



DEPARTMENT OF THE NAVY

NAVAL SEA SYSTEMS COMMAND
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MEMORANDUM FOR DISTRIBUTION

From: Chairman, Program Management Functional Board

Subj: DEPARTMENT OF THE NAVY FULFILLMENT GUIDANCE FOR PMT-302

Ref: (a) Director, Acquisition Career Management (DACM)
Memo dtd 13 Apr 99; Subj: REINSTATEMENT OF
ADS-97-03-GD
(b) Chairman, Department of the Navy Program
Management Functional Board letter OF 26 Jul 99;
Subj: REINSTATEMENT OF THE FULFILLMENT PROCESS FOR
THE ADVANCED PROGRAM MANAGEMENT COURSE (PMT-302)

Encl: (1) Fulfillment Standards for PMT-302

1. Reference (a) reinstated the Acquisition Career Management Mandatory Career Fulfillment Program, which had expired 1 October 1997. Reference (b) reissued the Department of the Navy guidance and procedures for fulfillment of PMT-302.

2. Enclosure (1) contains further guidance for evaluating an individual's qualifications for fulfillment of PMT-302. It contains examples of the types of education, training, and experiences that may demonstrate fulfillment of a particular competency for PMT-302. Enclosure (1) is available on the Navy Director, Acquisition Career Management (DACM) web site at <http://DACM.SECNAV.NAVY.MIL>.

3. This guidance does not supercede any previous guidance or direction issued by references (a) or (b). Addressees are requested to give widespread distribution of this letter to members of their respective acquisition workforces.

S. M. BONWICH
Chair, DON Program
Management Functional Board

Subj: Department of the Navy Fulfillment Guidance for PMT-
302

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PMT 302 ADVANCED PROGRAM MANAGEMENT

	COMPETENCY	TRAINING/EDUCATION	EXPERIENCE
1	Summarize the role of Congress and the Executive Branch in the Federal budget process	Training on the overall federal budget process. BCF 103 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the role of Congress and the Executive Branch in the Federal budget process, or... Experience in the development, review approval or execution of budget requirements through the budget review cycle.
2	Identify the process for responding to Congressional inquiries.	Capitol Hill Program Workshop	Weapons system experience at the PM, DPM or APM level that required preparation and/or review of responses to Congressional inquiries, or... Experience working on a Congressional staff or in a Congressional liaison office.
3	Show how a program management office operates within the DoD resource allocation process	BCF 103 (DAU)	Weapons systems acquisition experience at the PM, DPM or APM level that required an understanding of the DoD resource allocation process or ... Assignment to a weapons system acquisition position where the employee participated in significant resource allocation issues within the DoD process.
4	Assess the implications of the Congressional enactment process on program funding	Training in the legislative aspect of the Federal Budget process. BCF 103 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the impact of the Congressional enactment process on program funding or...
5	Assess how Congressional marks impact defense acquisition programs.	BCF 103 (DAU)	Assignment to a weapons system acquisition position where the employee participated in significant funding issues that were affected by Congressional action. Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of how Congressional Marks impacted the program or.... Assignment to a weapons system acquisition position where the employee participated in significant funding issues and was required to assess the impact of Congressional budget action on program funding and consequently, program performance.
6	Assess the impacts of laws on program budget execution.	BCF 103 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required the employee to assess the impact of laws on budget execution and take effective

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7	Propose appropriate program management office actions to address issues caused by the interaction of the requirements generation process, the acquisition management decision process, and the Planning, Programming and Budgeting System (PPBS).	BCF 103 (DAU) BCF 211 (DAU)	action. Weapons system acquisition experience at the PM, DPM or APM level that required evaluating and synthesizing new or changing requirements, requirements of the acquisition management process, and budget constraints. The employee must have demonstrated the ability to use their evaluation to generate effective management actions to reconcile conflicting requirements.
8	Identify the financial impact of changing defense demands, the consolidation of traditional defense suppliers, and the expanded use of commercial suppliers to meet defense needs on the national industrial base.	Training on the defense industrial base.	Weapons system acquisition experience at the PM, DPM or APM level that required the interpretation of an industrial base assessment and evaluation of commercial suppliers, or ... Management experience in a commercial manufacturing activity (preferably defense related) or specific experience in any one of the following: - Field activity responsible for producing an industrial base assessment. - Participation on an industrial base assessment team.
9	Evaluate the impact of advancing information technology on the acquisition, development, and sustainability of information intensive systems.	IRM 201 (DAU) SAM 201 (DAU)	Assignment to a weapons system acquisition position on an information intensive system where the employee was required to assess and deal with the impact of advancing information technology.
10	Assess the role of competition, the effects of socio-economic programs, and the methods of contracting for systems acquisition.	CON 211 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required an evaluation of the effects of socio-economic programs on competition (such evaluation should have been for the purpose of selecting the appropriate contracting method), or ... Participating in the new procurement and other than new procurement contracting process including development or review of contracting documents and directives.
11	Compare and contrast the impact of DoD versus commercial procurement practices and strategies on a program.		Weapons system acquisition experience at the PM, DPM or APM level that required the comparison of DoD to commercial procurement practices for the purpose of deciding which to use on a proposed program, or ... Participation in the development of an acquisition strategy that considered use of commercial procurement practices.

