FAC-P/PM Competency Mid-Level
Template for Training and Experience

Level	Description
Mid-Level	Individual is capable of handling many day to day assignments involving the competencies/performance outcomes for Project and Program Managers, but may seek assistance in difficult or new situations.

From the 12/16/2013 FAC P/PM Revision Memo

Experience	Training
Mid-level P/PMs are required to have at least _two years_ of program or project management experience occurring within the last _five years_. This experience can be obtained as Federal employee or private sector.	Approximately 80-120 hours of training, depending upon the instructional design and method of training delivery and occurring within the last _four years_. Federal employees may also need to complete additional acquisition courses as directed by agency requirements.

Number of Years of Project / Program Management Experience

Title/Position	Actual Date(s)	Time Frame (ex. years)
1.		
2.		
3.		
4.		
5.		
6.		
		Total

Certifications

	Date
1.	
2.	
3.	
4.	

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Relevant Training Experience Summary*:

Class	Hours	1 RQ	2 SE	3 TE	4 LC	5 CO	6 BS	7 LD
		XREF to FAC-P/PM Competencies						
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								
Total Training Hours								

*Key:
1. Requirements Development and Management Processes
2. Systems Engineering
3. Test and Evaluation
4. Life Cycle Logistics
5. Contracting
6. Business, Cost and Financial Management
7. Leadership

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PROJECT MANAGER SUMMARY OF EXPERIENCE

Information about yourself			
Name	**Series and Grade**	**Position Title**	**Operating Unit**
Degree(s)	**Year**	**Area of Concentration**	
Certification(s) (PMP, COR, DAWIA, etc.)			
Self-assessment of project management qualifications: Based on the "FAC-P/PM" guidelines, tell us where you see yourself as a program/project manager (entry-, mid-, or senior-level). Include a narrative description of your experience or education/training that you feel qualifies you at this level.			

Information about your experience on projects

In this section, tell us about your experience working on projects, either as a project team member, a project manager, or a program manager overseeing a number of related projects. Beginning with your current (or most recent) project, complete a Project Table for each project you have worked on, but please limit your resume to the past 10 years of project experience. Add or delete tables as appropriate to the number of projects you have worked.

Project #1

Project Name			Agency/Company		
MO/YR Started		**MO/YR Completed**	**% Time Dedicated**	**Project Life Cycle Cost**	**No. People Managed**
Describe the project, including its strategic intent and significant deliverables.					
Describe, in your own words, what you did on this project. Also characterize your role on the project (team member, project manager, etc.).					
Describe the performance achieved on this project, including cost, schedule and scope. Describe any notable achievements of the project and/or any awards received by either yourself or the project team as a result of performance on this project.					

Add additional projects, as needed.

Highlighted experiences cross-referenced to the Performance Outcomes (see below).

Performance outcomes are task descriptions which are supported by the knowledge, skills and abilities that should be demonstrated in order to excel in the Project and Program Manager functional area. These outcomes can be demonstrated either by successful completion of training, on-the-job experience, education or other professional certifications. Performance outcomes have been defined for the Mid-Level FAC-P/PM competencies below

1.0 REQUIREMENTS DEVELOPMENT AND MANAGEMENT PROCESSES:
Requirements development and management processes include: (1) knowledge of government-wide and agency-specific investment management requirements, filling gaps in capability needs, acquisition policies, and program management strategies that support assigned missions and functions; (2) understanding how to manage risk and the myriad of factors that influence cost, schedule, and performance; (3) attention to lessons learned; and (4) an understanding of the metrics needed to manage programs and projects that deliver quality, affordable, supportable, and effective systems/products.

Mid-Level Performance Outcomes:

Objective	Provide work experience, training, education, and/or professional certifications that contributed to performance outcomes below:
1.2.1 Illustrate criticality of user/mission requirements in performing project management functions.	●
1.2.2 Apply government and agency acquisition policies to meet user/mission requirements	●
1.2.3 Relate how acquisition programs exist in size and scope along a continuum of increasing complexity, mission criticality, cost and level of control and oversight.	●
1.2.4 Discover the scope and purpose of systems acquisition mgmt. as an integration of the primary functions of: 1) requirements development and mgmt., 2) systems engineering, 3) test and evaluation, 4) life-cycle logistics, 5) contracting, 6) business, cost estimating and financial mgmt., 7) leadership	●
1.2.5 Formulate an Acquisition Strategy that incorporates risk mitigation strategies.	●
1.2.6 Clarify alternative concepts that efficiently meet mission capability gaps.	●
1.2.7 Determine requirements and assist in the planning for technology and business mgmt. throughout the acquisition process	●
1.2.8 Prepare an Integrated Master Plan that reflects the tenets of total lifecycle	●

system management	
1.2.9 Assist in the development of an estimate of TOC in agency format	●
1.2.10 Formulate the key features of a risk/opportunity mgmt. process	●
1.2.11 Apply effective oral and written capabilities to communicate project needs and expectations	●
1.2.12 Form and lead working groups as Integrated Project/Product Teams	●

