



SENIOR/EXPERT LEVEL COMPETENCIES AND CAPABILITIES

A3	Advanced Acquisition Management III A minimum of 24 hours of learning in advanced acquisition management that enables the individual to: <ul style="list-style-type: none"> - Manage a departmental/agency effort; - Direct the development of concepts, requirements, and project documents related to the program; - Manage the preparation of a program's acquisition strategy; - Use performance-based acquisition principles effectively; - Manage team activities in appropriate market research and acquisition of commercial items in accordance with FAR Parts 10 and 12; - Direct requirements baselining, change processes, and resourcing. 	
Management Process: Recognition of 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.		
1 Requirements Process		
	Ability to manage a Departmental/Agency effort in identifying, assessing and prioritizing needed mission oriented Agency capabilities such as overseeing a regularly scheduled or special functional needs analysis (a study of Agency needs vs. capability gaps). Coordinate with potential users.	A3
	The ability to initiate and evaluate, if applicable, 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.	A3
2 Concept Selection Process (Pre-program/Pre-project) - Concept Selection is selecting the idea(s) which best satisfy the project design.		
	Ability to track and evaluate, if applicable, 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.	A3
	Ability to offer recommendations, as appropriate, in Agency selection of materiel/non-materiel course of action relative to satisfying the capability gap.	A3
	Ability to oversee the establishment of performance measures and associated metrics required to evaluate a possible materiel solution.	A3
	Ability to offer recommendations, as appropriate, on 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.	A3
	Ability to evaluate and propose, if applicable, to higher authority, as required, a <u>Technology Development Strategy</u> that flows from the completed analysis of alternatives and selected materiel concepts that may include: <ul style="list-style-type: none"> ▪ Draft acquisition approach ▪ Draft plan for development increments ▪ Estimates of the number of prototypes ▪ Support of prototypes ▪ Performance goals that may justify more prototypes ▪ Strategy to manage research and development ▪ Draft description of first technology demo ▪ Draft test plan with evaluation criteria ▪ Risk management ▪ Draft cost, schedule and possible source of funding 	A3
3 Technology Development Process (Pre-/program/Pre- project)		
	Ability to evaluate, if applicable, together with the user, "customer needs" into the following program system requirements: <ul style="list-style-type: none"> ▪ Performance parameters objectives and thresholds (the difference being Trade space) ▪ Affordability constraints ▪ Scheduling constraints ▪ Technical constraints 	A3



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<ul style="list-style-type: none"> ▪ Environmental issues ▪ Joint, combined and interagency interoperability ▪ Devise a method to evaluate & control requested/directed changes in requirements while responding to Agency policies on meeting requirements and the documents that identify the capability gap(s) in need of a materiel solution, and 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 validate a limited number of key performance parameters that are critical to the development of an effective capability.	A3
Ability to derive, if applicable, an acquisition program baseline from the user's performance and schedule requirements, and best estimates of total program cost consistent with projected funding.	A3
Ability to initiate, if applicable, oversee and later evaluate technology developments and demonstrations (<u>in coordination with</u> systems engineering and test and evaluation personnel/organizations) needed for the capability under consideration, concluding with a determination as to the maturity of the technology and preparation of a system performance specification.	A3
Ability to evaluate requirements trade-offs, including: <ul style="list-style-type: none"> ▪ International issues (treaties, laws, agreements) ▪ Peer-peer relations with other programs and constraints thereon in family-of-systems ▪ Performance issues (organizational/political context) ▪ Joint users ▪ Post fielding sustainment 	A3
Ability to manage the preparation of an <u>Acquisition Strategy</u> (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.	A3
Ability to conduct project/program coordination with users, milestone decision authority, industry, and other programs (same, other agencies and international), etc.	A3
Ability to formally initiate, as authorized, an Acquisition Project/Program or other Project/Program as appropriate employing OMB A-94 analysis and the OMB Program Assessment Rating Tool.	A3
7 Market Research (including Socioeconomic Considerations) - Market research is the process of systematic gathering, recording and analyzing of data about <u>customers</u> , <u>competitors</u> and the <u>market</u> . Market research can help create a <u>business plan</u> , launch a new product or service, fine tune existing products and services, expand into new markets etc.	
Ability to oversee application of FAR Part 10 and 12 (if applicable), while: <ul style="list-style-type: none"> ▪ Overseeing the application of a business strategy to market research (including socioeconomic considerations). ▪ Overseeing the application of dual-use technologies to market research (including socioeconomic considerations). ▪ Validating market research (including socioeconomic considerations) of commercial items, including international sources. 	A3
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.	
17 Prepare Requirements & Support Documentation	
Ability to participate in 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 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 <u>continuity</u> , <u>coordination</u> , and <u>interfaces</u> will include those potential contracts with: <ul style="list-style-type: none"> ▪ A multiple incentive structure ▪ A SOW or SOO that may have unintended nuances ▪ A complex CLIN structure ▪ Complex provisions for technical execution ▪ Complex provisions for executing contract funding ▪ Complex provisions that will impact timely and accurate reporting of government funds expenditure ▪ Unclear provisions for and the content of possible follow-on contracts as relates to all the above 	A3
18 Prepare & Issue Solicitation	
Ability to coordinate final preparation of a comprehensive program specification and Statement Of Objectives (SOO) or Statement of Work (SOW) that fully and correctly defines the program, addressing roles and missions of the government and	A3



