ADS-99-03-GD

DEPARTMENT OF DEFENSE

ACQUISITION CAREER MANAGEMENT

MANDATORY COURSE FULFILLMENT PROGRAM AND COMPETENCY STANDARDS

April 1999

Under Secretary of Defense
(Acquisition and Technology)

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION AND
TECHNOLOGY

APR 8 1999

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Reinstatement of ADS 97-03-GD, Department of Defense "Acquisition Career Management Mandatory Course Fulfillment Program and Competency Standards"

Pursuant to Section 8147 of Public Law 105-262 (FY 1999 Defense Appropriations Act) of October 17, 1998, I am reinstating ADS 97-03-GD (January 1997), "Acquisition Career Management Mandatory Course Fulfillment and Competency Standards," as ADS 99-03-GD, effective immediately. Procedures to request, review, and approve fulfillment actions are attached. ADS 99-03-GD includes the policy, the procedures, DD Form 2518, and the course competencies. This information will be available on the Defense Acquisition University world-wide-website (http://www.acq.osd.mil) and will not be published as a document.

The fulfillment program enables members of the acquisition workforce to receive credit for mandatory Defense Acquisition University (DAU) courses for which they are able to demonstrate competency through experience, education, and/or alternative training. Course participation, however, remains the preferred method.

The Director, Acquisition Education, Training and Career Development (AET&CD) within the Office of the Secretary of Defense is delegated responsibility for the integrity of the fulfillment program. The Directors, Acquisition Career Management, will periodically review selected approved fulfillment packages. DAU will update changes in course competencies and, also, conduct a periodic reviews of the program to assess its net benefit from an academic perspective. The Heads of the DoD Components may issue instructions necessary to implement this program.

J. S. Gansler

Attachment

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Chapter 1

Fulfillment Program

MANDATORY COURSE FULFILLMENT PROGRAM PROCEDURES

A. INTRODUCTION

The Director, Acquisition Education, Training and Career Development, will maintain the procedures needed to support the fulfillment process.

Members of the acquisition workforce begin the process by determining which training requirement (i.e., which Defense Acquisition University (DAU) course) they are seeking to satisfy through fulfillment. Information on which DAU courses are mandatory for each functional career path and documents supporting the fulfillment program can be found in the DAU catalog on the DAU world-wide web site.

B. DOCUMENTING COURSE COMPETENCIES

Members complete the self-assessment form available on the DAU Homepage, documenting each course competency they believe they have satisfied through experience, education and/or alternative training. Individuals then complete Section I of DD Form 2518 (Fulfillment of DoD Mandatory Training Requirements) found at A-1. This form, with supporting self-assessment documentation, is submitted to his/her immediate supervisor.

C. FULFILLMENT REVIEWS

The official authorized to conduct a review (in most cases, the first-level supervisor) of the completed DD Form 2518 shall determine whether the individual has the competencies to fulfill the course. If, in the judgment of a reviewing official (first or second level), additional or amplifying information is needed to reach a conclusion, the official shall interview the employee and/or request further documentation to support the self-assessment. An individual must satisfactorily meet all the competencies for a course to qualify for fulfillment credit for that course. The official designated to conduct a second-level review will vary depending on the procedures of each DoD Component.

Upon completion of the review, the first-level reviewing official concurs or non-concurs in block 16 of the DD Form 2518 and signs block 17. For all courses except PMT 302 (Advanced Program Management Course), the second-level reviewing official then approves or disapproves the complete package. If a reviewing official (first or second level) determines that additional information is required, the official shall interview the employee and/or request further documentation.

The second-level reviewing official follows the same procedures as the first-level reviewer, except that if additional information is required, that information may be obtained from either the individual, or the first-level reviewer or both. The second-level reviewer then completes section III as appropriate.

Reviewing officials should preferably be certified in the acquisition functional area being reviewed and at the same level as the course for which the documentation is being evaluated. Course graduates are preferred.

D. SPECIAL PROCEDURES FOR PMT 302

For PMT 302, the second-level review shall be completed by an official designated by the Component Head or Service Acquisition Executive. After the first-level concurrence, the reviewer forwards the completed DD Form 2518 and appropriate supporting documentation (such as self-assessment form, resumes, career briefs, transcripts, etc.) in accordance with Component procedures for higher level review and approval.

