

DoD Program Management Career Field Functional Competencies

- Competency Units: 4
- Unit of Competency (UOC): 18
- Competencies: 69
- Competency Elements; 184
- Element Descriptions: Approx. three (basic, intermediate, and advanced) for each competency element

ANSI Standard

Program Management Institute (PMI) Standard for Project Management does not identify PM “competencies”. It does contain –

- Project Management Knowledge Areas: 10
- Project Management Processes: 49 mapped to each knowledge area, managed by 5 Process Management Groups

UOC	Topic	Competency Description	Sub-Competencies	Description
Acquisition Management (AM)1	Capability Integration Planning	Supervise the requirements management effort to derive, feasible program and portfolio requirements from the user capability needs statement and CONOPs per Joint Capabilities Integration and Development System (JCIDS) outputs or functional problem statements (for business systems) to establish the Acquisition Program Baseline (APB).	<ol style="list-style-type: none"> 1. Implement a process, in coordination with user(s), to create and manage program requirements baseline (including interfaces) across the program life cycle 2. Establish a time-sensitive process for implementing requirements changes resulting from emerging intelligence information or other sources. 3. Supervise identification and articulation of rapid response situations; ensure use of unique documents and procedures needed to support urgent warfighter needs. 4. Guide requirements process together with user(s) to meet “customer needs” and support decisions in context of system-of-systems architecture. 5. Identify and incorporate best practices in trade-off analysis and system engineering to make requirements related program decisions 6. Ensure the DOD Information Enterprise Architecture is implemented. 	<p>Scope Management. Includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.</p> <p>Planning Process Group</p> <ul style="list-style-type: none"> - Plan Scope Management -- Collect Requirements -- Define Scope -- Create WBS <p>Monitoring & Controlling Process Group</p> <ul style="list-style-type: none"> -- Validate Scope -- Control Scope
AM1		Supervise the acquisition program strategic planning process to develop and document the organization's mission, vision of success, and fundamental values as they relate to achieving successful acquisition outcomes	<ol style="list-style-type: none"> 1. Supervise and approve the development of an acquisition program baseline. 2. Frame an Acquisition Strategy that addresses the JCIDS requirements given the PPBE resourcing constraints and relevant risks & opportunities. 3. Crosswalk and validate supporting technical, financial, and contract planning documents against the Acquisition Strategy goals and objectives. 	<p>Integration Management. Includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups</p> <ul style="list-style-type: none"> - Initiating Process Group: Develop Project Charter - Planning Process Group: Develop Project Management Plan - Executing Process Group: Direct and Manage Project Work; Manage Project Knowledge - Monitoring & Controlling Process Group: Monitor and Control Project Work; Perform Integrated Change Control - Closing Process Group: Close Project or Phase
		Utilize business case development to evaluate the merits and associated trade space of two or more potential solutions that provides industry with the frame work for creating functional activities to develop a product	<ol style="list-style-type: none"> 1. Determine the merits and associated trade space of potential solutions 2. Understand that potential solutions are evaluated based on the merits and associated trade space for each solution. 	

