Cross Reference Key: DoD Acquisition Model to NCMA Contracting Model

NCMA:	Guiding Principles	Life Cycle Phase	Domain (Contract Outcomes)	Competency	Job Tasks
DoD:	Unit of Competency	Topic	Competency	Subcompetency	Not listed

DoD Acquisition Competency Model
CON - Contracting

Current Version   3/17/2025

Unit of Competency	Topic	Competency	Subcompetency
1.1 Skills and Roles	CON.01 - Skills and Roles (Applies in all phases)	CON.01.01 - Managing contracts throughout the contract life cycle while ensuring customer satisfaction	CON.01.01.01 - Business skills and acumen
1.2 Contract Principles	CON.02 - Contract Principles (Applies in all phases)	CON.02.01 - Fundamentals of contracting that all contract managers must understand and apply	CON.02.01.01 - General contracting concepts
			CON.02.01.02 - Terms and conditions to address specific contract matters
			CON.02.01.03 - Respond to Seller Communications
1.3 Standards of Conduct	CON.03 - Standards of Conduct (Applies in all phases)	CON.03.01 - Define the ethical behavior expected of all contract managers and their organizations	CON.03.01.01 - Create trust and confidence in the integrity of the contract management process
1.4 Regulatory Compliance	CON.04 - Pre-Award	CON.04.01 - Develop Solicitation	CON.04.01.01 - Plan Solicitation [Buyer Job Tasks]
			CON.04.01.02 - Request Offers [Buyer Job Tasks]
		CON.04.02 - Develop Offer	CON.04.02.01 - Plan Sales [Seller Job Tasks]
			CON.04.02.02 - Prepare Offer [Seller Job Tasks]
	CON.05 - Award	CON.05.01 - Form Contract	CON.05.01.01 - Manage Disagreements [Buyer and Seller Job Tasks]
			CON.05.01.02 - Plan Negotiations [Buyer and Seller Job Tasks]
			CON.05.01.03 - Price or Cost Analysis [Buyer Job Tasks]
			CON.05.01.04 - Select Source [Buyer and Seller Job Tasks]
	CON.06 - Post-Award	CON.06.01 - Perform Contract	CON.06.01.01 - Administer Contract [Buyer and Seller Job Tasks]
			CON.06.01.02 - Ensure Quality [Buyer and Seller Job Tasks]
			CON.06.01.03 - Manage Changes [Buyer and Seller Job Tasks]
			CON.06.01.04 - Manage Subcontracts [Buyer and Seller Job Tasks]
		CON.06.02 - Close Contract	CON.06.02.01 - Close Out Contract [Buyer and Seller Job Tasks]
1.5 Situational Assessment	CON.07 - Situational Assessment (Applies in all phases)	CON.07.01 - Applying knowledge through lessons learned to the management of current and future contracts	CON.07.01.01 - Capture, document, and share knowledge; Shape and management requirements to align with an organization's vision, mission, and strategic goals
1.6 Team Dynamics	CON.08 - Team Dynamics (Applies in all phases)	CON.08.01 - Contract management team combines functional disciplines of buyers and sellers from the common purpose of satisfying the customer need	CON.08.01.01 - Working knowledge of all roles involved on the team to: improve team cohesiveness; identification of gaps or overlap in roles
1.7 Communication and Documentation	CON.09 - Communication and Documentation (Applies in all phases)	CON.09.01 - Communication between all affected parties must be exchanged and managed early and often to maintain contract management effectiveness	CON.09.01.01 - Facilitate communication through clearly written documentation that is unambiguous and able to be understood
Professional Competencies	CON.10 - Accountability (OPM)	CON.10.01 - Accountability	CON.10.01.01 - Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