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12	Compare and contrast commercial and Government contractors' financial management practices.		<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the financial management practices of Government contractors as compared to those of other commercial firms, of...</p> <p>Contractor management experience at one or more the following activities: Systems Command Acquisition Program Office, Defense Contract Administration Service (DCAS), Defense Contract Management Command (DCMC), Navy Plant Representative's Office (NAVPRO) or Acquisition Supervisor of Shipbuilding, of....</p> <p>Experience working for a Government Contractor where the employee participated in the firm's financial management.</p>
13	Develop a contractor proposal pricing strategy.		<p>Weapons system acquisition experience at the PM, DPM or APM level that required participation in or approval of a contractor proposal, pricing strategy or a "should cost" estimate, of...</p> <p>Experience working for a Government contractor where the employee participated in pricing.</p>
14	Describe the impact of Government cost principles on defense contractors.	Training in Government Cost Principles	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of Government cost principles and their impact on defense contractors, of ...</p> <p>Experience where the employee was responsible for the review and approval of contract costs, of....</p> <p>Experience working for a Government contractor in a financial management position.</p>

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15	Point out how current industrial base laws (e.g., USC 2440), policies, and initiatives affect acquisition program plans.	Training on the Defense Industrial base	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of how industrial base laws and policies affect planning for acquisition programs, or... Assignment to a weapons systems acquisition position where the employee reviewed industrial base assessment and evaluated its affect on their programs.
16	Perform selected portions of an industrial capability assessment.	Training on the Defense Industrial base	Weapons system acquisition experience at the PM, DPM or APM level that required the preparation or approval of an industrial base assessment, or ...
17	Explain the role of a financial capabilities analysis in: (1) a defense industrial capabilities assessment (DoD Handbook 5000.60-H); (2) a pre-award survey; and (3) during post-award contract performance.	Training in financial capabilities analysis	Participation on an industrial base assessment team. Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the role of a financial capabilities analysis in a defense industrial capabilities assessment, a pre-award survey or during contract performance, or... Participation in development of a financial capabilities analysis, or... Participation in a defense industrial capabilities assessment, or pre-award survey.
18	Assess the impact of a contractor's working capital management on a program.		Weapons system acquisition experience at the PM, DPM or APM level that required assessing the impact of working capital management on a program or..
19	Analyze the interaction of contract type and contract payment methodologies on the contractor.	Familiarity with relevant provisions of the FAR.	Experience where the employee was responsible for evaluating contractor financing and its impact. Weapons system acquisition experience at the PM, DPM or APM level that required analyzing the effect of contract type and payment method on the contractor, or... Participation in the new procurement or other than new procurement contracting process where various contracts types and methods of payment were considered.

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20	Compare and contrast how cost/managerial accounting is used by Government and commercial contractors.	Training in cost/managerial accounting.	Experience where the employee was responsible for the review or approval of contract costs, or...
21	Identify the risk-return tradeoffs in a contractor's capital asset management decision.	Training in finance	Private industry experience in cost or managerial accounting or the preparation of cost proposals. Weapons system acquisition experience at the PM, DPM or APM level that required the evaluation of risk-return tradeoffs in a contractor's capital asset management.
22	Explain how the contractor's mix of fixed and variable costs impact profitability and risk (cost-volume-profit).	BFM 102 (DAU) C/SCSC Training	Weapons system acquisition experience at the PM, DPM or APM level that required an evaluation of how the contractor's mix of fixed and variable costs impact his risk and profitability, or...
23	Develop a rudimentary contractor cost proposal.		Experience where the employee was responsible for review or approval of contractor costs. Weapons system acquisition experience that involved evaluation of a contractor cost proposals, or...
24	Appraise the ability of a program to execute an acquisition strategy based on the budget justification documentation submitted.		Experience in the defense industry where the employee participated in developing cost proposals. Weapons system acquisition experience at the PM, DPM or APM level that required appraisal of an acquisition strategy based on the budget, or... Assignment to a weapons acquisition position where the employee participated in the development and execution of an acquisition strategy based on a budget, or... Experience analyzing a major program such as in an audit or review in which the employee considered the following: <ul style="list-style-type: none"> - Adequacies of acquisition strategy - Relationships of the acquisition strategy to budgeted justification - Ability of the program to execute the acquisition strategy.

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25	<p>Demonstrate how the various DoD appropriations support systems acquisition management.</p>	<p>Training in DoD Appropriations</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the various DoD appropriations and how each supports systems acquisition management, or...</p> <p>Experience in acquisition financial management where the employee worked with the various DoD appropriations in support of systems acquisition.</p>
26	<p>Relate current funding policies in the management of DoD appropriations to the execution of an acquisition strategy.</p>		<p>Weapons system acquisition experience at the PM, DPM or APM level that required the understanding of and compliance with current funding policies to manage DoD appropriations to execute an acquisition strategy, or...</p> <p>Experience in a acquisition financial management where the employee managed DoD appropriations in compliance with current funding policies to execute an acquisition strategy.</p>
27	<p>Assess the impact of the three phases of the PPBS on the acquisition process.</p>	<p>Training in PPBS</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the PPBS and the impact of its three phases on the acquisition process, or...</p> <p>Experience in the development, review or approval of budget requirements through the budget review cycle or participation in defending the original budget and subsequent revisions through the budget review cycle.</p>
28	<p>Assess the implications of the OSD Budget Review process on a program's budget request.</p>		<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the impact of the OSD budget review process on a program budget request, or...</p> <p>Acquisition program experience where the employee participated in preparing budgets and supporting them through the OSD budget review process.</p>