UOC	Topic	Competency Description	Sub-Competencies	Description
Acquisition Management (AM)2	Acquisition Law and Policy	Supervise the application of current acquisition policy and best practices to products and processes in each phase of the Defense Acquisition Management System to enable sound acquisition management decisions.	<ol style="list-style-type: none"> 1. Supervise the application of current acquisition policy and best practices to products and processes in each phase of the Defense Acquisition Management System to enable sound acquisition management decisions. 2. Describe conditions that shape whether or not business is conducted in accordance with all applicable laws, regulations and contractual obligations to ensure boundaries are understood for effective program management. 3. Translate Congressional language / direction into program specific direction. 4. Implement, as appropriate, statutory guidance/law and Title 10 direction regarding organic depot support (e.g., 50/50 law, core workload, etc.). 5. Ensure the implementation, as appropriate, statutory guidance/law and Title 10 direction regarding the technical management of a 	
AM3	Program Execution	Establish, specify, and manage an integrated risk, issue and opportunity management process	<ol style="list-style-type: none"> 1. Ensure various techniques are understood and used to identify or forecast program related risks, issues and opportunities. 2. Exercise various techniques to analyze program related risks, issues and opportunities in order to support decision making 3. Based on program conditions and analysis results, provide guidance for and select the optimal risk, issue and opportunity handling technique. 4. Create an organizational culture/ structure/method that tracks and manages risk/opportunities associated with any acquisition environment. 	<p>Risk Management. Includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Risk Management -- Identify Risks -- Perform Qualitative Risk Analysis -- Perform Quantitative Risk Analysis -- Plan Risk Responses - Executing Process Group <ul style="list-style-type: none"> -- Implement Risk Responses - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Monitor Risks
AM3		Analyze an integrated master plan (IMP) confirming measures of effectiveness, measures of performance, technical performance measures and accomplishment criteria accurately define the program architecture consistent with the acquisition strategy, SEP and TEMP	<ol style="list-style-type: none"> 1. Supervise the development of a WBS and evaluate the degree to which the program WBS captures program requirements. 2. Supervise the development and evaluate an IMS that reflects best practices in schedule development and analysis. 	<p>Scope Management. Includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.</p> <p>Planning Process Group</p> <ul style="list-style-type: none"> - Plan Scope Management <ul style="list-style-type: none"> -- Collect Requirements -- Define Scope -- Create WBS - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Validate Scope -- Control Scope <p>Schedule Management. Includes the processes required to manage the timely completion of the project.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Schedule Management -- Define Activities -- Sequence Activities -- Estimate Activity Durations

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AM3		Organize, manage, coach, lead and evaluate program teams (working groups, IPTs, project-oriented teams, support contractor teams, system integrator/supplier teams) to maximize efficiency within the program/portfolio.	<ol style="list-style-type: none"> 1. Identify, develop, and optimize government, FFRDC, and industry partner relationships to enhance program execution. 2. Interpret and advise on how contractors develop and implement strategies for priming, subcontracting and teaming and how those strategies reflect a variety of desired outcomes. 3. Anticipate, meet and oversee the needs of both internal and external customers and stakeholders. 	<p>Resource Management. Includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Resource Management -- Estimate Activity Resources - Executing Process Group <ul style="list-style-type: none"> -- Acquire Resources -- Develop Team -- Manage Team - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Resources
AM3		Develop strategies for effectively conducting program reviews and assessments regarding cost, schedule, and performance of the program.	<ol style="list-style-type: none"> 1. Ensure that the program prepares for and conducts technical assessments of prime and subcontractors. 2. Analyze strategies for conducting Financial and Budget Reviews and assessments. 3. Analyze strategies for conducting Contractor Performance Reviews and assessments. 4. Analyze the effectiveness of metrics and measures used on a recurring basis to drive appropriate government and contractor behavior. Conduct and evaluate trend analysis to make improvements to program. 5. Provide timely, appropriate and accurate external program assessments and reports regarding the execution of the program. 	<p>Scope Management. Includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.</p> <ul style="list-style-type: none"> Planning Process Group <ul style="list-style-type: none"> - Plan Scope Management <ul style="list-style-type: none"> -- Collect Requirements -- Define Scope -- Create WBS - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Validate Scope -- Control Scope <p>Schedule Management. Includes the processes required to manage the timely completion of the project.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Schedule Management -- Define Activities -- Sequence Activities -- Estimate Activity Durations
AM3		Build and manage an acquisition workforce/team based on organizational goals, budget considerations, and staffing needs.	<ol style="list-style-type: none"> 1. Allocate resources across business units and programs to ensure that the strategic goals are met. 2. Set up an automated system to provide program status. 3. Enable and advise regarding to Business Process Reengineering (BPR) efforts within a program office environment. 	<p>Resource Management. Includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Resource Management -- Estimate Activity Resources - Executing Process Group <ul style="list-style-type: none"> -- Acquire Resources -- Develop Team -- Manage Team - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Resources
AM3		Technology Management--Assess coverage, gaps and trade space relative to current/future user needs and current/required science/technology efforts	<ol style="list-style-type: none"> 1. Ensure that a technology readiness assessment is conducted. 2. Oversee management techniques for reducing the security risks when introducing new technologies into the acquisition process from laboratories and research centers, academia, and foreign and domestic commercial sources. 	

