FAC-P/PM COMPETENCY MODEL (SEPTEMBER 23, 2013)

Format changed 12/03/2019, for consistency across the functional areas.

7 Units of Competence: 6 Technical Units and 1 Professional Unit	Competency Description By Level	67 Entry Level, 66 Mid-Level II, and 57 Senior Level Technical Elements (Performance Outcomes)
1.0 Requirements Development and Management Process	**Entry Level:** Define the requirements development process; identify needs to the organizational mission and goals, understand preliminary and subsequent capital planning, budget formulation, cost/benefit analysis, and investment decision documents for evaluation and justification of project and program costs.	1.1.1. Recognize the applicable laws, statutes and regulations that control the Federal acquisition process
		1.1.2. Identify the major organizations that control and execute the Federal acquisition process.
		1.1.3. Comprehend the interrelationship of the applicable governance, budgeting and requirements development processes which embody all Federal acquisitions
		1.1.4. Describe the requirements development process and the criticality of meeting user/mission requirements.
		1.1.5. Comprehend a general life-cycle model an agency may use to select concepts to meet user/mission requirements
		1.1.6. Recognize the role of the Acquisition Strategy and other key planning documentation.
		1.1.7. Define the utility, basic tenets and guidelines for preparing an Integrated Master Plan and Integrated Master Schedule.
		1.1.8. Recall the concept of Total Ownership Cost (TOC) and other cost descriptions that define cost accounting of the program.
		1.1.9. Recognize the program manager's responsibility for managing program cost, schedule and performance to achieve program success
		1.1.10. Generalize the risk/opportunity management process
		1.1.11. Compare and contrast the major planning attributes of traditional, information technology, services and facilities construction programs.
		1.1.12. Comprehend the concept and utility of working groups and project oriented team
		1.1.13. Identify the functions of membership in a working group or project oriented team
	Mid Level: Integrate multiple technical disciplines as part of a structured development process throughout a system's life cycle and incorporate systems engineering practices into the systems framework.	1.2.1. Illustrate the criticality of user/mission requirements in performing project management functions
		1.2.2. Apply government and agency acquisition policies to meet user/mission requirements.

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		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 management as an integration of the primary functions of: (1) requirements development and management; (2) systems engineering; (3) test and evaluation; (4) life-cycle logistics; (5) contracting; (6) business, cost estimating and financial management; and (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 management throughout the acquisition process.
		1.2.8. Prepare an Integrated Master Plan that reflects the tenets of total life cycle 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 management 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.
	Senior Level: Identify all needs; match identified needs to the organizational mission and goals, Develop preliminary and subsequent capital planning, budget formulation, cost/benefit analysis, and investment decision documents for evaluation and justification of project and program costs.	1.3.1. Manage the analyses of user requirements to optimize system performance relative to cost and schedule.
		1.3.2. Facilitate the application of agency acquisition policies to meet user/mission requirements.
		1.3.3. Evaluate the preparation and implementation of an Acquisition Strategy with an on-going risk/opportunity management process.

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		1.3.4. Identify, interpret and implement agency financial policies and directives that are applicable to the program.
		1.3.5. Evaluate analysis of alternative concepts that efficiently meet mission capability gaps.
		1.3.6. Facilitate the development of the program acquisition approach, define program scope, and coordinate an Integrated Master Plan.
		1.3.7. Originate and manage an estimate of ownership cost ensuring consistency with OMB A-94 and PART analysis.
		1.3.8. Construct, employ, and then modify based on changes in the acquisition environment, a risk/opportunity management process.
		1.3.9. Manage the integration of business and technology management strategies, accounting for cost, schedule and performance risks, that delivers best value and meets capability requirements.
		1.3.10. Design the charter and functions, select and assign membership, and lead integrated product/process teams and other program oriented working groups.
		1.3.11. Synthesize the efforts and output of functionally oriented product/process teams in preparation for and execution of milestone and stakeholder reviews of the program.
2.0 Systems Engineering	**Entry Level:** Generalize the multiple technical disciplines as part of a structured development process throughout a system's life cycle and incorporate systems engineering practices into the systems framework.	2.1.1. Recognize the importance of integrating the Systems Engineering (SE) life cycle and its technical management and review process with the acquisition life cycle
		2.1.2. Identify and relate the utility of key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.
		2.1.3. Recognize the roles and responsibilities of the Government and the contractor in the SE process
		2.1.4. Recognize the utility of using work breakdown structures (WBS) as a technical management tool across all functional disciplines in the acquisition process.