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contractor.	
Ability to participate in pre-award policies, FAR (if applicable) Parts 5 Publicizing Contract Actions, 13 Simplified Acquisition Procedures and 14, Sealed Bidding, etc.	A3
Ability to assess pre-solicitation options to include the use of draft solicitation, industry days and one-on-one sessions.	A3
21 Performance-based Service Agreements	
Oversee the establishment of a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers.	A3
Oversee negotiations for the required level of support at a cost consistent with available support funding.	A3
Oversee application of the management actions required of Agency PM's when engaged in the <u>acquisition of services</u> . 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.	B3

B3	Project Management III A minimum of 24 hours of instruction in advanced program management that enables the individual to: <ul style="list-style-type: none"> - Coordinatr an integrated master plan for life-cycle management and support ; - Interpret and oversee application of department/agency financial policies and directives as it relates to program and resource management; - Direct and monitor risk management processes and make adjustments as necessary; - Oversee a comprehensive test and evaluation program; - Examine and implement innovative, alternative logistics support practices; - Ensure adequate staffing and resources across the program lifecycle.
Management Process: Recognition of 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 manage the development of the program and define program scope, application of National Environmental Policy Act (NEPA), safety, and occupational health (ESOH), and security measures. B3
	Ability to coordinate 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: <ul style="list-style-type: none"> ▪ A tradeoff of cost, schedule and performance. ▪ Time-phased hardware and financial requirements ▪ A method for managing and planning for modifications ▪ Cycle-time reduction techniques. ▪ WBS, Life Cycle Cost Estimates, configuration management ▪ The management of small programs within the larger program ▪ The acquisition strategy ▪ Applying techniques for breaking program into assigned and prioritized tasks. ▪ Applying techniques for man loading of contract cost and schedule. ▪ Program software and IM/IT issues/planning (see Topics 2 and 4). ▪ Ensure effective linkage to WBS and EVM. B3
	Ability to oversee preparation/documentation of 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., <ul style="list-style-type: none"> ▪ Activity duration estimates ▪ Work Breakdown Schedule ▪ Project baseline ▪ Resource calendars ▪ Resource requirements ▪ Activities parameters ▪ Project integrated master plan ▪ Etc. B3