E. ADDITIONAL IMPLEMENTATION GUIDANCE

When either the first or second-level reviewer disapproves a request, the reviewer must provide justification to the requester in writing. The supervisor of the individual is expected to develop alternate training strategies that will assist the individual in obtaining certification. The Individual Development Plan required by DoD Manual 5000.52M should be used to document the strategy for civilian acquisition workforce members. Military members shall adhere to the career management policies and practices of the Military Departments in developing such a strategy.

Questions concerning the fulfillment program should be directed to the appropriate Director, Acquisition Career Management.

Chapter 2

Competency Standards

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

ACQ 101	Competency	Yes	No	Work Description/Justification
1	Recognize how DoD implements the Defense Acquisition Workforce Improvement Act (DAWIA), and how this Act applies to you as a defense acquisition professional.			
2	Define systems acquisition management and identify major institutions, key drivers, and the key players that influence defense acquisition.			
3	Identify the defense acquisition life cycle phases and milestones and the key activities associated with each. Identify the need for a phased-acquisition approach and a tailored acquisition strategy.			
4	Recognize acquisition categories and the principal regulations governing defense systems acquisition.			
5	Recognize how the Acquisition Program Baseline, exit criteria, and acquisition strategy are used to control risk.			
6	Identify the stages of small group development and explain how group participation can enhance individual performance.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

ACQ 101	Competency	Yes	No	Work Description/Justification
7	Identify procedures for program initiation, including validation and documentation of requirements, and recognize how operational requirements evolve to performance requirements during system development.			
8	Define basic financial terms (budget authority, commitment, obligation, expenditure, and outlay) and identify the major defense appropriations associated with weapon systems management.			
9	Recognize the advantages and disadvantages of different cost estimating methodologies.			
10	Identify the key events and players in DoD for each phase of the Planning, Programming, and Budgeting System (PPBS).			
11	Recognize the key committees and processes involved in the Congressional enactment of resources for DoD.			
12	Define the purpose and types of Work Breakdown Structure (WBS).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

ACQ 101	Competency	Yes	No	Work Description/Justification
13	Recognize the basic concepts, procedures, and key players involved in the contracting process.			
14	Define the differences between sealed bid and competitive proposals.			
15	Identify why different contract types are used in the contracting process.			
16	Describe the source selection procedures used to evaluate major system contract proposals and how selection for contract award is done based upon a fair and reasonable price.			
17	Identify the mission and responsibilities of the Defense Contract Management Command (DCMC), the Defense Contract Audit Agency (DCAA), and the Defense Finance and Accounting Service (DFAS).			
18	Define how the Government modifies contracts, and describe the relationship between the Government, the prime contractor, and the subcontractor.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

ACQ 101	Competency	Yes	No	Work Description/Justification
19	Outline the major provisions of the Misappropriation and Anti-Deficiency Acts.			
20	Identify the purpose and process of Earned Value Management (EVM). Recognize the value and benefits of EVM in the acquisition process.			
21	Identify top-level acquisition logistics policies, practices, and procedures.			
22	Identify impacts of support on ownership costs and the relationship of acquisition logistics activities to the overall systems engineering effort.			
23	Describe the impact of reliability, availability, and maintainability on system support and ownership costs.			
24	Describe the Systems Engineering (SE) Process main components (requirements analysis, functional analysis/allocation, and synthesis), the major goals of the SE process, and recognize the importance of Integrated Product and Process Development (IPPD).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

ACQ 101	Competency	Yes	No	Work Description/Justification
25	Define the role of configuration management in the SE Process. Recognize that the SE Process is the process of technical management in the defense environment, and how it is used in translating operational needs into an integrated system design solution.			
26	Identify the basic components of a computer system.			
27	Distinguish between embedded computer resources; automated information systems (AIS); and command, control, communications, computers, and intelligence (C4I) systems.			
28	Recognize the complexity of the software development process to the acquisition life cycle. Understand the software development integral nature to the SE Process and the top-level “best practices” for successful software development.			
29	Identify the major objectives and types of developmental and operational testing.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

ACQ 101	Competency	Yes	No	Work Description/Justification
30	Recognize the state of U.S. Science and Technology (S&T), the role and planned evolution of S&T, while understanding how these two elements apply to the different phases of defense acquisition.			
31	Identify the five basic elements of the manufacturing process and the role of manufacturing management across the acquisition life cycle.			
32	Recognize the long-term impacts of early decisions on total life cycle cost.			
33	Identify the goals and tools of Acquisition Reform, while understanding the use of IPPD/IPT in successful acquisition management.			

1COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
1	Compare and contrast, in the changing Department of Defense (DoD) environment, the impacts of major institutional players, Acquisition Reform initiatives, and policies on defense systems acquisition management.			
2	Summarize the requirements generation system and procedures leading to a potential new start or modification.			
3	Distinguish the purpose and key activities of each phase of the life cycle process.			
4	Relate the role of science and technology activities to the systems acquisition process.			
5	Identify how environmental, safety, and health policies relate to the acquisition process.			
6	Recognize the relationship between the various topics comprising the financial management process and the systems acquisition management process.			
7	Apply funding policies associated with five primary appropriation categories in order to translate cost estimates to acquisition program budgets.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
8	Identify the various policies, procedures, and events of the Planning, Programming, and Budgeting System (PPBS) at the Service Headquarters and Office of the Secretary of Defense (OSD) level.			
9	Summarize the role and function of Congress in development and approval of the DoD Authorization and Appropriation Acts.			
10	Identify the terms, procedures, rules, and public laws associated with the execution of DoD budgets.			
11	Using an acquisition system, apply the Integrated Product and Process Development (IPPD) concepts and processes necessary to effectively lead and participate in an Integrated Product Team (IPT).			
12	Given a critical incident, apply qualitative and quantitative tools to support problem solving and decision making in an acquisition environment.			
13	Given an acquisition system, apply alternative ethical decision-making approaches to aid in resolving a dilemma.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
14	Summarize acquisition program planning, control, and risk management processes.			
15	Identify the role of SE and its associated planning activities in transforming a validated requirement into an affordable, operational system.			
16	Given an acquisition system within an IPT environment, develop and present the outputs of the systems engineering process steps.			
17	Identify the purpose and timing of the SE Process outputs over the life cycle, such as program-unique specifications, AIS architectures, technical data packages, and other system-specific information.			
18	Given an acquisition system within the IPPD environment, develop and present the outputs of the systems engineering process steps.			
19	Identify the roles that Work Breakdown Structure (WBS), technical performance measurements, trade studies, and modeling and simulation play in the systems engineering process throughout the acquisition life cycle.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
20	Identify the role and functions of configuration management in the acquisition process.			
21	For an acquisition system life cycle, summarize the changing Government and contractor management roles regarding technical reviews in an IPPD environment.			
22	Identify the Test and Evaluation (T&E) Process, and its role and contributions within the SE and acquisition process during the acquisition life cycle.			
23	Identify the fundamental roles of Developmental Test and Evaluation (DT&E) in the acquisition life cycle			
24	Identify the role of Operational Test and Evaluation (OT&E) in the acquisition life cycle.			
25	Explain how the Test and Evaluation Management Plan (TEMP) is used as an integrating document, supporting the acquisition strategy throughout the entire acquisition life cycle.			
26	Summarize how T&E Planning and Execution support the acquisition strategy.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
27	Identify acquisition logistics activities, their impact, and how they relate with other functional areas within the acquisition life cycle.			
28	Given a scenario, summarize acquisition logistics support activities and requirements associated with fielding/ deployment, and post-production support of a system.			
29	Given an acquisition system, understand critical program management and logistics decisions concerning system supportability issues and alternatives that would optimize system design for supportability.			
30	Identify the manufacturing considerations in the SE Process throughout the acquisition life cycle.			
31	Identify the major variables and trends encountered in production and how they relate to other functional areas.			
32	For current laws and policies, identify key software acquisition management activities that should be emphasized during the acquisition of a DoD software intensive system.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
33	Using a software-intensive system and software development planning information, identify key practices that can be used by developers to create a quality software product.			
34	Using a software-intensive system, identify acquirer key planning roles and activities. Describe "best practices" for software-intensive systems acquisitions and development that acquirers may use.			
35	Summarize the role of contracting in the acquisition process and the major contractual contributions towards managing program risk.			
36	Identify the process and procedures for preparing a solicitation.			
37	Demonstrate the process for conducting a source selection.			
38	Summarize the process and roles of IPT members in the preparation and support of a contract negotiation.			
39	Identify the major contract administration activities.			
40	Relate a contractor's significant financial motivations and constraints to achieve acquisition objectives.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION

ACQ 201	Competency	Yes	No	Work Description/Justification
41	Relate key cost accounting terms and concepts to a contractor's cost proposal.			
42	Identify the key elements of Earned Value (EV) Management.			
43	Relate the options for application of EV techniques to a contractual situation.			
44	Recognize the key processes in the development and management of a Performance Measurement Baseline in a program control process.			
45	Given a contract situation, appropriate EV reporting, and selected performance data, appraise the contractor's status applying typical EV analysis techniques.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

AUD 1130 - TECHNICAL INDOCTRINATION

AUD 1130	Competency	Yes	No	Work Description/Justification
1	List the elements of a contract's life cycle and the general types of negotiated contracts.			
2	Contrast principal objectives of Government contract cost accounting and financial cost accounting.			
3	Explain the history of FAR Part 31 and discuss allocability, allowability, reasonableness, and selected cost principles.			
4	Describe the background, purpose, and fundamental requirement of each Cost Accounting Standard.			
5	Calculate questioned overhead and G&A rates as a result of pool and/or base adjustments.			
6	Identify relationships between Generally Accepted Auditing Standards and Generally Accepted Government Auditing Standards.			
7	Describe importance, pitfalls and major considerations of risk assessment.			
8	List common sources of audit research material.			
9	State requirements of FAR Part 15 and Standard Forms 1411 and 1412.			
10	Select, run, and evaluate the proper E-Z Quant sample program.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

AUD 1130 - TECHNICAL INDOCTRINATION

AUD 1130	Competency	Yes	No	Work Description/Justification
11	List the importance and elements of working papers and prepare working papers required by an audit program step.			
12	Identify major components and requirements of audit reports and draft initial pricing audit report.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

AUD 1320 - INTERMEDIATE CONTRACT AUDITING

AUD 1320	Competency	Yes	No	Work Description/Justification
1	Explain the importance of defining audit objectives and planning the audit.			
2	List factors influencing risk assessment and assess high and low audit risk areas.			
3	State the importance of Generally Accepted Government Auditing Standards.			
4	Explain why auditors need to attend negotiations.			
5	Demonstrate negotiation techniques and concepts.			
6	List requirements of Form 2000, explain auditor responsibility to detect fraud, and identify common fraud indicators.			
7	Relate the purpose and requirements of the Cost Accounting Standards and complete case studies on CAS 401 and accounting changes.			
8	Evaluate post-award review concepts and complete a case study on price adjustment.			
9	Illustrate audit leads and observations.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

AUD 4120 - STATISTICAL SAMPLING

AUD 4120	Competency	Yes	No	Work Description/Justification
1	Define the criteria for a valid statistical sample.			
2	Differentiate between variable and attribute sampling.			
3	Differentiate between dollar unit and physical unit sampling.			
4	Discuss the proper use of judgment in sampling.			
5	Choose the proper sample selection method for given examples.			
6	Select the appropriate sample sizes of given criteria.			
7	Choose the best stratification methods for a specific application.			
8	Select sampling objectives.			
9	Use the E-Z Quant sampling programs.			
10	Judge the usefulness of sample results.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

AUD 4230 - GRAPHIC, COMPUTATIONAL, AND IMPROVEMENT CURVE ANALYSIS TECHNIQUES

AUD 4230	Competency	Yes	No	Work Description/Justification
1	Identify audit situations where regression analysis or improvement curves could be applied.			
2	Properly use the correct E-Z Quant program output including graphs and statistical measures.			
3	Correctly interpret the E-Z Quant program output, including graphs and statistical measures.			
4	Determine if reliance can be placed upon the analysis and ways to properly improve the analysis.			
5	Analyze improvement curve data and identify major irregularities or significant changes in trend data, and adjust the data to establish estimates of the contractor's future production cost.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

AUD 8560 - DCAA SUPERVISORY SKILLS WORKSHOP

AUD 8560	Competency	Yes	No	Work Description/Justification
1	Incorporate Defense Contract Audit Agency's (DCAA's) personnel management requirements into personnel actions.			
2	Examine the process for assigning and monitoring audit personnel assignments and maintain consistency with the tenets of Situational Leadership.			
3	Use the DMT approach to resolve people problems.			
4	Design improvements in audit quality while developing auditor competence and commitment.			
5	Select key personnel management programs (staffing, training and development, performance appraisal, promotions, and employee relations) in carrying out personnel management functions.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 101 - FUNDAMENTALS OF COST ANALYSIS

