance measurement.
- **Leadership/Professional**
These are the skills, knowledge, abilities and traits acquired through experience, training and education within government and the private sector and are cumulative, leading to skilled supervision and seasoned leadership. These competencies may appear in successive levels to emphasize the process of evolving, developing, and maturing leadership skills.
 - Oral Communications
 - Problem Solving
 - Conflict Management
 - Interpersonal Skills
 - Resilience
 - Flexibility
 - Accountability
 - Written Communication
 - Customer Service

Mid-Level/Journeyman Program and Project Management Competencies

Individuals at this level should be able to recognize and apply the concepts presented at the entry level for

- **Management Processes**
- **Systems Engineering**
- **Test and Evaluation (T&E)**
- **Life Cycle Logistics (LCL)**
- **Contracting**
- **Business, Cost Estimating & Financial Mgmt**

AND

- **Leadership/Professional**
These competencies, in addition to those listed at entry-level, comprise a foundation for effective mid-level program/project manager-related responsibilities. These competencies may appear in successive levels to emphasize the process of evolving, developing, and maturing leadership skills.
 - Influencing/Negotiating
 - Partnering
 - Team Building/IPT



- Conflict Management
- Political Savvy
- Strategic Thinking
- Decisiveness
- Creativity/Innovation
- External Awareness
- Developing Others
- Entrepreneurship
- Leveraging Diversity

Senior/Expert Level Program Management Competencies

Individuals at this level should be able to recognize, apply, and manage and evaluate the concepts presented at the entry level for

- **Management Processes**
- **Test and Evaluation (T&E)**
- **Life Cycle Logistics (LCL)**
- **Contracting**
- **Business, Cost Estimating & Financial Mgmt**

AND

- **Systems Engineering**
Individuals at this level should be able to recognize, apply, and manage and evaluate the application of the scientific, management, engineering and technical skills used in the performance of systems planning, research and development.
- **Leadership/Professional**
These are the skills, knowledge, abilities and traits acquired through experience, training and education within government and the private sector and are cumulative, leading to skilled supervision and seasoned leadership. These competencies may appear in successive levels to emphasize the process of evolving, developing, and maturing leadership skills.
 - Strategic Thinking
 - External Awareness
 - Vision
 - Entrepreneurship