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AM4		Stakeholder Management--Appraise the internal and external politics that impact the work of the organization. Perceive organizational and political reality and act accordingly	<ol style="list-style-type: none"> 1. Maintain awareness of the environment external to an acquisition program simultaneously from (including) historical, current, and future perspectives. 2. Apply the media related policies contained in Agency directives/publications in addressing public affairs. 	<p>Stakeholder Management. Includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.</p> <ul style="list-style-type: none"> - Initiating Process Group <ul style="list-style-type: none"> -- Identify Stakeholders - Planning Process Group <ul style="list-style-type: none"> -- Plan Stakeholder Engagement - Executing Process Group <ul style="list-style-type: none"> -- Manage Stakeholder Engagement - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Monitor Stakeholder Engagement
AM5		International Acquisition & Exportability--Assess, plan, organize, and implement International Cooperative Program (ICP) transactions in DoD programs and projects.	<ol style="list-style-type: none"> 1. Develop formal binding agreements with international partners required for ICPs. 2. Develop appropriate business and technical approaches to execute Foreign Military Sales (FMS) programs that meets foreign user needs 3. Support program contractors planning and execution of Direct Commercial Sales (DCS) and hybrid DCS/FMS programs. 4. Assess feasibility of IA&E activities and develop guidance for transfer of classified or controlled US defense articles, information, and technologies. 5. Integrate TSFD and export control approvals with the program schedule. 6. Supervise the application of USG and DOD laws, regulations, and policies regarding disclosure and protection of sensitive or classified technology. (Changed) 7. Assess potential IA&E program activities, identify technical approaches and resources required to develop 	
AM6		Establish and/or update the requirements for the acquisition of services	<ol style="list-style-type: none"> 1. Develop and evaluate the appropriate contract strategy and associated contract documents for services 2. Execute the management of a services contract. 	

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Business Management (BM)1	Contract Management	Plan and lead a market research effort to define the industry/ procurement environment and gather and apply relevant market research information to initiate and execute the program. Utilize PCO advice on source selection sensitive information in scenarios involving contractors to prevent future conflict of interest or potential competitive advantage.	<ol style="list-style-type: none"> 1. Analyze key attributes of the defense industry to meet acquisition needs. Includes awareness of issues of international sourcing vs. domestic preferences, Buy American Act, Berry Amendment, Canadian inclusion, small business statues, etc., that restrict sources. 2. Supervise a multifunctional team in developing and assessing the validity of an appropriate sourcing approach (including competitive and non-competitive). (CHANGED) 	Procurement Management. Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Procurement Management - Executing Process Group <ul style="list-style-type: none"> -- Conduct Procurements - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Conduct Procurements
BM1		Assess and exercise pre-solicitation communications with industry and the government team.	<ol style="list-style-type: none"> 1. Supervise and participate in pre-award actions required by the FAR. 2. . Based on the risks and opportunities described in the acquisition strategy, jointly develop a contracting strategy with the PCO. 3. Understand the use and ramifications of Interagency Acquisitions. 4. Evaluate the intent of the capability or service acquisition and assure the strategy(s) are aligned. 5. Demonstrate how incentives at the portfolio, program and/or project level (to include contract incentives) drive desired and/or undesired contractor behavior. 6. Account for the impact of the government and contractor rights under the appropriate data rights categories. 7. Explain the potential program impact and appropriate response procedures regarding a contractor's right to protest. 	Procurement Management. Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Procurement Management - Executing Process Group <ul style="list-style-type: none"> -- Conduct Procurements - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Conduct Procurements
BM1		Source Selection and Negotiations	<ol style="list-style-type: none"> 1. Plan and execute a source selection and contract award process. 2. Plan and execute a contract negotiation and award in a sole source arrangement 	Procurement Management. Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Procurement Management - Executing Process Group <ul style="list-style-type: none"> -- Conduct Procurements - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Conduct Procurements

