

FAC-P/PM Competency Model

Benefits of Competency Models:

- helps to match the current workforce profile with the organization's performance requirements
- help to recruit the skills and proficiency levels needed for now and the future, are the basis for identifying and retaining critical skills and are the foundation for growing intellectual capital
- may help the organization save money by avoiding staffing and re-staffing costs (by recruiting the right talent), turnover costs (by developing a meaningful career plan), and training costs (by developing learning maps that tie competencies to training)

Proficiency Rating Scale

Proficiency levels are defined at 5 levels to illustrate behaviors.

Rating	Description	Explanation
5	Expert	Individual is capable of handling all assignments involving this competency /aligned skill and may serve as a role model and/or coach to others.
4	Advanced	Individual is capable of handling most day-to-day assignments involving this competency/aligned skill, though may seek expert assistance with particularly difficult or unique situations.
3	Intermediate	Individual is capable of handling many day-to-day assignments involving this competency/aligned skill, but may seek assistance in difficult or new situations.
2	Foundational	Individual is capable of handling some assignments involving this competency/aligned skill, but needs assistance beyond routine situations.
1	Basic	Individual is capable of handling the simplest of assignments involving this competency/aligned skill, but needs significant assistance beyond the easiest solutions.

FAC-P/PM Competency Model – Entry/Apprentice Level

FAC-P/PM ENTRY/APPRENTICE LEVEL	
Competency	Proficiency
Requirements Development Management Process	Basic (1)
System Engineering	Basic (1)
Test and Evaluation	Foundational (2)
Life Cycle Logistics	Basic (1)
Acquisition/Contracting	Foundational (2)
Business Financial Management	Foundational (2)
Leadership/Professional	Foundational (2)

FAC-P/PM Competency Model – Mid/Journeyman Level

FAC-P/PM MID/JOURNEYMAN LEVEL	
Competency	Proficiency
Requirements Development Management Process	Intermediate (3)
System Engineering	Intermediate (3)
Test and Evaluation	Intermediate (3)
Life Cycle Logistics	Intermediate (3)
Acquisition/Contracting	Advanced (4)
Business Financial Management	Intermediate (3)
Leadership/Professional	Advanced (4)

FAC-P/PM Competency Model – Senior/Expert Level

FAC-P/PM SENIOR/EXPERT LEVEL	
Competency	Proficiency
Requirements Development Management Process	Advanced (4)
System Engineering	Advanced (4)
Test and Evaluation	Advanced (4)
Life Cycle Logistics	Advanced (4)
Acquisition/Contracting	Advanced (4)
Business Financial Management	Advanced (4)
Leadership/Professional	Expert (5)

Behavioral Indicators

Behavioral Indicators define the behaviors/knowledge that should be exhibited at certain proficiency levels.

For the FAC-P/PM competency model, behavioral indicators have been defined for each of the FAC-P/PM competencies at three proficiency levels (Basic (1), Intermediate (3), and Expert (5)). The other two proficiency levels, Foundational (2) and Advanced (4), have not been defined but may be inferred based on the language of the defined proficiency levels.

Requirements Development and Management Processes Competency

PROFICIENCY LEVEL		BEHAVIORAL INDICATORS
5	Expert	<ul style="list-style-type: none"> - Manage the analyses of user requirements to optimize system performance relative to cost and schedule - Manage the application of agency acquisition policies to meet user/mission requirements - Manage the preparation and implementation of an Acquisition Strategy with an on-going risk/opportunity management process - Manage, identify, and apply agency financial policies and directives that are applicable to the program - Evaluate analysis of alternative concepts to reduce the number to meet the mission capability gap - Manage the development of the program, define program scope, and coordinate an Integrated Master Plan - Manage an estimate of Total Ownership Cost ensuring consistency with OMB A-94 and PART analysis - Manage and establish a risk/opportunity management process - Manage business strategy, dual use technology and market research - Manage and lead the functions of and membership in working groups and program oriented teams - Manage, assign, and lead working groups, program oriented teams, Integrated Project/Product Teams
4	Advanced	
3	Intermediate	<ul style="list-style-type: none"> - Ability to recognize the criticality of user/mission requirements in performing project management functions - Ability to apply government and agency acquisition policies to meet user/mission requirements - Ability to formulate an Acquisition Strategy that incorporates risk mitigation strategies - Ability to clarify alternative concepts to reduce the numbers to meet the mission capability gap - Ability to prepare a plan for total life cycle system management (Integrated Master Plan) - Ability to assist in the development of an estimate of TOC in agency format - Ability to formulate the key features of a risk/opportunity management process - Ability to use effective oral and written capabilities to communicate project needs and expectations - Ability to form and lead working groups, Integrated Project/Product Teams
2	Foundational	
1	Basic	<ul style="list-style-type: none"> - Knowledge of the requirements development process and the criticality of meeting user/mission requirements - Knowledge of the process an agency uses to select concepts to meet user/mission requirements - Knowledge of the role of Acquisition Strategy and the risk/opportunity management process - Knowledge of and the ability to assist in planning technology developments and demonstrations - Knowledge of and the ability to participate in the preparation of a Integrated Master Plan and Integrated Master Schedule - Knowledge of the agency requirement to formally initiate an Acquisition Project or other Project - Knowledge of the concept of Total Ownership Cost (TOC), various cost estimating techniques, and their risks - Knowledge of the concept and utility of working groups and project oriented teams - Knowledge of the risk/opportunity management process - Knowledge of the functions of membership in a working group or project oriented team