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Ability to supervise/prepare program and contract WBSs structuring/tailoring the WBS to the program and applying elements of scheduling, risk management, cost estimating, contracting, EVM, etc.	B3
Ability to oversee technical reviews as a tool for coordination and the identification of risks. Stress event-based and not schedule driven actions.	B3
Ability to coordinate with PCO on contracting processes, strategy, agreements, negotiations, etc.	B3
Ability to conduct financial planning and execution reviews.	E3, B3
Ability to supervise and prioritize the application of appropriate resources to the right task at the right time employing project management tools.	B3
5 Life-Cycle Cost (Total Ownership Cost) Management (OMB A-94) - A life cycle cost analysis calculates the <u>cost</u> of a <u>system</u> or <u>product</u> 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 oversee 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: <ul style="list-style-type: none"> ▪ Critique estimating techniques/tools for developing rough cost estimates (Engineering Estimates, Parametric, etc...) ▪ Critique 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. ▪ Justify an associated risk level for all cost estimates. ▪ Define impact of various reduced funding profiles. ▪ Critique costs within each applicable appropriation. ▪ Judge all assumptions, ensuring that they are valid. ▪ Evaluate cost policies and practices. ▪ Construct a business case analysis applying cost benefit trade-offs to program. ▪ Select appropriate indices for then year and constant year estimates. 	B3
6 Risk and Opportunity Management - Risk management is the process of <u>measuring</u> , or <u>assessing</u> , <u>risk</u> and developing <u>strategies</u> 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 establish and manage 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: <ul style="list-style-type: none"> ▪ Judging risk events ▪ Question and report project risk status during various situations ▪ Integrate risk management into PM routine practices ▪ Identify and evaluate opportunities for cost reduction/avoidance and manage to fruition 	B3
Ability to apply 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). <ul style="list-style-type: none"> ▪ Assesses and prioritizes risk events to be handled. ▪ Selects handling actions to be included in project/program. ▪ Evaluates mitigation strategies based on risk assessments ▪ Evaluates mitigation strategy performance ▪ Evaluates application of critical chain management tools and techniques to balance risks with available resources. 	B3
Ability to develop an organizational structure/method to track and manage risk/opportunities; using the program WBS, develop a risk management organization for the project including contractor representatives.	B3
Ability to specify 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. <ul style="list-style-type: none"> ▪ Choose a risk management software ▪ Evaluates schedule, cost and technical data to determine critical risk nodes ▪ Evaluates schedule analysis, e.g., critical path/slack time 	B3
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	



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Ability to manage and 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.	B3
Ability to oversee, prepare and 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.	B3
Ability to oversee a plan for Technical Assessment that measure 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.	B3
Ability to supervise a requirements management process that provides traceability back to user-defined capabilities.	B3
Ability to manage 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.	B3
Ability to oversee Configuration Management methods and best practices to establish and maintain consistency of a product's attributes with its requirements and product configuration information.	B3
Ability to oversee and 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.	B3
Ability to oversee 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.	B3
11 Technical Process	
Ability to Manage 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: <ul style="list-style-type: none"> ▪ Performance parameter objectives and thresholds ▪ Affordability constraints ▪ Scheduling constraints ▪ Technical constraints 	B3
Ability to oversee the 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.	B3
Ability to oversee and appraise 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: <ul style="list-style-type: none"> ▪ People, products, and process entities ▪ Related internal and external interfaces 	D3, B3
Ability to oversee 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.	B3
Ability to oversee 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.	B3
Test and Evaluation (T&E): Recognition of 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 oversee a comprehensive T&E program including Modeling & Simulation.	B3
13 Test and Evaluation Strategy (TES)	
Ability to oversee a comprehensive Test & Evaluation Strategy (TES) by the completion of a Concept Refinement Phase and	B3



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<p>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.</p>	
14 Realistic or Operational Test and Evaluation (OT&E)	
<p>Ability to critique realistic test or OT&E program that will determine the operational effectiveness and suitability of a system under realistic operational conditions. The testers should use production or production representative articles (if applicable) for the dedicated phase of OT&E that supports the full-rate production decision (if applicable).</p>	B3
<p>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.</p>	
21 Performance-based Service Agreements	
<p>Ability to oversee application of the management actions required of Agency PM's when engaged in the <u>acquisition of services</u>. 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.</p>	B3

C3	Leadership and Interpersonal Skills III	<p>A minimum of 16 hours of coursework in employing correct and effective leadership and interpersonal skills that enables the individual to:</p> <ul style="list-style-type: none"> - Deliver effective presentations to senior level audiences - Build and direct high-powered teams; - Create a culture of development and accountability; - Communicate a compelling vision that generates excitement, enthusiasm, and commitment among team members.
<p>Management Process: Recognition of 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.</p>		
3 Technology Development Process (Pre-program/Pre-project)		
	<p>Ability to develop a business partnership with the Procuring Contracting Officer (PCO), Administrative Contracting Officer (ACO), and other business advisers with emphasis on building an acquisition strategy that will lead to program success.</p>	C3
4 Core Management Skills & Processes		
	<p>Ability to establish a team with the supplier/contractor for organizational mapping, process alignment, joint program review strategies, etc.</p>	C3
8 Communications Management - Communications 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.		
	<p>Ability to employ correct and effective oral and written skills.</p>	C3
	<p>Ability to plan for dissemination of information both internally and externally with emphasis on ensuring all working groups, project oriented teams, IPPTs, PM Staff and several layers of contractor/sub-contractor employees have comprehensive macro view of the program.</p>	C3
	<p>Ability to employ effective briefing skills with Executive Branch, Congress, Industry & Stakeholders.</p>	C3
	<p>Ability to share & communicate lessons learned.</p>	C3
	<p>Ability to apply the media related policies contained in Agency directives/publications in addressing public affairs.</p>	C3
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.		
	<p>Ability to organize, manage and lead, as appropriate, the functions of and membership in working groups and project oriented teams, including Integrated Product and Process Teams. Coach and evaluate team development and performance while urging members and teams to be:</p> <ul style="list-style-type: none"> ▪ Open in discussions with no secrets ▪ Qualified to participate and empowered ▪ Consistent, success-oriented, proactive in their participation ▪ Continuous with "up-the-line" communications ▪ Reasoned in disagreement 	C3