2.0 SYSTEMS ENGINEERING: The recognition of scientific, management, engineering and technical skills used in the performance of system planning, research and development, with an emphasis on performing and managing technical processes as well as the technical management process itself. This includes knowledge of the nature of the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management.

Mid-Level Performance Outcomes:

Objective	Provide work experience, training, education, and/or professional certifications that contributed to performance outcomes below:
2.2.1 Apply quantitative and qualitative techniques for decision making	●
2.2.2 Justify and explain the benefits of using balanced and goal oriented performance measures in managing a system design effort	●
2.2.3 Develop and demonstrate effective technical performance measures to monitor system performance	●
2.2.4 Develop and apply a viable risk/opportunity mgmt. plan in the context of systems engineering (SE)	●
2.2.5 Administer and assess technical assessment plans and decision analysis methods	●
2.2.6 Apply key technical mgmt. processes and tools used in the SE process including: configuration mgmt., technical performance measures, and technical design reviews	●
2.2.7 Structure an effective requirements development and management process that traces engineering and technical specification requirements back to the user's system requirements	●
2.2.8 Develop and apply a process for monitoring and selecting a balanced systems design solution	●
2.2.9 Apply best practice processes for	●

monitoring and selecting a systems design accounting for: environmental, safety and occupational health (ESOH), human factors, and security requirements	
2.2.10 Comprehend the systems life-cycle mgmt. concepts used for information technology (IT) systems	•
2.2.11 Illustrate the main causes of software program problems	•
2.2.12 Comprehend the major provisions of the Information Technology Management Reform (Clinger-Cohen) Act	•
2.2.13 Compare and contrast the common software acquisition strategies and software development paradigms	•
2.2.14 Recognize best practices used in Federal Government to improve efficiency and effectiveness of software acquisitions	•

3.0 TEST AND EVALUATION: Knowledge of efficient and cost effective methods for planning, monitoring, conducting and evaluating tests of prototype, new or modified systems equipment or material, including the need to develop a thorough strategy to validate system performance through measurable methods that relate directly to requirements and to develop metrics that demonstrate system success or failure.

Mid-Level Performance Outcomes:

Objective	Provide work experience, training, education, and/or professional certifications that contributed to performance outcomes below:
3.2.1 Select and apply efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems	•
3.2.2 Comprehend the differences in type and scope of test and evaluation required for different program types, including commercial-off-the-shelf, non-developmental, and developmental programs	•
3.2.3 Formulate the test and evaluation strategy for a program, accounting for the differences in hardware centric and information technology centric systems, that demonstrates system performance requirements and progressively reduces program risk	•

4. 0 LIFE CYCLE LOGISTICS: The planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. Life cycle logistics translates performance specifications for availability and readiness into tailored product support.

Mid-Level Performance Outcomes:

Objective	Provide work experience, training, education, and/or professional certifications that contributed to performance outcomes below:
4.2.1 Analyze the product support elements and apply the concept of integrated product support in the formulation of a product support plan	●
4.2.2 Administer performance-based logistic efforts that optimize total life cycle cost while maintaining system readiness	●
4.2.3 Analyze system design for availability, supportability, and reliability/maintainability and link this analysis to how the design balances the need to minimize cost, reduce the logistic footprint, provide operational readiness and account for interoperability requirements	●
4.2.4 Propose appropriate alternative logistics support strategies and practices	●
4.2.5 Track and act upon logistic analysis results early in the system development process so that balanced adjustments in the system design can be enacted which reduce the required support resources and overall life cycle costs	●

5.0 CONTRACTING: Knowledge of the supervision, leadership and management processes and procedures involving the procurement of capital assets, supplies and services, including construction, research and development, and science and engineering technical services as governed by the Federal Acquisition Regulation (FAR) and associated agency-specific additions to the FAR. Contracting involves 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; and legislation, policies, regulations, methods used and business and industry practices.