Systems Engineering Competency

PROFICIENCY LEVEL		BEHAVIORAL INDICATORS
5	Expert	<ul style="list-style-type: none"> - Manage rigorous utilization of a Systems Engineering Management program that can trace engineering and specification requirements back to user/mission requirements - Manage rigorous utilization of a Configuration Management program that ensures consistency of a product's attributes with its requirements and product configuration information - Manage development and utilization of effective system performance measures that provide early indication that the selected design solution is effective - Manage and appraise Decision Analysis methods - Manage, prepare and apprise the Technical Plans, Technical Assessment, Comprehensive Risk/Opportunity Plan and plan for Technical Data Management - Manage a requirements management process - Manage and appraise the process of obtaining sets of logical solutions and process for monitoring and selecting Design Solution - Manage a process for monitoring the implementation effort and for the integration program
4	Advanced	
3	Intermediate	<ul style="list-style-type: none"> - Ability to apply quantitative and qualitative analytical techniques for decision making - Ability to develop and utilize effective technical performance measures to monitor system performance - Ability to develop and utilize a risk/opportunity plan in the context of systems engineering - Ability to appraise Technical Plans and decision analysis methods - Ability to effectively utilize Configuration Management methods and best practices - Ability to manage a Requirements Development effort - Ability to structure and effectively utilize a requirements management process that traces engineering and specification requirements back to the user/mission requirements - Ability to develop a process for monitoring and selecting Design Solution - Ability to structure a process to monitor the verification program/project which confirms that the system element meets the design-to or build-to specifications - Ability to structure a process for monitoring the implementation effort that actually yields the lowest level system elements in the system hierarchy
2	Foundational	
1	Basic	<ul style="list-style-type: none"> - Knowledge of quantitative and qualitative analytical techniques for decision making - Knowledge of the concept and utility of Technical Performance Measurement - Knowledge of the Systems Engineering process and its use in the systems acquisition process - Knowledge of Systems Management and the role of human factor engineering in System Engineering - Knowledge of Configuration and Technical Data Management methods and best practices - Knowledge of and ability to assist in the development of a plan for Technical Assessment that measures technical progress - Knowledge of and the ability to participate in development of Risk/Opportunity Plan in context of systems engineering - Knowledge of and the ability to describe the content for a Technical Data Management Plan - Knowledge of systems life cycle management concepts and requirements development process - Knowledge of and the ability to assist in the development of a process to monitor, coordinate, and participate in the validation procedures - Knowledge of and the ability to assist in defining a process for monitoring and selecting Design Solution

Test and Evaluation Competency

PROFICIENCY LEVEL		BEHAVIORAL INDICATORS
5	Expert	<ul style="list-style-type: none"> - Manage development of a comprehensive TES that is specifically designed to reduce program risks as the program progresses through the acquisition phases by completion of a Concept Refinement Phase prior to the initiation of a Technology Development Phase - Manage the efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified systems equipment or materiel - Manage a comprehensive T&E program including Modeling & Simulation - Manage and critique realistic test or OT&E program that will determine the operational effectiveness and suitability of a system under realistic operational conditions - Manage the programmatic and system impact; and risk to program restructuring, as a result of analysis and evaluation of developmental and operational test reports - Manage performance-based logistic efforts that optimize total system life cycle availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability
4	Advanced	
3	Intermediate	<ul style="list-style-type: none"> - Ability to apply efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified systems equipment or materiel - Ability to formulate the T&E program/project including Modeling & Simulation - Ability to draft or manage the drafting of a comprehensive TES that demonstrates system performance requirements and progressively reduced program risks
2	Foundational	
1	Basic	<ul style="list-style-type: none"> - Knowledge of efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified systems equipment or materiel - Knowledge of and ability to determine the need for a comprehensive T&E project including Modeling & Simulation - Knowledge of the value of a comprehensive Test & Evaluation Strategy (TES) and how this document can evolve into the Test & Evaluation (T&E) Master Plan TEMP - Knowledge of the agency Operational Test and Evaluation (OT&E) process