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BM1		Prepare and evaluate a plan for executing the program's contract administration process.	<ol style="list-style-type: none"> 1. Oversee the establishment of a negotiated baseline of performance between the program office and the selected contractors. 2. Comprehend the contract modification process, receipt of contractor change proposals, ECP and Value Engineering requirements, risk analysis, and contractor financing requirements. 3. Direct and advise on exercising options; issuing task or delivery orders; and claims. 4. Monitor, assess, and manage contractor performance in their execution of the contract. 5. Resolve contract issues related to contractor's responsibilities for performance of the contract or a change in the users requirements. 6. Understand the unique requirements and management actions required of Agency PM's when engaged in the acquisition of services. 	<p>Procurement Management. Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Procurement Management - Executing Process Group <ul style="list-style-type: none"> -- Conduct Procurements - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Conduct Procurements
BM1		Understand procedures for contract close-out and/or termination in a manner consistent with FAR Part 49 (as applicable) (CHANGED)	<ol style="list-style-type: none"> 1. Recognize the requirement for contract close-out and the possibility for contract termination consistent with FAR Part 49. 2. Understand procedures for contract close-out and/or termination in a manner consistent with FAR Part 49 (as applicable) 	<p>Procurement Management. Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Procurement Management - Executing Process Group <ul style="list-style-type: none"> -- Conduct Procurements - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Conduct Procurements
BM2	Financial Management	Supervise the application of a Department or Agency's financial management policy/instructions for a project/program's financial planning, programming, budget development, and budget execution. (CHANGED)	<ol style="list-style-type: none"> 1. Recall how the DoD's Planning, Programming, Budgeting and Execution (PPBE) system functions as it's budget and resource allocation planning tool. 2. Understand the application of a Department or Agency's financial management policy/instructions for a project/program's financial planning, programming, budget development, and budget execution. 	

UOC	Topic	Competency Description	Sub-Competencies	Description
BM2		Analyze requests, provide inputs and priority recommendations (from the perspective of capability and projected IOC date) to support sound budget decisions including inputs to a Service's budget for the DoD POM process	<ol style="list-style-type: none"> 1. Recognize the role of the Planning, Programming, Budgeting and Execution (PPBE) System in acquisition management. 2. Provide inputs and priority recommendations (from the perspective of capability and projected IOC date) to support sound budget decisions including inputs to a Service's budget for the DoD POM process. 	<p>Cost Management. Includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Cost Management -- Estimate Costs -- Determine Budget - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Costs
BM2		Oversee the program office organization's financial processes and procedures	<ol style="list-style-type: none"> 1. Supervise and advise on the formulation of budget documents. 2. Evaluate financial budget implications of international partnering (international agreements, dependable undertaking, handling foreign funds, etc.). 	<p>Cost Management. Includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Cost Management -- Estimate Costs -- Determine Budget - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Costs
BM2		Execute and advise/direct Earned Value Management (EVM) plan to evaluate status and performance of program	<ol style="list-style-type: none"> 1. Plan and implement execution year adjustments or make contingency plans in response to program progress (vs plan), anticipated requirements changes, or external resource adjustments (Congressional/ OMB/Service or Agency). 2. Advocate for program equities; prepare, justify, and administer the program budget. 3. Execute and advise on budget reviews. 	<p>Cost Management. Includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Cost Management -- Estimate Costs -- Determine Budget - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Costs
BM2		Understand how an interdisciplinary Cost Estimate is executed.	<ol style="list-style-type: none"> 1. As part of an interdisciplinary program team, select and apply the appropriate method to estimate the cost of an acquisition program. 2. Understand Congressional legislated and DoD expectations and applications as applied to the general categories of Business Case Analyses (BCA) and Lifecycle Cost Estimates (LCCE) based on analogy, parametric and/or bottoms-up (engineering) approach. 	<p>Cost Management. Includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Cost Management -- Estimate Costs -- Determine Budget - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Costs