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		2.1.5. Discuss the concept of systems management and the role of human factor engineering in system engineering.
		2.1.6. Define the key aspects of a plan for technical assessment that measures technical progress and assist in the development of a technical assessment plan.
		2.1.7. Define the key aspects of risk management in the context of systems engineering and participate in development of a risk/opportunity management plan.
		2.1.8. Describe the content for a technical data management plan.
		2.1.9. Summarize the process for monitoring and selecting a balanced systems design solution.
		2.1.10. Comprehend the need for design considerations accounting for: environmental, safety and occupational health (ESOH); human factors; and security factors.
	Mid Level: Apply multiple technical disciplines as part of a structured development process throughout a system's life cycle and incorporate systems engineering practices into the systems framework.	2.2.1. Apply quantitative and qualitative analytical 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 management 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 management processes and tools used in the SE process, including: configuration management, 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.

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		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 management 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 the best practices used in the Federal Government to improve efficiency and effectiveness of software acquisitions.
	Senior Level: Integrate multiple technical disciplines as part of a structured development process throughout a system's life cycle and incorporate systems engineering practices into the systems framework.	2.3.1. Formulate, implement and evolve a rigorous Systems Engineering (SE) management program that tracks engineering and specification requirements back to user/mission requirements.
		2.3.2. Evaluate technical management processes and tools used in the SE process, including configuration management, technical performance measures, and technical design reviews which ensure consistency of a product's attributes with its requirements and technical data information.
		2.3.3. Evaluate and evolve the process of developing technical solutions which link user requirements to technical performance and lead to the selection of a balanced design solution.
		2.3.4. Manage development and application of effective system performance measures that provide early indication the selected design solution will meet user requirements.
		2.3.5. Generate and appraise common decision analysis methods and tools.
		2.3.6. Assess and evolve products, plans and other documentation related to technical performance measurement, technical assessment, risk/opportunity management and technical data management.
		2.3.7. Interpret and oversee program implementation of the provisions

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		of the Information Technology Management Reform (Clinger-Cohen) Act.
		2.3.8. Evaluate common SE management strategies for information technology programs.
		2.3.9. Plan for the key processes employed in interface management, including the ability to trace system requirements through the software architecture.
3.0 Test & Evaluation	**Entry level:** Identify the principles, methods, and tools for analyzing and developing systems testing and evaluation procedures of the technical characteristics of systems, including identifying critical operational issues.	3.1.1. Recognize the importance of test and evaluation to acquisition decisions.
		3.1.2. Explain efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, commercial or modified systems.
		3.1.3. Identify the role that T&E plays in the systems engineering process.
		3.1.4. Define and determine the need for a comprehensive test and evaluation approach, including the use of modeling and simulation.
		3.1.5. Explain the value of a comprehensive and documented test and evaluation strategy and how this strategy evolves into test and evaluation plans, such as a Test and Evaluation Master Plan (TEMP).
		3.1.6. Discuss various Federal agency processes for conducting test and evaluation, including the need to conduct user testing or operational test and evaluation (OT&E).
	Mid Level: Apply principles, methods, and tools for analyzing and developing systems testing and evaluation procedures of the technical characteristics of systems, including identifying critical operational issues.	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.

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	Senior Level: Demonstrate the principles, methods, and tools for analyzing and developing systems testing and evaluation procedures of the technical characteristics of systems, including identifying critical operational issues.	3.3.1 Facilitate development of a comprehensive test and evaluation strategy, designed to reduce program risks as the program progresses through the acquisition life-cycle.
		3.3.2 Justify and communicate to program stakeholders, efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.
		3.3.3 Oversee a comprehensive test and evaluation program, adjusting to changes in program complexity and risk.
		3.3.4 Manage and critique a strategy for conducting user or operational testing that determines the operational effectiveness and suitability of a system under realistic operational conditions.
		3.3.5 Manage the programmatic and system impact and risk to program restructuring as a result of analysis and evaluation of developmental and operational test reports.
4.0 Life Cycle Logistics	**Entry level:** Relate how systems life cycle management concepts are used to plan, develop, implement, operate, and maintain system operations and formulate plans to support a systems life cycle.	4.1.1. Express understanding of the concept of integrated product support, the product support elements and purpose of a product support plan.
		4.1.2. Comprehend performance-based logistic efforts that optimize total life cycle costs while maintaining system readiness.
		4.1.3. Recognize alternative logistics support practices, including supply chain management, best public sector and commercial practices and technology solutions, and their utility and appropriateness according to the type and scope of the acquisition program.
		4.1.4. Comprehend the concepts of availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability.
		4.1.5. Define interoperability as a key product support factor, along with examples of interoperability application.
		4.1.6. Assist in implementation of alternative logistics support practices.