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<ul style="list-style-type: none"> ▪ Active in offering issues and committed to their early resolution 	
<p>Ability to develop metrics for teams to detect initial signs of problems that require management and decision maker attention.</p> <ul style="list-style-type: none"> ▪ Apply metrics for small project teams to detect initial signs of problems that require management attention. ▪ Apply principles of change management as defined in current policies. 	C3
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.	
11 Technical Process	
<p>Ability to manage and appraise 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).</p>	C3
<p>Ability to oversee 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.</p>	C3
<p>Ability to manage 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.</p>	C3
Leadership/Professional: Ability to lead/manage a project team to satisfactory achievement of project goals.	
<p>These competencies, in addition to those listed at entry-level and mid-level comprise a foundation for effective senior level program/project manager-related responsibilities:</p> <ul style="list-style-type: none"> ▪ <i>Vision</i> - Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action. ▪ <i>Entrepreneurship</i> - 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. ▪ <i>External Awareness</i> - 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. ▪ <i>Strategic Thinking</i> - 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. 	A3, B3, C3, D3, E3

D3	Government Specific III A minimum of 24 hours of coursework that is government-specific and enables the individual to: <ul style="list-style-type: none"> - Work with a warranted contracting officer and develop the overall strategy for managing the acquisition; - Participate in pre-award actions required by acquisition planning (FAR Part 7.1) - Apply appropriate principles of OMB Circular A-123, <i>Management's Responsibility for Internal Control</i>; - Direct completion of successful Capital Asset Plan (OMB exhibit 300); - Employ strategic planning and resource management in the federal environment (budget cycle, paperwork, and congressional considerations); - Apply principles of contract and fiscal laws and regulations (anti-deficiency, procurement integrity, and specific purpose statutes) as they pertain to development of program funding, contracts, and strategies; - Manage program in accordance with the agency's and OMB's planning, programming, and budgeting process, as appropriate.
Management Process: Recognition of 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.	
3 Technology Development Process (Pre-program/Pre-project)	
	D3
4 Core Management Skills & Processes	
<p>Ability to plan 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.</p>	D3, E3
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	



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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 interpret and oversee application of 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.	D3
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.	
11 Technical Process	
Ability to oversee and appraise 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: <ul style="list-style-type: none"> ▪ People, products, and process entities ▪ Related internal and external interfaces 	D3, B3
15 Life-cycle Logistic (LCL) Management, Product Support, and Interoperability	
Ability to examine and implement 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. Address installation/facility requirements, location, new or existing. Include as part of the Acquisition Strategy a program manager developed fielding/sustainment strategy for Life-cycle Product Support in a supply chain context.	D3
Ability to oversee 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).	D3
Ability to oversee logistic risk mitigation analyses early in the system development process to reduce the required resources and overall life cycle costs.	D3
Ability to oversee, 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. Address contractor support considerations.	D3
Ability to oversee materiel management actions involving the coordination of production, inventory, location, and transportation of programs items of materiel (and associated information and financial transactions) among the participants in a supply chain to achieve optimum readiness among organizations employing a system.	D3
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.	
16 Contract Approach	
Ability to oversee, when working 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. <ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> ▪ Appropriate D&F actions ▪ Identifying interagency needs ▪ Structuring for competition ▪ Structuring socio-economic issues ▪ Structuring terms and conditions ▪ Formulating the acquisition strategy considering contract types and their applicability as they relate to acquisition strategies, risk and life cycle management of the system ▪ Comprehending procurement policies, contracting regulations, options, procedures and contract administration, performance and management issues ▪ Comprehending Alpha contracting process, as applicable ▪ Special considerations outside the FAR. ▪ Strategic sourcing needs ▪ Use of other Agency contracts 	D3