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Technical Management (TM)1	Engineering Management	Establish, update and critically evaluate a plan for the technical management of an acquisition activity.	<ol style="list-style-type: none"> 1. Ensure engineering processes are coordinated and applied properly throughout a system's life cycle consistent with the Systems Engineering Plan. 2. Apply software acquisition management principles (historic or emerging) needed to make sound decisions for planning and executing an acquisition program. 3. Ensure Cybersecurity processes are coordinated and applied properly throughout a system's life cycle. 4. Manage re-use of legacy hardware and/or software. 	
TM1		Ensure a requirements management process provides traceability back to user-defined capabilities.	<ol style="list-style-type: none"> 1. Describe the need to convert functional and behavioral expectations to technical requirements. 2. Ensure the design incorporates reliability, availability and maintainability requirements across a system's life cycle. 3. Ensure the open systems architecture design is compatible with user performance, interoperability, and product support requirements and desired capabilities. 4. Ensure the information technology design requirement considers Interoperability as well as trusted systems and networks. 	
TM1		Manage the process to document, coordinate, and substantiate the transition of system elements to the next level in the SE process.	<ol style="list-style-type: none"> 1. Ensure 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. 2. Ensure the process for monitoring the implementation effort actually yields the lowest level system elements in the system hierarchy. 3. Ensure that measures to assess the technical maturity of a design solution, relative to operational performance requirements are adequate. 4. Ensure technical measures are continually assessed (tracked, trended and forecasted) to support program decisions. 5. Assess whether technical measures are causing the correct (expected) organizational and contractual behavior. 6. Plan for and/or evaluate a systems readiness to operate 	
TM1		Apply, evaluate and explain multiple approaches to decision analysis concerning technical challenges	<ol style="list-style-type: none"> 1. Understand that there are multiple approaches to decision analysis concerning technical challenges. 2. Develop multiple approaches to decision analysis concerning technical challenges. 	

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TM1		Articulate the program technical insights provided by the configuration management process	<ol style="list-style-type: none"> 1. Apply the configuration management process to gain technical insights into the program. 2. Ensure the employment of a Configuration Management Program with methods and best practices to establish and maintain consistency of a product's attributes with its requirements and product configuration information. 	
TM1		Ensure the application of the principles, procedures, and tools of data management and associated data rights.	<ol style="list-style-type: none"> 1. Oversee and appraise a Program's Technical Data Management Plan. 2. Appraise the importance and legal complexity of data and the associated rights for both hardware and software including documentation and source code. 3. Oversee and assess a program life-cycle data management method for an item, system, or facilities (including COTS). 	
TM1		Oversee a process to ensure all interfaces are defined and in compliance with the system elements and other systems	<ol style="list-style-type: none"> 1. Understand that there is a process to ensure all interfaces are defined and in compliance with the system elements and other systems. 2. Develop the process and ensure that all interfaces are defined and in compliance with the system elements and other systems. 	
TM2	Defense Business Systems	Interpret and comply with Defense Business Systems certification/ accreditation guidance.	<ol style="list-style-type: none"> 1. Identify general certification requirements for DBS. 2. Understand certification requirements that apply to DBS. 	
TM2		Understand and evaluate an acquisition approach and documents for a Defense Business System.	<ol style="list-style-type: none"> 1. Understand the different acquisition approach and documents required for a Defense Business System. 2. Develop an acquisition approach and documents for a Defense Business System. 	