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29	Identify the impact of Information Technology and an integrated digital environment on program office operations.	Training on the current information technology and its impact on business operations IRM 101 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of current digital Information Technology and its impact on the operation of a typical program office, or... Acquisition experience where the employee was responsible for re-engineering business processes and introducing new digital technology to an office.
30	Analyze the impact of Government-directed program changes and changes in a contractor's business base on the total cost of an acquisition program.	Training in cost analysis and cost estimating	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of how total cost of an acquisition program is impacted by Government directed program changes and changes in the contractors business base, or.. Experience where the employee was responsible for the review and approval of contract cost, or...
31	Relate the influences of the macroeconomic environment, national policy, national security and military strategy, and Defense plans and programs to Defense systems acquisition.		Financial management experience at a defense contractor. Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of how defense systems acquisition is influenced by such external factors as the national economy, national policy, national security strategy, and defense plans, or...
32	Assess the impact of applicable Federal laws, regulations, and other policies on the Defense systems acquisition management process.	ACQ 101 (DAU) CAR 805 (DAU)	Defense acquisition experience where the employee developed acquisition strategies or long-range plans based, at least in part, on a forecast of the external environment. Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the impact of applicable Federal laws, regulations and polices on the defense system acquisition process, or... Assignment to a weapons system acquisition position where the employee participated in the review and analysis of new laws, regulations or polices and identified their impact on the program.

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33	<p>Analyze the impact of DoD acquisition policies on a program as it progresses through the acquisition life cycle.</p>	<p>Training on DoD Acquisition Policies ACQ 101 (DAU), ACQ 201 (DAU)</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the impact of DoD acquisition policies on a program throughout its life cycle, or...</p> <p>Assignment to an acquisition position where the employee participated in the development, review, or approval of DoD acquisition policies.</p>
34	<p>Describe supervisory responsibilities in acquisition personnel management and development in compliance with the Defense Acquisition Workforce Improvement Act (DAWIA).</p>	<p>Review of the Command policy on DAWIA implementation. Review of the SECNAV 5300.36</p>	<p>Experience in an acquisition leadership position that required the employee to advise their subordinates on DAWIA requirements and career development.</p>
35	<p>Assess the impact of external reviews and audits of an acquisition program.</p>		<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the impact of external reviews and audits on the program, or...</p> <p>Assignment to a team that conducted an external review or audit of an acquisition programs, or...</p> <p>Assignment to a management position in an acquisition program that received an external review or audit where the employee was responsible for corrective action or review of audit findings.</p>
36	<p>Relate the principles of contract law to procurement planning and the responsibilities of the Program Manager.</p>	<p>Training in Contract Law CON 210 (DAU)</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required the application of the principles of contract law to procurement planning and Program Manager responsibilities, or...</p> <p>A weapons system acquisition position in the contracting field where the employee dealt with procurement planning, or...</p> <p>A weapons system acquisition position in a project office where the employee participated in procurement planning and worked closely with the contracting organization.</p>

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37	Develop a proactive approach to ethical decision making.	Annual ethics training.	Weapons system acquisition experience at the PM, DPM or APM level requiring the employee to display ethical and effective decision making ability in all situations and to display the ability to identify and deal forthrightly with ethical issues in the early stages of their development.
38	Explain the techniques and application of Alternative Dispute Resolution and other dispute avoidance procedures.	Training in the Alternative Dispute Resolution methods.	Experience at the PM, DPM or APM level where the employee identified and used Alternative Dispute Resolution methods and other dispute avoidance procedures such as mediation, etc.
39	Develop a strategy for managing information technology as an investment.	IRM 201 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required the employee to develop a strategy for managing Information Technology as an investment, or... Assignment to a weapons system acquisition position where the employee participated in the evaluation of competing IT projects where part of the evaluation included life cycle costs.
40	Assess the likelihood of an information systems proposal being selected to become a part of an information systems portfolio.	IRM 201 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required evaluation of information systems for inclusion in an information system portfolio, or... Assignment to a weapons system acquisition position where the employee participated in the valuation of information systems or in the establishment of information systems portfolios.
41	Analyze the system's economic analysis for areas of omission or weaknesses.	Economics Analysis training IRM 201 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required an evaluation of the systems economic analysis for omissions or weaknesses, or... Participation in conducting the economic analysis of a weapons systems acquisition.

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42	Propose a hierarchy of information system/technology performance measures for managing an agency's information technology investment.	IRM 201 (DAU)	<p>Weapons system acquisition experience at the PM, DPM or APM level that required development of a hierarchy of performance measures for managing an agency's IT investment, or...</p> <p>Assignment to a weapons system acquisition position where the employee participated in development/selection of performance measures to evaluate IT systems.</p>
43	Recommend an Investment Baseline/Performance Agreement.		<p>Weapons system acquisition experience at the PM, DPM or APM level that required the development of an Investment Baseline/Performance Agreement, or...</p> <p>Assignment to a weapons system acquisition position where the employee participated in the development or evaluation of an Investment Baseline/Performance Agreement.</p>
44	Evaluate approaches to resolve an identified information systems acquisition technical or policy issue.	Training in the management of IT systems acquisition IRM 201 (DAU) IRM 303 (DAU)	<p>Weapons system acquisition experience at the PM, DPM or APM level that required evaluation and implementation of approaches to resolve IT systems acquisition technical or policy issues, or...</p> <p>Weapons system acquisition experience involving IT systems where the employee was responsible for resolving technical and policy issues.</p>
45	Appraise the role of the science and technology process in the systems acquisition process.	Training in the DoD Science and Technology (S&T) process.	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the role of the S&T process in systems acquisition, or...</p> <p>Assignment to a weapons system acquisition position where the employee participated in the Systems Engineering process and was exposed to changes brought about by the DoD S&T process.</p>
46	Identify the impacts of international cooperative programs and foreign military sales on the management of Defense programs.	Training in Foreign Military Sales PMT 202 (DAU)	<p>Work experience in a division/office that was involved in FMS either acquisition, follow-on technical support, design, or RDT&E that required dealing with the impact of international cooperative programs and FMS on Defense programs.</p>