Life Cycle Logistics Competency

PROFICIENCY LEVEL		BEHAVIORAL INDICATORS
5	Expert	<ul style="list-style-type: none"> - Manage examination and implementation of appropriate, innovative alternative logistics support practices that attempt to optimize life cycle costs (LCC), maintain system readiness and reduce logistics footprint - Manage the application MOSA where interoperability is a key LCL facilitator - Manage performance-based logistic effort that optimizes total system life cycle costs - Manage and evaluate logistic risk mitigation analyses early in the system development process to reduce the required resources and overall life cycle costs. - Manage and appraise, as appropriate, statutory guidance/law and Title 10 direction regarding organic depot support - Manage materiel management actions involving the coordination of production, inventory, location, and transportation of programs items of materiel (and associated information and financial transactions) to achieve optimum readiness among organizations employing a system
4	Advanced	
3	Intermediate	<ul style="list-style-type: none"> - Ability to apply performance-based logistic efforts that optimize total system life cycle availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability - Ability to propose appropriate, innovative, alternative logistics support practices - 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. - Ability to analyze, as appropriate, statutory guidance/law and Title 10 direction regarding organic depot support - Ability to formulate the key features of a MOSA where interoperability is a key LCL facilitator
2	Foundational	
1	Basic	<ul style="list-style-type: none"> - Knowledge of the concept of Integrated Logistics Support (ILS) and purpose of the ILS Plan - Knowledge of performance-based logistic efforts that optimize total system life cycle costs - Knowledge of alternative logistics support practices, including supply chain functions, best public sector and commercial practices and technology solutions - Knowledge of the concepts of availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability - Knowledge of Modular Open Systems Approach (MOSA) where interoperability is a key LCL factor - Knowledge of and ability to assist in implementation of alternative logistics support practices

Contracting Competency

PROFICIENCY LEVEL		BEHAVIORAL INDICATORS
5	Expert	<ul style="list-style-type: none"> - Manage pre-award actions required by FAR considering contract terms and conditions - Manage the coordination of the final preparation of a comprehensive program specification and the Statement of Objectives (SOO), or SOW, or Performance Based Statement of Work (PSPW) - Manage the leadership and management processes associated with acquisition and acquisition planning - Manage and develop the overall strategy for managing the acquisition, coordination and development of the acquisition strategy, including support of the exit criteria for each acquisition phase - Manage the contractual relationship with the outside buyer of a program - Manage the establishment of a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers - Manage application of the agency acquisition policies to meet user/mission requirements and management actions when engaged in the acquisition of services - Manage the preparation and implementation of an Acquisition Strategy with an on-going risk/opportunity management process
4	Advanced	
3	Intermediate	<ul style="list-style-type: none"> - Ability to supervise and manage the processes associated with the acquisition and acquisition planning - Ability to identify key features of pre-award actions, contracting methods, and policy required by FAR - Ability to formulate the key features of a comprehensive program/project specification and SOW - Ability to clarify source selection criteria including risk analysis methods, FAR Part 15/15.3 - Ability to track contract administrative actions - Ability to establish a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers. - Ability to assist in the negotiations for the required level of support - Ability to formulate an Acquisition Strategy and Contracting/Procurement Strategy that incorporates risk mitigation strategies
2	Foundational	
1	Basic	<ul style="list-style-type: none"> - Knowledge of the leadership and management processes associated with acquisition and acquisition planning - Knowledge of pre-award actions and the associated contracting methods required by Federal Acquisition Regulation (FAR) - Knowledge of and ability to assist in the development of a comprehensive program specification and Statement Of Work (SOW) - Knowledge of the process for formulating and structuring a source selection plan - Knowledge of how to support contract administrative actions - Knowledge of how to negotiate for the required level of support - Knowledge of how to formulate an Acquisition Strategy that incorporates risk mitigation strategies

