DEC 1 6 2024

ACQUISITION

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Program Management Functional Career Field Competencies

Reference: DoDI 5000.66, Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program, Change 3, March 25, 2022

The Acquisition and Program Management Functional Integration Team has completed a review of the Department of Defense (DoD) Program Management Functional Competencies. These competencies are contained in the attachment and are stated at levels described in the reference instruction and aligned with Bloom's level verbs.

The attached DoD Program Management Functional Competencies are forwarded for use and implementation as provided in the above reference. They replace the competencies published on April 20, 2023. The attached is a living document and will be continually updated as appropriate.

My point of contact is Mr. T.R. "Randy" Pilling, who can be contacted at 571-342-0428 or Thomas.Pilling@dau.edu .

Gary A. Ashworth
Performing the Duties of the Assistant Secretary of
Defense for Acquisition

Attachment:
As stated

cc:
Acquisition and Program Management Functional Integration Team

Department of Defense Program Management Functional Competencies

PRACTITIONER – ADVANCED LEVELS
Reference: DoDI 5000.66, Change 3, March 25, 2022

This document displays the DoD Program Management Career Field Functional Competencies which are hereby established in accordance with paragraph 3.3.c of the above reference. Input was derived from various program management working groups and studies completed from 2009 to the present.

In developing these competencies, Program Management is considered the core knowledge, capabilities and practices associated with formulating, planning, implementing, managing, tracking and evaluating projects/programs and their associated requirements and risks, ranging from small one-time projects to major system-of-system programs. This document attempts to specifically state the core Program Management competencies required to deliver mission critical capabilities in terms of equipment and services to the user. Critical abilities are to define Component, customer and stakeholder needs and constraints; reduce ambiguity in objectives; develop and manage an efficient project organizational structure; and apply system architecture principles to develop and manage technical requirements in order to achieve the appropriate balance between resources, schedule, and technical requirements. All of these responsibilities are to be conducted by a manager, or under the supervision of a manager, and assigned staff members who have gained in-depth knowledge of their organization and the functions of their office

Management Competency Units and Competencies December 1, 2024

Acquisition Management	Business Management	Technical Management
Capability Integration Planning	**Contract Management**	**Engineering Management**
Requirements Management	Market Research	Technical Planning
Acquisition Program Strategic Planning	Pre-Solicitation Planning and Execution	Requirements Decomposition
Business Case Development	Source Selection & Negotiations	Decision Analysis
Acquisition Law and Policy	Contract Administration	Configuration Management
Acquisition Policy and Best Practices	Contracting Approaches	Digital Engineering
Contractual Laws, Regulations, and Obligations	**Financial Management**	**Digital Literacy**
Financial Mgmt Laws, Directives, and Policies	Financial Planning	Machine Learning
Stakeholder Management	Programming	Artificial Intelligence
Political Savvy	Budget Formulation	Software Acquisition
External Situational Awareness	Budget Execution	**Test and Evaluation Mgmt**
Program Execution	Cost estimates	Test Planning: Preparation, Integration, Analysis Reporting
Risk/Opportunity Management	**Business Acumen**	**Product Support Mgmt**
Teaming	Internal/External Politics	Product Support Planning
Program Oversight	Financial Terms, Motivations, Incentives	Product Support Management
Resource Management	Public/Private Industry Differences	Supply Chain Mgmt and Supply Chain Risk Mgmt
Technology Management	Challenges/Constraints & Competitive Environment	Diminishing Manufacturing Sources & Materiel Shortages
Program Planning	Business Capture	
Pathway Selection		
Tailoring Acquisition Approach		
Executive Leadership		
Foundational Competencies	**Leading Change**	**Results Driven**
Interpersonal Skills	Creativity & Innovation	Accountability
Integrity / Honesty	Vision	Decisiveness
Communicate Effectively	Flexibility & Resilience	Customer Service
Continual Learning	**Leading People**	Problem Solving
Public Service Motivation	Conflict Management	**Building Coalitions**
Technical Credibility	Developing Others	Influencing / Negotiating
Digital Literacy	Team Building	Partnering

DoD Program Management Career Field Functional Competencies

As of:	Completed October 2024		
Unit of Competency	**Topic**	**Competency Description**	**Sub-Competencies**
Acquisition Management (AM)1	**Capability Integration Planning** Ability to develop both a short and long range, innovative acquisition plan/ strategy that provides a frame work for creating functional activities essential to the development of a technology or system/product and manufacturing and fielding.	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).	1. Implement a process, in coordination with user(s), to create and manage program requirements baseline (including interfaces) across the program life cycle. 2. Understand that there is a time-sensitive process for implementing requirements and subsequent acquisition strategy changes resulting from emerging intelligence information or other sources. 3. Guide the requirements process together with the user to meet "customer needs" and support decisions in the context of system of systems architecture. 4. Identify and incorporate best practices in trade-off analysis and system engineering to make requirements related program decisions.
		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	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 and associated trade-offs. 3. Crosswalk and validate supporting technical, financial, and contract planning documents against the Acquisition Strategy goals and objectives.