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47	Analyze the differences among the Components' acquisition programs, and their impact upon acquisition strategy development and management of a program office.	Armed Forces Staff College	Assignment to a joint program office or acquisition related billet on a joint staff, or an acquisition billet in a program office or field activity that provided acquisition support to or liaison with other services or Components that required analyzing the differences among the Components' acquisition strategy development and management of a program office.
48	Develop a plan for managing a joint program that integrates the lead and participating Components' common and unique requirements.	Armed Forces Staff College	Assignment to a joint program office or acquisition related billet on a joint staff, or an acquisition billet in a program office or field activity that provided acquisition support to or liaison with other services or Components that required a management plan that integrates the lead and participating Components' common and unique requirements.
49	Relate the requirements determination process to the other major decision support systems as defined by DoD 5000.1.	Training in the DoD 5000.1	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the relationships between the requirements determination process and the other major decision support systems as defined by DoD 5000.1, or... Assignment to a weapons system acquisition position during program initiation; concept exploration and definition phase; or demonstration and validation phase in which the employee participated in the development, review, or approval of requirements documents such as the ORD or COEA, or... As a member of a Government project engineering or design team.
50	Perform a requirements analysis using an Operational Requirements Document and a System Specification.		Weapons system acquisition experience at the PM, DPM or APM level that required performing a requirements analysis using an ORD and a System Specification, or... Assignment to a weapons system acquisition position during program initiation; concept exploration and definition phase; or demonstration and validation phase in which the employee participated in requirements analysis, or... As a member of a government project engineering design or in-service engineering team.

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51	Propose means of managing critical requirements issues.		Weapons system acquisition experience at the PM, DPM or APM level that required managing critical requirements issues, or... Experience developing and presenting management briefings for management decisions such as: - Milestone Decisions - Acquisition Review Board (ARB)
52	Analyze how the requirements management process and products for an information-intensive system can be improved.	Training in Office Automation and Business Process Re-Engineering (BPR)	Weapons system acquisition experience at the PM, DPM or APM level that required analysis of means to improve the requirements management process and products for an information intensive system, or... Assignment to a weapons systems acquisition position where the employee participated in a successful BPR initiative for an information intensive system.
53	Prepare an appropriate acquisition strategy which translates the users' requirements into a program for systems development considering current legislation, DoD policies, and regulations.		Weapons system acquisition experience at the PM, DPM or APM level that required the development of an acquisition strategy which translates requirements into a program for system development that considers current legislation and DoD policies and regulations, or... Assignment to a weapons system acquisition position where the employee participated in the development of an Acquisition Strategy.
54	Relate the Defense systems acquisition management decision to appropriate acquisition categories and milestones.	Training in DoD 5000 series instructions	Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the relationship between the Defense Systems acquisition management decision and appropriate acquisition categories and milestones.
55	Summarize the capabilities of the commercial marketplace to satisfy program requirements.	PQM 212 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required evaluating the capabilities of the commercial marketplace to satisfy program requirements, or... Assignment to a systems acquisition position where the employee participated in procurement of components or supplies on the commercial market, or... Participation in a team that evaluated the commercial marketplace for the ability to satisfy DoD requirements.

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56	Summarize how applicable DoD discretionary and mandatory practices of "Cost As An Independent Variable" and "Analysis of Alternatives" could be applied.	Training in "Cost as an Independent Variable" (CAIV) and "Analysis of Alternatives" BCF 101 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the application of CAIV and Analysis of Alternatives, or... Assignment to a weapons system acquisition position where the employee used CAIV and "Analysis of Alternatives" methodologies.
57	Analyze life cycle affordability of an acquisition program.	Training on Life cycle Cost (LCC) Analysis BCF 204 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required analysis of life cycle affordability of an acquisition program, or... Experience preparing an LCC analysis for a weapons system.
58	Apply various analysis techniques and the Cost Analysis Strategy Assessment model to make acquisition design and logistics system affordability tradeoffs during the early development of a system.	Training in the Cost Analysis Strategy Assessment model BCF 101 (DAU) BCF 206 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required application of various analysis techniques and the Cost Analysis Strategy Assessment model to make acquisition design and logistics system affordability tradeoffs during early system development, or... Assignment to a weapon systems acquisition program where the employee performed design and logistics system tradeoffs using various analysis techniques.
59	Summarize issues relating to misunderstandings in the use of cost estimating terms.	Training in Cost Estimating BCF 204 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required the ability to resolve issues arising from misunderstanding of cost estimating terms, or... Participation in will cost, should cost, or LCC reviews, or... Experience in the determination, review, or approval of the estimated cost of program requirements.
60	Assess a cost estimate for appropriateness of cost estimating methodology.	Training in Cost Estimating BCF 204 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required the evaluation and selection of the appropriate methodology for a given cost estimate, or... Participation in the planning for will cost, should cost or LCC reviews where the employee was required to select the appropriate cost methodology.