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TM3	Test and Evaluation Management	Describe how test and evaluation (T&E) activities verify the system will ultimately meet user requirements.	<ol style="list-style-type: none"> 1. Oversee comprehensive T&E planning from component development through realistic or operational T&E into production and deployment. 2. Ensure the comprehensive test and evaluation activities address stated and emerging (hardware, software, environmental and services) risks and opportunities. 3. Recognize decision factors in T&E (requirements, resources, product maturity including hardware/software, and developmental reviews) needed to confirm readiness to start the test. 4. Evaluate realistic tests or the OT&E program that will determine the operational effectiveness and suitability of a system under realistic operational conditions in an operational environment. 5. Recognize security and safety compliance (such as people and item/system under test) and environmental requirements constraints to protect resources and comply with established policies. 6. Recognize the role of data alignment in supporting 	
TM3		(DT): Oversee a comprehensive T&E program to validate system specifications and requirements including use of Modeling & Simulation.	<ol style="list-style-type: none"> 1. (DT): Understand that a comprehensive test and evaluation program is used to validate system specifications and requirements and includes the use of modeling and simulation. 2. (DT): Develop and participate in a comprehensive test and evaluation program to validate system specifications and requirements, including the use of modeling and simulation. 	
TM3		(OT): Manage Department/Agency process to ensure the system does not enter IOT&E before it is sufficiently mature to successfully pass suitability and effectiveness measures.	<ol style="list-style-type: none"> 1. (OT): Understand that there are processes and reviews to ensure a system does not enter into Initial Operational Test and Evaluation before it is sufficiently mature to successfully pass effectiveness and suitability measures. 2. (OT): Utilize department/agency process to ensure the system does not enter into Initial Operational Test and Evaluation before it is sufficiently mature to successfully pass effectiveness and suitability measures. 	
TM4	Manufacturing Management	Oversee management actions leading to an adequate and efficient manufacturing capability and production (if applicable) of the minimum quantity necessary to provide production or production-representative articles for IOT&E.	<ol style="list-style-type: none"> 1. Ensure the establishment of an initial production base (along with initial spares production) for the system expandable to an effective full rate production. 2. Supervise the establishment and optimization of a full rate production base for the system, based on LRIP and successful operational testing. 3. Understand material management functions, manufacturing facilities design and associated issues/implications of new product and process technologies. 	

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TM4		Plan for production line shut down and post production support.	<ol style="list-style-type: none"> 1. Develop and implement the plan for production line shut down and post production support. 2. Supervise the execution of a system level production line shutdown and transition to post production supply chain support. 	
TM5	Product Support Management	Oversee management actions leading to an adequate and efficient hardware and software product support capability.	<ol style="list-style-type: none"> 1. Determine the life cycle logistic support activities and requirements associated with design/development, fielding/deployment and post-production support of a system. 2. Evaluate the definition, importance, application and oversight of DoD life cycle sustainment metrics . 	
TM5		Evaluate and optimize the logistical burden (footprint) that an item/system will place on the user.	<ol style="list-style-type: none"> 1. Develop and implement a software support plan, including development, modification, upgrades, and retirement or replacement of software and/or information technology products. 2. Develop and implement a performance based agreement for a hardware, hardware/software, or information technology based program. 3. Manage ongoing sustaining engineering assessments of the fielded item/system and facilities. 4. Implement and oversee program activities to identify, track, fund, and correct obsolescence and DMSMS risks, opportunities and issues. 5. Manage the engineering and test of technical or procedural solutions to neutralize any harmful aspects of an item/system and its disposal. 	<p>Quality Management. Includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholders' expectations.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Quality Management - Executing Process Group <ul style="list-style-type: none"> -- Manage Quality - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Quality