		Utilize business case development to evaluate the merits and associated trade space of two or more potential solutions that provides a frame work for creating functional activities to develop a product	
AM2	**Acquisition Law and Policy** Ability to apply and integrate policies, DoD agency functions, DoD initiatives, appropriate laws, Executive Branch/DoD regulations and commercial practices, and contractor/ subcontractor relationships such that program goals are efficiently achieved.	Supervise the application of current acquisition policy and best practices to products and processes in the Defense Acquisition System to enable sound acquisition management decisions.	1. 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. 2. Translate Congressional language / direction into program specific direction.
	Program Execution Ability to integrate cost, schedule, and performance within a program effort; coordinate and negotiate mutually acceptable solutions across program functional areas; and evaluate and integrate all analysis activities to balance risk mitigation plans/efforts.	Establish, specify, and manage an integrated risk, issue and opportunity management plan and process.	
		Analyze an integrated master plan (IMP) confirming measures of effectiveness, measures of performance, technical performance measures, IMS alignment and integration, and accomplishment criteria accurately define the program architecture consistent with the acquisition strategy, SEP and TEMP.	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.

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.	1. Understand the relationships and benefits of a relationship between government (including other government agencies), non-profits (FFRDC, UARC), support contractors and industry on working groups and teams. 2. Develop a basic understanding of 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.
		Develop strategies for effectively conducting program reviews and assessments regarding cost, schedule, and performance of the program.	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 Assessment Reviews (CPAR) and compare with best practices. 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.
		Build and manage an acquisition workforce/team based on organizational goals, budget considerations, and staffing needs.	1. Allocate resources across business units and programs to ensure that the strategic goals are met. 2. Understand that there is an automated system to provide program status.
		Technology Management--Ensure that a technology readiness assessment is conducted.	

AM4	**Stakeholder Management** Ability to identify the influential players; assess and respond to political activities, media questions, and actions to shape how they relate to acquisition management.	Political Savvy & Stakeholder Management--Appraise the internal and external politics that impact the work of the organization.	1. Perceive organizational and political reality and act accordingly. 2. Maintain awareness of the environment external to an acquisition program simultaneously from (including) historical, current, and future perspectives.
(Added) AM 5	**(Added)_ Program Planning** Ability to understand customizing acquisition pathways within the Adaptive Acquisition Framework and select the appropriate pathway	Supervise application of current acquisition policy and best practices to identify the appropriate acquisition pathway to deliver solutions faster.	1. Assess which acquisition pathway is most appropriate for a program and how multiple acquisition strategies can be utilized together. 2. Describe how to tailor an acquisition approach and establish transition of pathways. 3. Recognize risks associated with each acquisition pathway
	Contract Management Ability to guide the development of appropriate	Recognize the main market research methods including requests for information, industry days and market surveys.	1. Recognize the advantages and disadvantages of competitive and non-competitive approaches to source selection.

Business Management (BM)1	documents and focusing contracting actions in pre-award, source selection, and post-award contracting activities relating to acquisition management.	Recognize the pre-award actions required by the FAR.	1 .Based on the risks and opportunities described in the acquisition strategy, jointly develop a contracting strategy with the Procuring Contracting Officer. 2. Recognize the importance of acquisition and contracting strategy alignment with the capability or service need. 3. Demonstrate how incentives at the portfolio, program and/or project level (to include contract incentives) drive desired and/or undesired contractor behavior. 4. Recognize the purpose of a source selection plan. 5. Develop and/or assess necessary contract requirements and associated contract artifacts for both a product/supplies and services contract. 6. Demonstrate the ability to adjust an RFP to a changing environment. 7. Recognize the importance of small business to DoD and the acquisition lifecycle.
		Recognize the flow of the source selection process.	1. Recognize the valid justifications for a sole source contract arrangement.
		Recognize the role of contract administration.	1. Comprehend the contract modification process, receipt of contractor change proposals, ECP and Value Engineering requirements, risk analysis, and contractor financing requirements. 2. Direct and advise on exercising options; issuing task or delivery orders; and claims. 3. Recognize the value and benefits of Earned Value Management (EVM) in the defense acquisitions process. 4. Resolve contract issues related to contractor's responsibilities for performance of the contract or a change in the users requirements.