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61	Assess a cost estimate for completeness and reasonableness.	Training in Cost Estimating BCF 204 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required assessment of cost estimates for completeness and reasonableness, or.. Experience in the review and approval of cost estimates.
62	Analyze the impact of contract type on the contractor and the acquisition strategy.	Training in contracting	Weapons system acquisition experience at the PM, DPM or APM level that required analysis of the impact of contract type on the contractor and the acquisition strategy, or.. Participation in the new procurement and other than new procurement contracting process where the employee was involved in selection of the contract type. SEE COMPETENCY #6.
63	Assess the impact of laws on program budget execution.	SEE COMPETENCY #6	SEE COMPETENCY #6.
64	Analyze the interaction of contract type and contract payment methodologies on the contractor.		Weapons system acquisition experience at the PM, DPM or APM level that required analysis of the effect of contract type and payment methodology on the contractor, or.. Participation in the new procurement or other than new procurement contracting process where the employee was involved in selecting the contract type and payment method, or Experience at a defense contractor in a financial management position.
65	Prepare an outline of an acquisition pollution prevention program which complies with DoD environmental security policies.	Training/seminars on environmental policies/requirements.	Weapons system acquisition experience at the PM, DPM or APM level that required development of an acquisition pollution prevention program which complies with DoD environment policies, or.. Participation in development of a pollution prevention program for a Defense program.
66	Recommend disposal of an information technology system.	IRM 201 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required planning for the disposal of an information systems, or.. Experience working with Defense IT systems where the employee was responsible for the disposal of a system.

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67	<p>Choose the appropriate supportability analysis tools and techniques as part of the Integrated Process and Product Development Process.</p>	<p>ILS training that included supportability analysis PQM 201 (DAU)</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required use of supportability analysis tools and techniques as part of the Integrated Process and Product Development Process, or..</p> <p>Assignment to a weapons system acquisition position where the employee used supportability analysis tools and techniques as part of the IPPD process.</p>
68	<p>Identify the acquisition logistics objectives and activities that occur in production, fielding/deployment, and operational support. Propose solutions to typical issues associated with planning of the fielding/deployment of a system.</p>	<p>ILS training LOG 201 (DAU).</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the acquisition logistics objectives and activities that occur in production, fielding/deployment, and operations support; and the ability to solve problems associated with planning for the fielding/deployment of a system, or..</p> <p>Participation as a member of an ILSMT in development of an ILS plan, or..</p>
69	<p>Relate current manufacturing principles affecting cost, schedule, and performance risks.</p>	<p>Recent training in manufacturing technology & techniques. PQM 101 (DAU)</p>	<p>Participation in an ILS status review such as an LRG.</p> <p>Weapons system acquisition experience at the PM, DPM or APM level that required understanding how current manufacturing principles affect cost, schedule, and performance risks, or...</p> <p>Recent experience in a field activity or DoD contractor manufacturing activity that gave an understanding of current manufacturing technology and its impact on cost, schedule and performance.</p>
70	<p>Discuss various sources of manufacturing related problems and risks associated with systems acquisition.</p>	<p>Training in production management</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required the ability to identify sources of manufacturing related problems and risks, or...</p> <p>Experience in an acquisition program office, field activity, or manufacturing activity that required identification of production problems and issues in any one of the following areas:</p> <ul style="list-style-type: none"> - Production capacity rates - Tooling - Make/buy determinations - Choke points - Competitive advantage

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71	<p>Explain how appropriate tools can be used to mitigate a manufacturing problem.</p>	<p>Training in Production Management PQM 201 (DAU)</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required the ability to resolve or mitigate manufacturing problems, or...</p> <p>Experience in an acquisition program office, field activity, or manufacturing activity that required resolution or mitigation of production problems and issues in any one of the following areas:</p> <ul style="list-style-type: none"> - Production capacity rates - Tooling - Make/buy determinations - Choke points - Competitive advantage
72	<p>Discuss basic sources of manufacturing variation and methods for controlling variability.</p>	<p>Training in Quality Assurance PQM 101 (DAU)</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the basic sources of manufacturing variations and methods for controlling variations, or...</p> <p>Experience in a field activity or defense contractor or DPRO in a quality assurance position or a position that approved quality assurance issues.</p>
73	<p>Discuss the critical elements of a manufacturing strategy.</p>	<p>Training in Production management PQM 301 (DAU)</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the critical elements of a manufacturing strategy, or...</p> <p>Experience in an acquisition program office or an industrial activity where the employee evaluated alternative production strategies for technical feasibility and cost, or...</p> <p>Participation in the development of a manufacturing strategy for a defense system.</p>
74	<p>Show how to impact the producibility of a system during the design phase.</p>		<p>Weapons system acquisition experience at the PM, DPM or APM level that required understanding of how system design can impact the producibility of a system, or...</p> <p>Experience in an acquisition program office or an industrial activity where the employee planned or executed the production strategy of a defense system through various design changes.</p>