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TMS		Align a supply chain management concept within the context of an agency or the joint supply chain architecture.	<ol style="list-style-type: none"> 1. Coordinate management actions involving production, inventory, location, and transportation of program materiel items (and associated information and financial transactions). 2. Interpret supply chain related risks with components and commodities acquired in program development through operations. 	
Executive Leadership (EL)1	Foundational Competencies	(Interpersonal Skills) Develop and maintain effective working relationships, especially in difficult situations by treating others with courtesy, sensitivity, and respect.	<ol style="list-style-type: none"> 1. Exemplify professionalism, tact and empathy to build trust and commitment throughout the organization. 2. Exemplify professionalism, tact and empathy to build trust and commitment. 	
EL1		Develop Integrity and Honesty in behavior.	<ol style="list-style-type: none"> 1. Behave in an honest, fair, and ethical manner. Show consistency in words and actions. Model high standards of ethics and nurture ethical behavior in the organization. 2. Behave in an honest, fair, and ethical manner. Show consistency in words and actions. Model high standards of ethics. 	
EL1		(Communicate Effectively) Plan for the dissemination of information both internally and externally with emphasis on ensuring all work groups, project oriented teams, IPPTs, PM Staff and several layers of contractor/sub-contractor employees have comprehensive macro view of the program priorities	<ol style="list-style-type: none"> 1. Write in a clear, concise, organized, and convincing manner for the intended audience. 2. Make clear and convincing oral presentations. Listen effectively; clarify information as needed. 	Communications Management. Processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information. <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Communications Management - Executing Process Group <ul style="list-style-type: none"> -- Manage Communications - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Monitor Communications
EL1		(Continual Learning) Assess and recognize own strengths and weaknesses; pursue self-development.	<ol style="list-style-type: none"> 1. Share & communicate lessons learned. Explain how process improvements at the macro level translate into improved operational effectiveness. 2. Pursue chances to stretch skills to further professional growth to include using challenges as opportunities to improve and become more effective. 	
EL1		(Public Service Motivation) Demonstrate a commitment to serve the public. Ensure that personal actions align organizational objectives and practices with public interests.		

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EL1		Develop Technical Credibility	<ol style="list-style-type: none"> 1. Remain current with technology, tools, trends, and evolving practices in area of expertise. 2. Demonstrate skill in using job-relevant information systems and/or software applications, such as word processing, spreadsheets, automated research tools, database applications, and the Internet. 	
EL2	Leading Change	Develop Creativity and Innovation	<ol style="list-style-type: none"> 1. Develop new insights into situations; question conventional approaches; encourage new ideas and innovations; design and implement new or cutting edge programs/processes. 2. Manage effective team meetings that include brainstorming, conflict resolution, negotiation, problem solving, communication, collaboration and team member integration. 	
EL2		(Vision) Develop a long-term view and build a shared vision with others; act as a catalyst for organizational change. Influence others to translate vision into action		
EL2		(Flexibility) Evaluate changing conditions and new information as a matter of practice.	<ol style="list-style-type: none"> 1. Recognize changing conditions and new information as a matter of practice. 2. Adapt behavior and work methods in response to new information, changing conditions, or unexpected obstacles; and effectively deals with pressure and ambiguity that can occur in the DoD acquisition environment. 	
EL2		Develop Resilience	<ol style="list-style-type: none"> 1. Demonstrate effective skills in handling pressure; remain optimistic and persistent, even under adversity. 2. Anticipate changes, recover quickly from setbacks and learn from mistakes. 	

UOC	Topic	Competency Description	Sub-Competencies	Description
EL3	Leading People	Understand Conflict Management	<ol style="list-style-type: none"> 1. Employ creative tension and differences of opinion. Anticipate and take steps to prevent counter-productive confrontations. Manage and resolve conflicts and disagreements in a constructive manner. 2. Recognize and participate in the employment of creative tension and differences of opinion. Assist in preventing counter-productive confrontations. Help to manage and resolve conflicts and disagreements in a constructive manner 	
EL3		Leverage Diversity	<ol style="list-style-type: none"> 1. Design and operate an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. 2. Examines biases and seeks insights to avoid stereotypical responses and behavior. 	