		(Added) Ability to identify different contract approaches, applications, and implications and analyze advantages and disadvantages to select the appropriate approach. Ability to describe how current authorities, including contracting and testing authorities, can be tailored to accelerate acquisition processes while meeting program requirements.	1. Recognize flexibilities embedded in statutory and regulatory requirements 2. Comprehend current policy and best practices.
BM2	**Financial Management** Ability to implement an effective financial management system to govern the program and ensure program affordability; develop and justify program's cost position within the PPBE; manage the development of program cost estimates; assess Congressional enactments evaluate the impacts of program funding changes; and effectively/efficiently execute the program funding.	Manage 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.	1. (added) PPBE: Understand how the DoD's Planning, Programming, Budgeting and Execution (PPBE) system functions as it's budget and resource allocation planning tool. 2. (Modified) Policy: 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.
		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.	
		Oversee the program office organization's financial processes and procedures.	1. Supervise and advise on the formulation of budget documents.

		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).	1. Advocate for program equities; prepare, justify, and administer the program budget. 2. Execute and advise on budget reviews.
		Recognize the importance of cost-estimating techniques in support of the acquisition life-cycle.	1. Identify the four basic cost-estimating techniques and where they roughly fit into the acquisition life cycle.
BM3	**Business Acumen-External Environment**	Business knowledge and savvy. Understand and appraise aspects of the industry management, planning, operations, finance, and strategy integral for organizational success.	1. Internal and external politics impacting work of the organization. 2. (Modified) Understand how financial terms, motivations, cash flows and incentives potentially influence industry behaviors, negotiations and relationships. 3. (Modified) Understand public and private industry differences and potential impacts. 4. Challenges, constraints and competitive environment. 5. (Added) Understand the methods and techniques industry uses to shape the likelihood of business capture.
	Engineering Management Ability to manage a system engineering process; assess the government / contractor's system engineering approach, activities, and products.	Establish, update and critically evaluate a plan for the technical management of an acquisition activity.	1. Ensure engineering processes are coordinated and applied properly throughout a system's life cycle consistent with the Systems Engineering Plan.

Technical Management (TM)1			(Added) Digital Engineering: Understand digital engineering tools, methodologies, and standards to enhance system design, integration, and verification. Apply Modular Open Systems Approach (MOSA) principals to ensure system modularity, interoperability, and adaptability.	1.Develop a foundational understanding of how a digital twin or model can reduce costs, improve schedules, enhance performance, and support the testing and integration of weapon systems. 2.Formulate strategies and techniques to build and leverage MOSA within systems and programs, highlighting benefits such as flexibility, interoperability, maintainability, and scalability. 3.Create and implement requirements to enable MOSA while addressing risks and challenges, including OEM data rights, proprietary architectures, lack of standardization, and security vulnerabilities in open standards and architectures.
			Ensure a requirements management process provides traceability back to user-defined needs.	1. Describe the need to convert functional and behavioral expectations to technical requirements.
			Manage the process to document, coordinate, and substantiate the transition of system elements to the next level in the SE process.	
			Apply, evaluate and explain multiple approaches to decision analysis concerning technical challenges.	
			Articulate the program technical insights provided by the configuration management process.	1. 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.

(Added) TM 2	**Digital Literacy** Develop a foundational understanding of software development, digital tools and methodologies to drive innovation and enhance defense program management.	Understand the application of the Software Acquisition strategy to programs and the development of software within programs using other strategies.	1. Understand the process of Agile software development and the application to acquisition programs. 2. Understand how to develop, integrate, and maintain software systems using best practices in software engineering and align software development efforts with broader program objectives. 3. Recognize the importance of fully integrating cybersecurity into programs early and throughout the system lifecycle.
		Develop a foundational understanding of artificial intelligence concepts	1.Understand the applications for machine learning, natural language processing, robotics, and cognitive computing. 2.Understand challenges with implementing AI. 3.Understand certification and testing implications associated with implementing AI.
TM3	**Test and Evaluation Management** Ability to develop, document, staff, and assess a test and evaluation program within the lifecycle of an acquisition program.	(Modified) Understand the full spectrum of test and evaluation and the ability to execute detailed test planning, preparation, integration, execution, analysis and test reporting	(Added) 1: Understand how to develop a tailored T&E strategy as described in the Test & Evaluation Master Plan (TEMP). 2: Identify the roles and missions of key stakeholders with a Test & Evaluation Working-level Integrated Product Team (T&E WIPT) and manage the development and maintenance of high level Test and Evaluation documents. 3: Understand how to use test and evaluation as a risk reduction tool and how to characterize risks uncovered in order to inform decision makers
	Product Support Management Ability to manage and apply the principles of DoD life cycle logistics management to influence the design	Identify the role of acquisition logistics and support as it relates to life cycle cost of a system.	(Added) 1. Understand the policies/authorities available to support the commercial and organic industrial base
		Recognize the importance of supportability as it relates to achieving system readiness and reducing life-cycle costs.	