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75	Compare and contrast the elements/benefits of a basic quality system with a system implementing advanced quality practices.	Training in Total Quality Management	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the differences in elements and benefits between a basic quality system and advanced quality practices, or... Participation in the implementation or use of advanced quality practices in an organization.
76	Prepare a manufacturing strategy that identifies and addresses manufacturing and quality assurance issues of an acquisition program.	Training in Production Management and Quality Assurance PQM 301 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required preparation of a manufacturing strategy that addresses manufacturing and quality assurance issues, or... Participation in the development of a manufacturing strategy for a defense system, or ... Experience in an industrial activity where the employee planned or executed the production strategy of a defense system and participated in quality assurance for that system.
77	Analyze and evaluate a risk management program.	Training in risk assessment/management BCF 102 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required analysis and evaluation of a risk management program, or... Specific acquisition experience which included at least one of the following: - Formal risk analysis development - Review of a risk management program - Approval of a risk management program - Program assessment of risk
78	Assess funding risks throughout the program life cycle.	Training in PPBS	Weapons system acquisition experience at the PM, DPM or APM level that required assessment of funding risk throughout the program life cycle, or.. Experience in the development, review, approval or execution of budget requirements through the review cycle, or... Participation in defending the original budget and subsequent revisions through the budget review cycle.

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79	Assess cost risks throughout the program life cycle.	Training in Cost Analysis, LCC Management, and Risk Assessment BCF 206 (DAU)	<p>Weapons system acquisition experience at the PM, DPM or APM level that required assessment of cost risks throughout the program life cycle, or...</p> <p>Experience working with LCC management in the acquisition/review process, or...</p> <p>Weapons system acquisition experience where the employee was responsible for the review and approval of contractor costs.</p>
80	Summarize support risks throughout the program life cycle	Continuous Acquisition and Life Cycle Support (CALS) training BCF 206 (DAU)	<p>Weapons system acquisition experience at the PM, DPM or APM level that required identification and evaluation of support risks throughout the program life cycle, or...</p> <p>Assignment to a weapons system acquisition logistics position where the employee participated in the CALS process or similar system support management process.</p>
81	Summarize the interrelationships of risk throughout the program life cycle.	Risk Assessment/Management Training BCF 206 (DAU)	<p>Weapons system acquisition experience at the PM, DPM or APM level that required understanding the interrelationship of risks throughout the program life cycle, or...</p> <p>Participation in the development, implementation, or operation of a multi-disciplined comprehensive risk management program for a defense acquisition program.</p>
82	Assess the role of cost estimating in supporting the acquisition oversight and review process.	Training in Cost Estimating BCF 204 (DAU)	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the role of cost estimating in supporting acquisition oversight and review, or...</p> <p>Weapons system acquisition experience which required participation in the COEA process, or the review of cost estimates in support of a program review or milestone review.</p>

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83	Develop a tailored, streamlined acquisition strategy that is in compliance with current mandatory procedures, using best practices and lessons learned.	Training in DoD 5000 series directives ACQ 101 (DAU) ACQ 201 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required development of a tailored/ streamlined acquisition strategy that complies with current mandatory procedures, using best practices and lessons learned, or... Participation on a team that developed or implemented a tailored, streamlined acquisition strategy for a defense system acquisition program.
84	Relate the process and procedures for preparing a Request for Proposal that effectively communicates the Government's requirements.		Weapons system acquisition experience at the PM, DPM or APM level that required knowing the processes and procedures for preparing a Request for Proposal (RFP) that effectively communicates the government's requirements, or... Participation in drafting an effective RFP for a weapons system program
85	Analyze the process for conducting source selection in order to ultimately select the Best Value contractor.		Weapons system acquisition experience at the PM, DPM or APM level that required understanding the process for conducting a Best Value source selection, or... Draft a source selection plan, or... Participation in the source selection process on the SSEB, SSAP, or similar panel for a Best Value procurement
86	Analyze the process management issues associated with proposal evaluation, and the preparation for and conduct of contract negotiation.		Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the process management issues associated with proposal evaluation, and the preparation for and conduct of contract negotiations, or... Participation in the management of the source selection process by drafting and implementing a source selection plan.
87	Analyze the process for conducting a contract negotiation.	Training in contract negotiation	Weapons system acquisition experience at the PM, DPM or APM level that required understanding the process for contract negotiations, or.. Experience in conducting or supporting contract negotiations for a defense acquisition.

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88	Assess an acquisition program's readiness to progress through the life cycle.	Training in DoD 5000 series directives	Weapons system acquisition experience at the PM, DPM or APM level that required assessment of an acquisition program's readiness to pass a milestone review and pass through the acquisition life cycle
89	Summarize the key activities and information required for the development, production, fielding/deployment, and operational support.	Training on ILS ACQ 101 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the key activities and information required for the development, production, fielding/deployment, and operational support, of... Specific experience in development, review, or approval of a fleet introduction or other type turnover package, also management of the implementation of the turnover package.
90	Summarize the key activities and information required for initiating development of a Defense system, to include tailoring and planning for decision criteria that apply at the milestone review for program initiation.	Training in DoD 5000 series directives	Weapons system acquisition experience at the PM, DPM or APM level that required understanding the key activities and information needed for initiating development of a Defense system to include developing decision criteria for the milestone review for program initiation, or... Participation in the management of the initiation of the development of a Defense systems and preparation for the milestone 0 decision
91	Assess the requirements, processes, and content of external reporting of program status throughout each phase in the system life cycle.	Courses or seminars on Defense Acquisition Executive Summary (DAEs) and Selected Acquisition Reports (SAR) and other external reports	Weapons system acquisition experience at the PM, DPM or APM level that required understanding of external reporting of program status throughout each phase in the system life cycle, or... Acquisition experience as the analyst or manager responsible for preparing required external reports (such as SAR and DAES) on the cost and schedule status of the program.
92	Construct and develop tailored Integrated Product Team organization structures for effective program execution during the acquisition cycle using the tenets of Integrated Product and Process Development.	LAW 801 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required developing tailored IPT organizations for effective program execution, or... Acquisition experience serving on one or more effective IPTs.