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		4.1.7. Recognize the importance of planning for the deployment of a new system or project.
	Mid Level: Apply systems life cycle management concepts used to plan, develop, implement, operate, and maintain system operations and formulate plans to support a systems life cycle.	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 system life cycle cost while maintaining system readiness.
		4.2.3. Analyze a systems 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.
	Senior Level: Illustrate systems life cycle management concepts used to plan, develop, implement, operate, and maintain system operations and formulate plans to support a systems life cycle.	4.3.1. Evaluate and implement appropriate, innovative alternative logistics support practices that evolve to optimize life cycle costs, maintain system readiness and reduce logistics footprint.
		4.3.2. Critique a product support strategy where interoperability is required and evolve the strategy to achieve a balance in system performance, system readiness and life-cycle cost.
		4.3.3. Formulate and defend a performance-based logistics strategy that optimizes total system life cycle costs.
		4.3.4. Synthesize logistic analysis results and risk mitigation issues early in the system development process and implement balanced adjustments in the system design to reduce the required support resources and overall life cycle costs.

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		4.3.5. Organize and track materiel management actions involving the coordination of production, inventory, location, and transportation of program items of materiel (and associated information and financial transactions) to achieve optimum readiness among organizations employing the system.
5.0 Contracting	**Entry Level:** Describe the various contracting requirements in developing Statements of Work, Concept of Operations, cost, schedule, scope, and support documents to provide best planning for the intended procurement of Programs or Projects.	5.1.1. Contrast the roles and responsibilities between the contracting officer and the program manager
		5.1.2. Recognize the need for a comprehensive program specification and requirements statement that fully and correctly defines the program.
		5.1.3. Describe pre-award actions and the associated contracting methods required by the Federal Acquisition Regulation (FAR). Recognize the need for the Program Manager to participate in pre-award actions required by acquisition planning (FAR Part 7.1).
		5.1.4. Recall the formal source selection process, including acquisition planning and pre-solicitation processes; market research; the request for proposal (RFP); evaluation of proposals; and contract award.
		5.1.5. Define the process for developing a comprehensive program specification, Statement Of Work (SOW), and/or Statement of Objective (SOO) that fully and correctly defines the project, addressing roles and missions of the government and contractor.
		5.1.6. Recognize the benefits of performance-based acquisition.
		5.1.7. Recognize the need to formulate a source selection plan that allows for best value
		5.1.8. Identify key activities in contract administration, including contract modifications and terminations.
		5.1.9. Illustrate the role of the COR during all phases of the contracting process.
	Mid Level: Formulate statements of work, Concept of Operations, cost, schedule, scope, and support documents to provide best planning for the intended procurement of Programs or Projects.	5.2.1. Examine the leadership and management processes associated with acquisition planning.
		5.2.2. Interpret the differences in business processes between industry and the Federal government as they relate to contracting.

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		5.2.3. Correlate the relationship between the Acquisition Strategy and the 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 the 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 affect a program during acquisition planning.
		5.2.9. Formulate the 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 the 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.
	Senior level: Develop statements of work, Concept of Operations, cost, schedule, scope, and support documents to provide best planning for the intended procurement of Programs or Projects.	5.3.1. Adapt pre-award actions required by FAR considering contract terms and conditions.
		5.3.2. Collaborate with the program contracting officer and orchestrate the source selection process commensurate with the complexity of the procurement.

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		5.3.3. Assess the coordination actions for the preparation of a comprehensive program specification and the Statement of Objectives (SOO), or SOW, or Performance Based Statement of Work (PSPW).
		5.3.4. Manage the leadership and management processes associated with the integration of program planning and acquisition planning.
		5.3.5. Develop and defend the overall strategy for managing the coordination and development of the acquisition and contracting strategy, including origination of the exit criteria for each acquisition phase as they apply to contracting.
		5.3.6. Facilitate the contractual relationship with domestic and international buyers outside the agency which sponsors the program acquisition.
		5.3.7. Construct and facilitate a negotiated baseline of performance between the operational users, and corresponding commercial and/or organic support providers.
		5.3.8. Evaluate compliance with the application of Federal and agency acquisition policies to meet user/mission requirements when engaged in the acquisition of services.
		5.3.9. Orchestrate the preparation, implementation and justification of a contracting approach within the Acquisition Strategy, along with an on-going risk management process for that approach.
6.0 Business, Cost, & Financial Management	**Entry Level:** Relate the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.	6.1.1 Comprehend the Congressional appropriation process, the various appropriation categories, and the rules for using the funds from each appropriation.
		6.1.2 Generalize common uses of cost estimating, cost analysis, financial planning, formulating financial projects and budgets, budget analysis/execution, benefit-cost analysis, EVM, and other methods of performance measurement.
		6.1.3 Recognize cost estimating processes, methods and techniques.
		6.1.4 Define the Integrated Baseline Review (IBR) process or similar process that reviews program cost and schedule performance.