Mid-Level Performance Outcomes:

Objective	Provide work experience, training, education, and/or professional certifications that contributed to performance outcomes below:
5.2.1 Examine leadership and management processes associated with acquisition planning	●
5.2.2 Interpret differences in business processes between industry and Federal Government as they relate to contracting	●
5.2.3 Correlate relationship between Acquisition Strategy and Acquisition Plan	●
5.2.4 Formulate an Acquisition Strategy which	●

includes a comprehensive contracting approach that incorporates risk mitigation strategies	
5.2.5 Illustrate the basis for building and maintaining effective contract incentive relationships	•
5.2.6 Differentiate key features of pre-award actions, contracting methods, and policy required by FAR	•
5.2.7 Conduct market research, including considerations for using non-developmental and commercial items, and incorporating socioeconomic considerations	•
5.2.8 Account for the factors that determine how commercial-off-the shelf (COTS) products may effect a program during acquisition planning	•
5.2.9 Formulate key features of a comprehensive program/project specification and SOW	•
5.2.10 Clarify source selection criteria including risk analysis methods, FAR Part 15/15.3	•
5.2.11 Apply and track contract administrative actions in collaboration with the program COR	•
5.2.12 Administer a negotiated baseline of performance with operational users, and corresponding commercial and/or organic support providers	•
5.2.13 Assist the contracting officer in the negotiations with industry for the required level of contract performance	•
5.2.14 Demonstrate and apply the knowledge and skills required to perform the responsibilities of a COR	•

6.0 BUSINESS, COST AND FINANCIAL MANAGEMENT: Knowledge of the forms of cost estimating, cost analysis, reconciliation of cost estimating, government and industry financial planning, formulating financial projects and budgets, budget analysis/execution, cost-benefit analysis, Earned Value Management (EVM), business case analysis, and other methods of performance measurement.

Mid-Level Performance Outcomes:

Objective	Provide work experience, training, education, and/or professional certifications that contributed to performance outcomes below:
6.2.1 Integrate the common forms of cost estimating and cost analysis into the formulation of financial programs and budgets, budget analysis and execution	•
6.2.2 Apply the basic concepts of EVM, including cost and schedule program status indicators, and illustrate how EVM relates to managing program risk	•
6.2.3 Formulate and use cost estimating	•

processes, methods, techniques, and analytical principles	
6.2.4 Employ techniques to adjust program strategies when EVM indicators indicate high risk or threaten a breach of a program threhsold	•
6.2.5 Assist in the preparation for, and participate in an Integrated Baseline Review (IBR) or similar review for performance measurement	•
6.2.6 Track program compliance with applicable Federal and Agency EVM policies and processes	•
6.2.7 analyze and allocate funds within the appropriation categories and correctly commit and obligate funds from each appropriation	•
6.2.8 Apply and track the program according to applicable agency policy for financial planning, programming, budget development, budget execution, and OMB A-11 application.	•
6.2.9 Construct and present for evaluation a viable business case based on sound cost-benefit analysis, and containing both qualitative and quantitative decision criteria	•

7.0 LEADERSHIP: Leadership and professional acumen includes those attributes targeted toward leading and managing a multi-functional project team to satisfactory achievement of program goals, as well as influencing both horizontal and vertical stakeholder relations. Leaders take a long-term view and build a shared vision with others, acting as a catalyst for organizational change. Leaders influence others to translate vision into action and inspire team commitment, spirit, pride, and trust. Leaders develop networks and build alliances while collaborating across boundaries to build strategic relationships and achieve common goals. Leaders foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Leaders hold themselves and others accountable for measurable high-quality, timely, and cost-effective results.

Mid-Level Performance Outcomes:

Objective	Provide work experience, training, education, and/or professional certifications that contributed to performance outcomes below:
7.2.1 Lead and facilitate an integrated project team (IPT) to satisfactory achievement of program/project goals	•
7.2.2 Apply an effective communications approach that builds networks and fosters professional alliances	•
7.2.3 Resolve interpersonal conflicts, grievances and confrontations to minimize negative personal and organizational impact	•
7.2.4 Identify and effectively leverage the internal and external political environment that impacts the work of the organization	•

7.2.5 Construct effective and timely decisions, adjusting for time-sensitive situations for when relevant information is limited	•
7.2.6 Demonstrate the ability to develop new insights, question conventional approaches, encourage new ideas and innovations, and design and implement new or cutting edge plans and processes	•
7.2.7 Foster talent of others to perform by providing ongoing, effective feedback	•
7.2.8 Persuade others to accept recommendations, cooperate or change behavior, work with others towards an agreement, and negotiate to find mutually acceptable solutions	•
7.2.9 Determine the impact that stakeholder relations have on programmatic success	•