UOC	Topic	Competency Description	Sub-Competencies	Description
EL3		<p>(Developing Others) Develops the ability of others through coaching to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods, including applying and encouraging a joint perspective.</p>		
EL3		<p>(Team Building) Foster team commitment, pride, and trust. Facilitate cooperation and motivate team members to accomplish group goals</p>		

UOC	Topic	Competency Description	Sub-Competencies	Description
EL4	Results Driven	(Accountability) Hold self and others accountable for measurable high-quality, timely, and cost-effective results by monitoring progress and evaluates outcomes to improve organizational efficiency and effectiveness.	<ol style="list-style-type: none"> 1. Hold self accountable for measurable highquality, timely, and cost-effective results by supporting means to improve organizational efficiency and effectiveness. 2. Foster and ensure an environment that administers all resources in a manner that instills public trust while accomplishing the mission. 	<p>Quality Management. Includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholders' expectations.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Quality Management - Executing Process Group <ul style="list-style-type: none"> -- Manage Quality - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Quality <p>Resource Management. Includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Resource Management -- Estimate Activity Resources - Executing Process Group <ul style="list-style-type: none"> -- Acquire Resources
EL4		(Decisiveness) Make well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceive the impact and implications of decisions	<ol style="list-style-type: none"> 1. Analyze critically, synthesizing patterns among diverse systems, gauge unintended consequences prior to making decisions. 2. Use sound judgment to simultaneously integrate and weigh situational constraints, risks and rewards. 	
EL4		(Entrepreneurship) Position the organization for future success by identifying new opportunities, improving products or services.	<ol style="list-style-type: none"> 1. Take calculated risks to accomplish organizational objectives. 2. Compose appropriate metrics to obtain feedback and implement process improvements. 3. Execute process improvement methods to eliminate time, economic, and product waste. 	
EL4		Understand Customer Service	<ol style="list-style-type: none"> 1. Anticipate and meet the needs of both internal and external customers by delivering high quality products and services. 2. Understand and contribute to the needs of both internal and external customers by delivering high quality products and services 	<p>Quality Management. Includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholders' expectations.</p> <ul style="list-style-type: none"> - Planning Process Group <ul style="list-style-type: none"> -- Plan Quality Management - Executing Process Group <ul style="list-style-type: none"> -- Manage Quality - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Control Quality

UOC	Topic	Competency Description	Sub-Competencies	Description
EL4		(Problem Solving) Conduct an evaluation of a program to identify, analyze, and create solutions for problems	<ol style="list-style-type: none"> 1. Distinguish between relevant and irrelevant information to make logical judgments. 2. Implement an appropriate corrective action plan within program resources. 	
EL5	Building Coalitions	(Influencing /Negotiating) Establish and maintain relationships with key individuals/groups	<ol style="list-style-type: none"> 1. Understand what motivates others to reach consensus. 2. Gain cooperation from others to obtain information, find solutions, and accomplish goals. 	Stakeholder Management. Includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. <ul style="list-style-type: none"> - Initiating Process Group <ul style="list-style-type: none"> -- Identify Stakeholders - Planning Process Group <ul style="list-style-type: none"> -- Plan Stakeholder Engagement - Executing Process Group <ul style="list-style-type: none"> -- Manage Stakeholder Engagement - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Monitor Stakeholder Engagement
EL5		Develop Partnering	<ol style="list-style-type: none"> 1. Develop networks and builds alliances . 2. Collaborate across boundaries to build strategic relationships and achieve common goals. 	Stakeholder Management. Includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. <ul style="list-style-type: none"> - Initiating Process Group <ul style="list-style-type: none"> -- Identify Stakeholders - Planning Process Group <ul style="list-style-type: none"> -- Plan Stakeholder Engagement - Executing Process Group <ul style="list-style-type: none"> -- Manage Stakeholder Engagement - Monitoring & Controlling Process Group <ul style="list-style-type: none"> -- Monitor Stakeholder Engagement
				Legend: Good Mapping Partial Mapping No Mapping