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93	Apply the activities associated with the post-award phase of a contract, including current initiatives.	Training in defense contract management	Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the activities associated with the post-award phase of a contract including current initiatives, or... Experience in the post-ward phase of contract management at an Acquisition Supervisor of Shipbuilding, DPRO, DCAS, DCMC, or acquisition program management office. Employee must be conversant with current initiatives in this areas.
94	Resolve interpersonal issues in the development of an effective team for a program management situation and issues associated with the post-award phase of contract administration.	Training/seminars in interpersonal relationships and team building	Supervisory experience in an acquisition program where the employee resolved interpersonal issues and built an effective team for management in the post-award phase of a contract.
95	Examine the application of an integrated baseline review process and its use as a risk mitigation tool.	BCF 102 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required the application of an Integrated baseline review process and its use as a risk mitigation tool, or... Assignment to a weapons acquisition position where the employee participated in integrated baseline reviews and was responsible for using the reports to mitigate program risks.
96	Choose the appropriate policies governing the application of earned value management for a given acquisition program environment.	Training in Earned Value Management BCF 102 (DAU) BCF 203 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required choosing the appropriate policies governing the application of earned value management to a given acquisition program, or... Experience in an organization responsible for conducting C/SCSC reviews, or... Participation as a team member on a C/SCSC validation or subsequent review.
97	Assess the appropriateness of earned value management inputs to a Request for Proposal that reflect current policy.	Training in Earned Value Management BCF 203 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required determining appropriate earned value management inputs to an RFP, or... Experience in the development, review, or approval of RFPs that require the delivery of cost/schedule status reports to support earned value management.

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98	<p>Explain the Performance Measurement Baseline development process, content, and its relationship to the achievement of program technical goals and milestones.</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the Performance Measurement Baseline development process and its relationship to achievement of program goals, or...</p> <p>Experience in an acquisition organization developing Performance Measurement Baselines to determine program status and goal achievement.</p>
99	<p>Appraise the appropriateness, completeness, and consistency of a Performance Measurement Baseline.</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required evaluating the appropriateness, completeness, and consistency of a Performance Measurement Baseline, or...</p> <p>Experience in an acquisition organization using Performance Measurement Baselines to determine program status and goal achievement.</p>
100	<p>Explain the roles, responsibilities, and benefits of the earned value implementation and surveillance process.</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required understanding the roles, responsibilities and benefits of the earned value implementation and surveillance process, or...</p> <p>Acquisition experience setting up and using the earned value implementation and surveillance process.</p>
101	<p>Analyze contract performance from earned value data.</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required determination of contractor performance from analysis of earned value data, or...</p> <p>Acquisition experience using actual earned value data to assess contract performance.</p>
102	<p>Prepare an integrated program assessment and a corresponding corrective action strategy that considers causes and impacts identified in earned value data.</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required using earned value data to prepare an integrated program assessment and a corresponding corrective action strategy, or...</p> <p>Acquisition experience assessing program performance and developing corrective actions based on causes and/or impacts identified in earned value data.</p>

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103	Summarize OSD's use of earned value management and the use of the resulting data to evaluate program status of a major acquisition program.	Training in Earned Value Management BCF 203 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required understanding of how OSD uses earned value management data to evaluate program status of a major acquisition program, or...
104	Develop an Estimate At Completion (EAC).		Experience on a PEO or OSD staff, or in a position that worked with such a staff that gave insight into OSD's use of earned value management data. Weapons system acquisition experience at the PM, DPM or APM level that required development or evaluation of an EAC, or...
105	Prepare a design review that provides performance based progress measurement.		Financial management experience in an acquisition organization or contractor where the employee developed, analyzed, or approved EACs. Weapons system acquisition experience at the PM, DPM or APM level that required design reviews that provided performance based progress measurements, or..
106	Identify the Component-specific processes that affect the flow of acquisition funds in order to meet design, producibility, and stable production/implementation requirements.		Acquisition experiences where the employee participated in the preparation and conduct of design reviews that provided performance based progress measurement. Weapons system acquisition experience at the PM, DPM or APM level that required understanding of the Component-specific process that affect the flow of acquisition funds to meet design, producibility and stable production/implementation requirements, or.. Acquisition experience in a business/financial management position where the employee tracked the flow of funds.

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107	<p>Relate current funding policies in the management of DoD appropriations to the execution of an acquisition strategy.</p>		<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the relationship between current funding in the management of DoD appropriations and the execution of an acquisition strategy, or...</p> <p>Experience in the development, review, approval, or execution of budget requirements for an acquisition program throughout the budget review cycle, or...</p> <p>Participation in defending the original budget and subsequent revision for an acquisition program through the budget review cycle.</p>
108	<p>Explain the role of the single process initiative (SPI) methodology for establishing common business and manufacturing processes in a contractor's individual facilities.</p>	<p>Training or seminars on the DoD Single Process Initiative (SPI)</p>	<p>Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the SPI methodology for establishing common business and manufacturing processes in a contractor's facility, or...</p> <p>Acquisition experience, either with government or as a contractor, where the employee worked on an IPT implementing SPI.</p>
109	<p>Use a work breakdown structure (WBS) for program planning, organizing, and execution.</p>		<p>Weapons system acquisition experience at the PM, DPM or APM level that required use of the Work Breakdown Structure (WBS) for program planning, organizing, and execution, or...</p> <p>Assignment to a weapons system acquisition position where the employee participated in any of the following activities:</p> <ul style="list-style-type: none"> - Development, review, or approval of a project WBS - Prepared contract WBS requirements for an RFP - Evaluation or approval of a WBS submitted in response to an RFP.