Business, Cost Estimating & Financial Management Competency

PROFICIENCY LEVEL		BEHAVIORAL INDICATORS
5	Expert	<ul style="list-style-type: none"> - Manage application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the program manager to base major decisions on system-wide analyses and the life cycle consequences of those decisions, and on system performance and affordability - Oversee and understand various cost estimation techniques, applications, and their underlying analytical principles - Manage and understand the application of EVM, the criticality of the IBR process, and how to interpret the EVM indicators and resulting analysis - Ability to anticipate the need for and direct financial planning exercises and understand the risks associated with the formulated financial plans - Manage and understand benefit-cost analysis, the strengths and weaknesses of various analytical methods, and how to interpret the results - Manage the proper use of funds from each appropriation as well as understands the Appropriations law and the various appropriations categories - Manage, identify, and apply agency financial policies and directives that are applicable to the program - Evaluate relevance and make programmatic decisions based on analysis of business cases with both qualitative and quantitative decision criteria.
4	Advanced	
3	Intermediate	<ul style="list-style-type: none"> - Ability to apply forms of cost estimating, cost analysis, reconciliation of cost estimates, financial planning, formulating financial programs/projects and budgets, budget analysis/execution, benefit-cost analysis, EVM, and other methods of performance measurement - Ability to formulate a cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, and management applications - Ability to develop techniques to determine effective program/project strategies when EVM indicators are yellow and/or red or cross a threshold - Ability to apply the IBR process - Ability to track and employ EVM policies, methodologies, and software - Ability to analyze allocation of funds within appropriation categories and use funds from each appropriation - Ability to apply the program/project Department/Agency's policy/instructions for financial planning, programming, budget development, and budget execution, OMB A-11 application - Ability to apply business case analysis techniques and constructs relevant business cases with both qualitative and quantitative decision criteria
2	Foundational	
1	Basic	<ul style="list-style-type: none"> - Knowledge of the Congressional appropriation process, the various appropriation categories, and how to use the funds from each appropriation - Knowledge of the forms of cost estimating, cost analysis, reconciliation of cost estimates, financial planning, formulating financial projects and budgets, budget analysis/execution, benefit-cost analysis, EVM, and other methods of performance measurement - Knowledge of cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, and management applications - Knowledge of the Integrated Baseline Review (IBR) process - Knowledge of techniques used to determine effective project strategies when Earned Value Management (EVM) indicators are yellow and/or red or cross a threshold - Knowledge of how to allocate funds within appropriation categories and how to use the funds from each appropriation - Knowledge of the Department/Agency's policy/instructions for financial planning, programming, budget development, and budget execution, OMB A-11 application - Knowledge of formats and approach to building and analyzing a viable and relevant Business Case containing both quantitative and qualitative decision criteria

Leadership/Professional Competency

PROFICIENCY LEVEL		BEHAVIORAL INDICATORS
5	Expert	<ul style="list-style-type: none"> - Manage, identify, and assess problems and use sound judgment to identify corrective courses of action - Demonstrates a high level of responsibility and accountability for effective use of program resources - Demonstrate well developed oral and written communications skills and fosters their development in subordinates - Manage effective business partnership with the Procuring Contracting Officer (PCO), Administrative Contracting Officer (ACO), senior-level agency advisors, other business advisers, and program participants - Manage team with the supplier/contractor for organizational mapping, process alignment, joint program and review strategies - Manage and evaluate the long-term view to build a shared vision and acts as a catalyst for change - Manage the positioning of the organization by identifying new opportunities; and builds the organization by developing or improving products or services. - Evaluates and remains current on local, national and international policies and trends that affect the organization and shape stakeholders' views - Manage the formulation of objectives and priorities, and implement plans consistent with the long-term interests of the organization in a global environment - Manages stakeholder relationships that generates buy-in to the business and technical management approach to the program
4	Advanced	
3	Intermediate	<ul style="list-style-type: none"> - Ability to lead/manage an integrated program/project team to satisfactory achievement of program/project goals - Ability to develop networks and build alliances - Ability to resolve conflicts, grievances, confrontations to minimize negative personal impact - Ability to identify the internal and external politics that impact the work of the organization - Ability to make well-informed, effective, and timely decisions, even when data is limited - Ability to develop new insights, questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/project processes - Ability to develop the talent of others to perform by providing ongoing feedback - Ability to persuade others to accept recommendations, cooperate or change their behavior, work with others towards an agreement, negotiate to find mutually acceptable solutions - Ability to recognize the impact that stakeholder relations has on programmatic success.
2	Foundational	
1	Basic	<ul style="list-style-type: none"> - Knowledge of methods on how to lead/manage a project team to satisfactory achievement of project goals - Knowledge of and the ability to identify problems; determine accuracy and relevance of information and use sound judgment - Knowledge of and the ability to adapt behavior or work methods in response to new information or changing conditions - Knowledge of methods to hold self and others accountable for measurable high-quality, timely, and cost-effective results - Knowledge of and the ability to communicate information in a succinct and organized manner orally and in writing - Knowledge of and the ability to work with customers to assess needs, resolve problems, and satisfy expectations