TM 4	process and the development and execution of the product support plan. This includes an understanding and implementation of appropriate actions on supply chain management, environmental matters relating to the development, manufacture, and disposal of facilities and end items.	Recognize the importance of Supply Support	(Added) 1. Identify program requirements associated with Supply Chain Risk Management (SCRM) 2. Understand the potential impact of Diminishing Manufacturing Sources and Materiel Shortages (DMSMS) on a program
	Foundational Competencies These competencies are the foundation for success in each of the core competencies.	(Interpersonal Skills) Develop and maintain effective working relationships, especially in difficult situations by treating others with courtesy, sensitivity, and respect.	1. Exemplify professionalism, tact and empathy to build trust and commitment.
		(Integrity and Honesty) Behave in an honest, fair, and ethical manner. Show consistency in words and actions. Model high standards of ethics. Develop Integrity and Honesty in behavior.	
		(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.	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.

Leadership (L)1		(Continual Learning) Assess and recognize own strengths and weaknesses; pursue self-development.	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.
		(Public Service Motivation) Demonstrate a commitment to serve the public. Ensure that personal actions align organizational objectives and practices with public interests.	
		(Technical Credibility) Remain current with technology, tools, trends, and evolving practices in area of expertise.	1. Demonstrate skill in using job-relevant information systems and/or software applications.
		(Added) (Digital Literacy) Understand how data driven methodologies, frameworks and processes can help drive transformation, integration and interoperability across programs and capabilities.	1.Understand structured and unstructured data architectures. 2.Understand approaches to data modeling. (e.g. data mesh, Data Fabric, Warehouse, Lake and Lakehouse concepts). 3.Assess data agility (speed and flexibility) and authoritativeness (creditability and reliability) in centralized and decentralized environments. 4.Understand the use of data driven analyses and feedback loops. 5.Assess data sharing opportunities and implications in contracts that promote mutual collaboration between industry partners and the government.

L2	**Leading Change** Ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.	(Creativity and Innovation) Develop new insights into situations; question conventional approaches; encourage new ideas and innovations; design and implement new or cutting edge programs/processes.	1. Manage effective team meetings that include brainstorming, conflict resolution, negotiation, problem solving, communication, collaboration and team member integration.
		(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.	
		(Flexibility) Evaluate changing conditions and new information as a matter of practice.	1. 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.
		(Resilience) Demonstrate effective skills in handling pressure; remain optimistic and persistent, even under adversity.	1. Anticipate changes, recover quickly from setbacks and learn from mistakes.
	Leading People Ability to lead and inspire a multi-sector group [not only employees (civilian and military), but also other government agency	(Conflict Management) 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.	

L3	personnel at the federal, state and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.	(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.	
		(Team Building) Foster team commitment, pride, and trust. Facilitate cooperation and motivate team members to accomplish group goals.	
L4	**Results Driven** Ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	(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.	1. Foster and ensure an environment that administers all resources in a manner that instills public trust while accomplishing the mission. (Added) 2. Set clear, strategic organizational goals to ensure program outcomes meet or exceed expectations.
		(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.	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.

		(Understand Customer Service) Anticipate and meet the needs of both internal and external customers by delivering high quality products and services.	
		(Problem Solving) Conduct an evaluation of a program to identify, analyze, and create solutions for problems.	1. Distinguish between relevant and irrelevant information to make logical judgments. 2. Implement an appropriate corrective action plan within program resources.
L5	**Building Coalitions** Ability to build coalitions by influencing and partnering to achieve common goals.	(Influencing /Negotiating) Establish and maintain relationships with key individuals/groups.	1. Understand what motivates others to reach consensus. 2. Gain cooperation from others to obtain information, find solutions, and accomplish goals.
		(Partnering) Develop networks and builds alliances.	1. Collaborate across boundaries to build strategic relationships and achieve common goals.