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110	Apply the systems engineering process over the entire systems life cycle.		Weapons system acquisition experience at the PM, DPM or APM level that required application of the systems engineering process over the entire system life cycle, or... Assignment to a weapons system acquisition position where the employee participated in development, review, or approval of a system engineering management plan (SEMP) or similar document.
111	Apply technical risk management throughout the program life cycle.	Training in Risk Assessment/Management	Weapons system acquisition experience at the PM, DPM or APM level that required application of technical risk management throughout the program life cycle, or... Specific acquisition experience in an engineering or engineering-related position which included at least one of the following: - Formal risk analysis development - Review of risk analysis - Approval of a risk analysis plan - Program assessment of technical risk
112	Demonstrate that the nature of design is iterative through the process of fabrication, test and evaluation.	Training in System Engineering Management	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding that the nature of design is iterative as demonstrated through a process of fabrication, test, and evaluation, or... Assignment to a weapons system acquisition position where the employee participated in the development, review, or approval of a system engineering master plan, or...
113	Develop a Preliminary Design Review that will address key design issues.		Assignment to an acquisition position during program initiation design phases, where the employee participated in T&E efforts that led to design changes. Weapons system acquisition experience at the PM, DPM or APM level that required development of a Preliminary Design Review that addressed key design issues, or... Acquisition experience where the employee was responsible for planning or conducting an effective preliminary design review.

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114	Demonstrate that the application of the systems engineering process results in a valid design solution.		Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of how the system engineering process results in a valid design solution, or... Assignment to a weapons system acquisition position where the employee participated as a member of a design team.
115	Identify methodologies for inserting technology upgrades and maintaining technical currency.	IRM 101 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required understanding and use of methodologies for inserting technology upgrades and maintaining technical currency, or.. Assignments to a weapons system acquisition position where the employee participated as a member of a design team that inserted technology upgrades in their design.
116	Apply DoD policies concerning commercial standards and performance specifications in writing an item performance specification.		Weapons system acquisition experience at the PM, DPM or APM level that required application of DoD policies concerning commercial standards and performance specifications in writing an item performance specifications, or... Acquisition experience where the employee was responsible for writing, reviewing, or approving item performance specifications that used commercial standards.
117	Choose the appropriate configuration management strategy for the situation encountered.	Training in Configuration Management LOG 204 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required choosing the appropriate CM strategy, or.. Assignment to a weapons system acquisition position where the employee performed either of the following: - Development, review, or approval of a CM plan - Participation in the execution of a formal CM program.

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118	Analyze the impacts of common information system configuration and interface management problems on information systems program management.	Training in IT management IRM 303 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required analysis of the impacts of common information system configuration and interface management problems on information systems program management, or... Systems acquisition experience in an IT management position where the employee had responsibility for system configuration and interface management.
119	Select an appropriate data management strategy for an information-intensive program.	Training in Data Management IRM 303 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required selection of an appropriate data management strategy for an information-intensive program, or... Participation in the identification and acquisition of contract data requirements and the preparation or evaluation of CDRs for an information-intensive program.
120	Summarize how current DoD technical policies and architecture requirements impact the acquisition, development, modification, upgrade, and support of software-intensive systems.	Training in IT management IRM 201 (DAU) IRM 303 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of how current DoD technical policies and architecture requirements impact the acquisition, modification, upgrade, and support of software-intensive systems, or... System acquisition experience working on a software-intensive system where the employees' duties involved software support maintenance, acquisition, modification, or upgrades.
121	Determine the impact of complying with DoD interoperability and open system standards goals on cost, schedule, and performance.	Training in IT management. IRM 201 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required an understanding of the impact of complying with DoD interoperability and open system standards goals on cost, schedule, and performance, or... Assignment to a weapons system acquisition position where the employee participated in the development, review, or approval of a formal risk management plan used to identify and control cost, schedule, and performance risks for an automated weapon system where interoperability and open system standards are important aspects of system design.

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122	Summarize appropriate program protection methods for systems acquisition.	Training in Program Protection IRM 303 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required development and use of appropriate program protection methods, or.. Weapons systems acquisition experience where the employee had security duties in a program where effective program protection was implemented, or.. Participation in the development, review, approval, or implementation of program protection for a weapons system acquisition program.
123	Assess the impact of information warfare on information systems' architectures and strategies.	Training in Information Warfare IRM 303 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required assessment of the impact of information warfare on information systems' architecture and strategy, or.. Information systems acquisition experience where the employee participated in the design of the system and the impact of information warfare was a design consideration.
124	Choose appropriate information systems security requirements.	Training in Information Systems Security IRM 303 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required selection of appropriate information systems security requirements, or.. Weapons or information systems acquisition experience where the employee participated in the selection of effective information systems security requirements.
125	Select information system security protection methods.	Training in Information Systems Security IRM 303 (DAU)	Weapons system acquisition experience at the PM, DPM or APM level that required selection of information system security protection methods, or.. Weapons or information system acquisition experience where the employee participated in the selection, development, testing, approval, or implementation of effective information system security protection methods.