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	<ul style="list-style-type: none"> ▪ Ethics ▪ Cost vs. fixed price contracts ▪ Need for performance-based contracting and service agreements ▪ Use of a Statement Of Objectives (SOO) <p>b. Oversee efforts to ensure potential and actual contractors, sub-contractors and affiliated government organizations or offices have full comprehension of program definition, and the procuring Agency's organizational culture and organizational structure.</p>	
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 assess application of source selection criteria including risk analysis methods, FAR Part 15/15.3 (if applicable) Contracting By Negotiation/Source Selection, etc.	D3
	Ability to participate in the formulation of a source selection plan that allows for best value selection from a competitive solicitation.	D3
	Ability to participate 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.	D3
	Ability to oversee issues of international sourcing vs. domestic preferences, Buy American Act, Berry Amendment, Canadian inclusion, etc. that restrict sources.	D3
	Ability to oversee issues of price reasonableness (price analysis, audits, cost analysis).	D3
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 support 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. Administer award fee, CPAR and award fee management, and monitoring under performance-based contracting.	D3
Business, Cost Estimating & Financial Management: Recognition of 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 oversee 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.	D3
25 Financial Reporting & Oversight		
	Ability to oversee the selection and employment of an information system, comprised of one or more applications, that is used for any of the following: <ul style="list-style-type: none"> ▪ Collecting, processing, maintaining, transmitting, and reporting data about financial events ▪ Supporting financial planning or budgeting activities ▪ Accumulating and reporting cost information; or ▪ Supporting the preparation of financial statements 	D3, E3
E3	Earned Value Management and Cost Estimates III A minimum of 24 hours in EVM and cost estimates that enables the individual to: <ul style="list-style-type: none"> - Direct and manage EVM implementation across the program spectrum; - Use advance project management skills with extensive EVM capabilities. 	
Management Process: Recognition of 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 plan resource needs for management including application of basic project/program management skills, e.g.,	D3,



Senior/Expert Level Competencies and Capabilities

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.	E3
Ability to apply a management philosophy in all program plans and actions, and production in particular, that stresses eliminating defects by applying business process re-engineering methods for continuous improvement.	E3
Ability to institute and oversee EVM baseline review process.	E3
Ability to coordinate with PCO on contracting processes, strategy, agreements, negotiations, etc.	B3
Ability to conduct financial planning and execution reviews.	E3, B3
Business, Cost Estimating & Financial Management: Recognition of 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 - The process of developing an approximation of the cost of the resources needed to complete project activities.	
Ability to oversee cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, and management applications.	E3
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 assess earned value management (EVM) policies, methodologies, and software for performance measurement of programs, while: <ul style="list-style-type: none"> ▪ Analyzing Technical Performance Measurement selection and tracking vs. scheduled data collection events. (include balancing of over/under performance with cost and schedule) ▪ Analyzing EVM policies and methodologies to manage project executed by contractors and government organizations ▪ Analyzing EVM software ▪ Analyzing technical performance measurement to EVM 	E3
Ability to manage application of the Integrated Baseline Review (IBR) process.	E3
Ability to oversee analytical and evaluative techniques to determine effective program strategies when EVM indicators are yellow and/or red or cross a threshold.	E3
25 Financial Reporting & Oversight	
Ability to oversee the selection and employment of an information system, comprised of one or more applications, that is used for any of the following: <ul style="list-style-type: none"> ▪ Collecting, processing, maintaining, transmitting, and reporting data about financial events ▪ Supporting financial planning or budgeting activities ▪ Accumulating and reporting cost information; or ▪ Supporting the preparation of financial statements 	D3, E3
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 supervise application to the project/program the 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. Ensure anti-deficiency and related provisions are not violated.	E3
Ability to critique allocation of funds within appropriation categories and use of funds from each appropriation.	E3
Ability to oversee financial implications of international partnering (international agreements, dependable undertaking, handling foreign funds, etc.).	E3
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.	
27 Leadership/Professional Skills	
These competencies, in addition to those listed at entry-level and mid-level comprise a foundation for effective senior level program/project manager-related responsibilities: <ul style="list-style-type: none"> ▪ <i>Vision</i> - Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action. 	A3, B3, C3, D3,



Senior/Expert Level Competencies and Capabilities

<ul style="list-style-type: none">▪ <i>Entrepreneurship</i> - 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.▪ <i>External Awareness</i> - 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.▪ <i>Strategic Thinking</i> - 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.	E3
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