

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 352 – PROGRAM MANAGEMENT OFFICE COURSE**

PMT 352	Competency	Yes	No	Work Description/Justification
1	Describe the impact, roles and opportunities of the Department of Defense (DoD) Science & Technology Process (e.g., Advanced Concept Technology Demonstrations (ACTD) and Advanced Technology Demonstrations (ATD)).			
2	Analyze the requirements process and its impact on the acquisition process, especially in regards to Mission Need Statement (MNS), Operational Requirement Document (ORD), Capstone Requirement Documents (CRD), and Acquisition Program Baseline (APB).			
3	Team with user(s) to translate and refine requirements, develop plans and implement appropriate strategies.			
4	Develop an acquisition strategy in compliance with existing policy and guidelines.			
5	Apply Market Research techniques to determine commercial product availability and applicability.			
6	Originate tailored, value added, program documentation (e.g., Acquisition Program Baseline, Risk Management Plan, budget estimates, Software Acquisition Plan, application of commercial best practices).			

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7	Determine the impact of information technology and processing on program and program office operations (e.g., electronic digital environment (IDE), electronic commerce/electronic data interchange, real-time analysis, imaging, communications).			
8	Identify the policies and procedures for international cooperation and sales (potential and actual) on a program acquisition strategy and funding required for an international cooperative program.			
9	Evaluate environmental protection, environmental security and pollution prevention legislation and policies and determine their impact on the program acquisition strategy.			
10	Evaluate and plan for system final disposition.			
11	Conduct production/modification planning as part of a program strategy when production is expected.			
12	Determine likely cost, schedule and technical risks; select appropriate risk handling options and metrics.			
13	Employ acquisition strategies that are characterized by progressively defining requirements and associated design solutions based on evolving user needs.			

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14	Evaluate and manage a systems engineering process to translate requirements into integrated design solutions, ensuring that solutions both meet current requirements and facilitate the incorporation of new technologies and capabilities to meet future needs.			
15	As design and development proceed, apply appropriate analysis and control tools to evaluate alternatives, measure progress, and document design decisions to ensure system prototype deliveries reflect a best-value balance among cost, schedule, and performance.			
16	Apply appropriate program security techniques (to include information assurance/program protection/National Critical Infrastructure Protection planning, methods and techniques) to a program.			
17	Describe and analyze the software development and acquisition process.			
18	Evaluate, select and apply government and commercial tools and techniques for estimating, measuring, and predicting software cost, schedule and quality.			
19	Plan and execute a Test and Evaluation Program.			
20	Evaluate the benefits, limitations and tradeoffs of modeling, simulation and prototyping as tools supporting the program life cycle.			

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21	Apply interoperability to acquisition program development and execution.			
22	Recognize the role of Congress and its interaction/interface with DoD with regard to the budget, requirements, acquisition, and personnel processes for the management and execution of acquisition programs.			
23	Evaluate the impact of competition, small business and partnering throughout the acquisition life-cycle. Ensure related plans are consistent with latest statutory and regulatory guidance, and best commercial practices.			
24	Compare and contrast government and commercial buying practices and identify potential impacts on program management.			
25	Analyze a defense contractor's working capital management, sources of funding and cost of capital to include the contractor's cash flow issues, cost accounting, cost-volume-profit and capital investment analysis.			
26	Develop and justify programs and budgets IAW the Planning, Programming & Budgeting (PPBS) process.			
27	Apply principles of contract and fiscal laws and regulations (e.g., the Anti-Deficiency Act, procurement integrity, and the specific purpose statutes) as they pertain to development of program funding, contracts, and strategies.			

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28	Explain the benefits of Alternative Dispute Resolution and other techniques for resolving and avoiding disputes and litigation; partnering and other pre-planned dispute avoidance procedures.			
29	Determine the affordability of a program in terms of life cycle cost (i.e., total ownership cost (TOC)).			
30	Evaluate and determine the impact of contract type and contract payment methodologies (including the shift to performance based financing) on the contractor and the program.			
31	Develop an acquisition strategy team with appropriate government (e.g., DCMA, functional representation) and contractor participation, for contract preparation through program close-out.			
32	Originate a complete solicitation that effectively communicates the government's requirements, acquisition strategy and factors for award.			
33	Select the "Best Value" contractor. Evaluate techniques employed to utilize contractor past performance in contract award.			

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34	Develop evaluation criteria and source selection plan, and evaluate proposals received in response to a solicitation. Apply the techniques of pricing, fact-finding, data analysis (including determining industry capability relative to the solicitation).			
35	Maintain an adequate program funding profile to meet design and stable production requirements.			
36	Develop tailored support analysis, to influence the design and determine sustainability requirements.			
37	Evaluate acquisition logistics functions and documentation needs over a system's life cycle, including commercial production and support.			
38	Assess the sustainability aspects of commercial and non-developmental items (NDI), out-of-production parts, and diminishing manufacturing resources. Include the component/system evaluation and the configuration management of the system.			
39	Plan and direct site surveys to assess locations for installation of software, hardware, and telecommunications.			
40	Apply methods to increase the use of Prime Vendor/Virtual Prime Vendor, Vendor-Managed Inventory, Direct Vendor Delivery and Time-Definite Delivery. Include DLA capabilities as part of the analysis.			

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41	Understand the administrative and programmatic requirements of the DoD oversight and review structure, to include OSD and Joint Staffs, Component HQ staffs, the Milestone Decision Authority (MDA) and Program Executive Office (PEO) (as applicable).			
42	Determine the impact of external reviews and audits on programs.			
43	Apply appropriate methodologies and metrics to assess program's health and readiness, develop and present alternatives as program requirements or cost, schedule, performance change. Update performance, schedule, and cost in the acquisition program baseline.			
44	Apply the principles of earned value management methods and tools to assess a program including the establishment of an integrated baseline; gauging progress against the baseline to identify and quantify cost, schedule and technical problems.			
45	Develop the ability to apply DoD public relations policy when a program is impacted by non-DoD influences.			
46	Recognize the requirements, processes and program impacts of external reporting of cost/schedule status (e.g., Defense Acquisition Executive Summary (DAES), Selected Acquisition Reports (SAR), etc.)			

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47	Demonstrate leadership in a program office through effective interpersonal, managerial, and organizational skills.			
48	Lead the program team in effective integration of functional elements.			
49	Enhance communication skills in the areas of negotiation, writing, and decision briefing.			