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Professional Competencies	CON.11 - Business Acumen (OPM)	CON.11.01 - Business Acumen	CON.11.01.01 - The ability to manage human, financial, and information resources strategically. Understands industry behavior and trends to shape smart business decisions.
	CON.12 - Change Management (OPM)	CON.12.01 - Change Management	CON.12.01.01 - Understands the need for change and helps plan for and accommodate it as creatively and positively as possible.
	CON.13 - Conflict Management (OPM)	CON.13.01 - Conflict Management	CON.13.01.01 - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
	CON.14 - Continual Learning (OPM)	CON.14.01 - Continual Learning	CON.14.01.01 - Assesses and recognizes own strengths and weaknesses; pursues self-development.
	CON.15 - Creativity and Innovation (OPM)	CON.15.01 - Creativity and Innovation	CON.15.01.01 - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
	CON.16 - Critical Thinking (OPM)	CON.16.01 - Critical Thinking	CON.16.01.01 - Art of analyzing and evaluating thinking with a view to improving it.
	CON.17 - Customer Service (OPM)	CON.17.01 - Customer Service	CON.17.01.01 - Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
	CON.18 - Decisiveness (OPM)	CON.18.01 - Decisiveness	CON.18.01.01 - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
	CON.19 - Developing Others (OPM)	CON.19.01 - Developing Others	CON.19.01.01 - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
	CON.20 - External Awareness (OPM)	CON.20.01 - External Awareness	CON.20.01.01 - 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.
	CON.21 - Flexibility (OPM)	CON.21.01 - Flexibility	CON.21.01.01 - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
	CON.22 - Influencing/Negotiating (OPM)	CON.22.01 - Influencing/Negotiating	CON.22.01.01 - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
	CON.23 - Integrity/Honesty (OPM)	CON.23.01 - Integrity/Honesty	CON.23.01.01 - Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
	CON.24 - Interpersonal Skills (OPM)	CON.24.01 - Interpersonal Skills	CON.24.01.01 - Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
	CON.25 - Leveraging Diversity (OPM)	CON.25.01 - Leveraging Diversity	CON.25.01.01 - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
	CON.26 - Oral Communication (OPM)	CON.26.01 - Oral Communication	CON.26.01.01 - Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
	CON.27 - Partnering (OPM)	CON.27.01 - Partnering	CON.27.01.01 - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

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Professional Competencies	CON.28 - Political Savvy (OPM)	CON.28.01 - Political Savvy	CON.28.01.01 - Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
	CON.29 - Problem Solving (OPM)	CON.29.01 - Problem Solving	CON.29.01.01 - Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
	CON.30 - Public Service Motivation (OPM)	CON.30.01 - Public Service Motivation	CON.30.01.01 - Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
	CON.31 - Relationship Management (OPM)	CON.31.01 - Relationship Management	CON.31.01.01 - Understand the role of each functional member on the acquisition team to communicate, collaborate, and resolve conflict; fosters an environment of transparency and teamwork where all team members contribute to the mission.
	CON.32 - Resilience (OPM)	CON.32.01 - Resilience	CON.32.01.01 - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
	CON.34 - Strategic Thinking (OPM)	CON.34.01 - Strategic Thinking	CON.34.01.01 - Formulates objectives and priorities, and implements plans consistent with the long-term interest of the organization in a global environment. Capitalizes on opportunities and manages risks.
	CON.35 - Teambuilding (OPM)	CON.35.01 - Teambuilding	CON.35.01.01 - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
	CON.36 - Technical Credibility (OPM)	CON.36.01 - Technical Credibility	CON.36.01.01 - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
	CON.37 - Technology Management (OPM)	CON.37.01 - Technology Management	CON.37.01.01 - Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
	CON.38 - Understanding Industry (OPM)	CON.38.01 - Understanding Industry	CON.38.01.01 - Knowledge of industry perspectives and motivations.
	CON.39 - Vision (OPM)	CON.39.01 - Vision	CON.39.01.01 - 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.
	CON.40 - Written Communication (OPM)	CON.40.01 - Written Communication	CON.40.01.01 - Writes in a clear, concise, organized, and convincing manner for the intended audience.
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