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		6.1.5 Recognize the basic concepts of Earned Value Management (EVM), including cost and schedule program status indicators, and how EVM relates to managing program risk.
		6.1.6. Comprehend how to allocate funds within appropriation categories and how to use the funds from each appropriation.
		6.1.7. Generalize the agency's policy and for financial planning, programming, budget development, budget execution and OMB A-11 application.
		6.1.8 Recognize common formats and approach to building and analyzing a viable and relevant Business Case containing both quantitative and qualitative decision criteria.
		6.1.9. Recall the common types of software instruments available for performance measurement of programs.
		6.1.10. Recognize the statutory requirements for measuring performance of acquisition programs.
		6.1.11. Recognize the benefits of using balanced and goal oriented performance measures in managing a program
	Mid Level: Apply the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.	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 threshold.
		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.

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		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.
	Senior Level: Operationalize the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.	6.3.1. Manage the application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the program manager to base decisions on system-wide analyses and system performance and affordability, and manage the program risk of those decisions.
		6.3.2. Oversee and facilitate program application of the common cost estimation techniques, applications, and their underlying analytical principles.
		6.3.3. Evaluate program application of EVM, the criticality of the IBR or similar review process, and how to interpret the EVM indicators and resulting analysis.
		6.3.4. Forecast the need for and direct financial planning exercises, and understand the risks associated with the formulated financial plans from those exercise.
		6.3.5. Assess for merit a benefit-cost analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review.
		6.3.6. Manage the proper use of funds from each appropriation as well as interpret Appropriations law and the various appropriations categories.
		6.3.7. Identify, apply and integrate agency financial policies and directives relevant to the program.
		6.3.8. Evaluate relevance and make programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria.

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7.0 Leadership	**Entry Level:** Describe the principles, methods, and tools required to lead and manage a program or project team and assignment of area of responsibilities.	7.1.1. Recognize the basic role of the Program Manager; the qualities of leadership and management as they relate to the Program Manager; and the common leadership challenges faced by Program Managers.
		7.1.2. Recall accepted methods how to lead/manage a project team to satisfactory achievement of project goals.
		7.1.3. Recall how to identify problems, determining accuracy and relevance of information and using sound judgment when offering solutions.
		7.1.4. Relate the various techniques to adapt behavior or work methods in response to new information or changing conditions.
		7.1.5. Describe methods to hold self and others accountable for measurable, high-quality, timely, and cost-effective results.
		7.1.6. Comprehend the tenets of effectively communicating information in a succinct and organized manner, orally and in writing.
		7.1.7. Recognize the value of a customer-oriented approach when assessing needs, resolving conflict, and satisfying expectations.
		7.1.8. Recognize how Continuous Process Improvement (CPI) is used to enhance an organization's performance and identify key CPI methodologies.
		7.1.9. Define the principles of ethics and values inherent to the systems acquisition process and identify the core ethical values associated with acquisition decision making.
		7.1.10. Recognize the roles organizational culture and leadership play in establishing an ethical work environment.
		7.1.11. Recognize how interpersonal and organizational conflict impacts the program management office and select relevant conflict management techniques and methods to address that conflict.
	Mid Level: Apply principles, methods, and tools required to lead and manage a program or project team and assignment of area of responsibilities.	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.

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		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 or 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 the talent of others to perform by providing ongoing, effective feedback.
		7.2.8. Persuade others to accept recommendations, cooperate or change their 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.
	Senior Level: Evaluate the principles, methods, and tools required to lead and manage a program or project team and assignment of area of responsibilities.	7.3.1. Identify, assess and resolve programmatic problems and use sound judgment to identify corrective courses of action.
		7.3.2. Demonstrate a high level of responsibility and accountability for effective use of program resources.
		7.3.3. Model well developed oral and written communications skills and foster their development in subordinates.
		7.3.4. Facilitate an effective business partnership with the contracting officer, chief acquisition officer, senior-level agency advisors, other business advisers and program stakeholders.
		7.3.5. Manage to a long-term organizational view that fosters a shared vision and acts as a catalyst for change.
		7.3.6. Foster an inclusive workplace where diversity and individual difference are valued and leveraged to achieve the vision and mission of the organization.
		7.3.7. Strategically position the organization to take advantage of new opportunities by developing or improving products or services.

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		7.3.8. Evaluate and remain current on local, national and international policies and trends that affect the organization and shape stakeholders' views.
		7.3.9. Oversee the formulation of organizational objectives and priorities, and implement plans consistent with the long-term interests of the organization in a global environment.
		7.3.10. Manage effective and timely stakeholder relationships that generate buy-in to the business and technical management approach to the program.