BCF 101	Competency	Yes	No	Work Description/Justification
1	Explain the major types of life cycle cost estimates and explain their use in the life cycle management model.			
2	Describe the structure of a life cycle cost estimate.			
3	Use descriptive statistics to develop and communicate information.			
4	Use inferential statistics to estimate population means and perform hypothesis tests.			
5	Use appropriate guidance to estimate the effects of inflation on cost estimates.			
6	Use regression and correlation to develop cost estimating relationships in linear, power, and exponential forms.			
7	Define the learning curve of a historical system.			
8	Develop a learning curve for a new system and use it to predict recurring production costs.			
9	Describe the purpose and general method of execution of Cost as an Independent Variable (CAIV).			
10	Estimate the risk reserve required for a program.			
11	Define the purpose and the general organization of an analysis of alternative (AOA).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 102 - FUNDAMENTALS OF EARNED VALUE MANAGEMENT

BCF 102	Competency	Yes	No	Work Description/Justification
1	Explain acquisition policies and procedures related to Earned Value Management (EVM).			
2	Explain to a program manager the questions/issues related to contractual implementation of EVM.			
3	Explain EVM Request for Proposal (RFP) inputs.			
4	Explain the EVM system review process.			
5	Describe the performance measurement baseline (PMB) development process.			
6	Explain the purpose of, and the role of the Government program office in, the Integrated Baseline Review (IBR) process, and explain how it supports risk management.			
7	Explain the basic components of a plan, and discuss the characteristics and purpose of a network schedule and critical path analysis.			
8	Describe the purpose and characteristics (include discussion of vertical and horizontal integration) of top-level, intermediate-level, and detailed schedules in an EVM context.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 102 - FUNDAMENTALS OF EARNED VALUE MANAGEMENT

BCF 102	Competency	Yes	No	Work Description/Justification
9	Explain the role, with emphasis on EVM, of the Contract Administration Office (CAO) in the development of the Memorandum of Agreement (MOA), Surveillance Plan, Surveillance Report, and the Advance Agreement.			
10	Explain the role of the Defense Contract Management Command as the executive agent for EVM.			
11	Develop earned value performance information, by using and explaining EVM metrics and schedule information, that facilitates the integration of cost, schedule, technical, and risk assessment status.			
12	Explain the assumptions, advantages, and disadvantages of different techniques used in developing Estimates at Completion (EACs).			
13	Describe how the EVM information impacts the Planning, Programming, and Budgeting process.			
14	Summarize EVM related reports that are used for internal and external management.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 103 - FUNDAMENTALS OF BUSINESS FINANCIAL MANAGEMENT

BCF 103	Competency	Yes	No	Work Description/Justification
1	Contrast the acquisition management system policies (DoD 5000 series) with the DoD resource allocation process.			
2	Discuss cost methods and procedures used in the justification of various phases of life cycle costing.			
3	Identify and apply the law, policies, and practices applicable to developing a program budget.			
4	Contrast the Planning, Programming, and Budgeting System process and its relationship to the development of program budget submissions.			
5	Discuss the Congressional review process that leads to budget resolution, authorization, and appropriation of the DoD budget.			
6	Identify the process by which budget authority is apportioned, executed, and reprogrammed.			
7	Identify major provisions of fiscal law that governs the use of budget authority.			
8	Discuss the funding and budgeting issues involved with each type of contract used in system acquisitions.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 203 - INTERMEDIATE EARNED VALUE MANAGEMENT

BCF 203	Competency	Yes	No	Work Description/Justification
1	Apply acquisition policies and procedures related to Earned Value Management (EVM).			
2	Apply EVM policy relative to program manager questions/issues related to contractual implementation of EVM.			
3	Prepare EVM Request for Proposal (RFP) inputs.			
4	Demonstrate application of EVM policy to RFP inputs.			
5	Apply EVM policy in evaluation of contractor proposals for compliance.			
6	Apply EVM policy in support to contract negotiations and source selection.			
7	Demonstrate the planning, organizing, and scheduling of EVM within the Integrated Baseline Review.			
8	Relate the performance measurement baseline (PMB) process.			
9	Demonstrate the planning, organizing, and scheduling of EVM Systems (EVMS) compliance reviews.			
10	Prepare EVMS surveillance plan.			
11	Operate the process of EVMS surveillance.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 203 - INTERMEDFIATE EARNED VALUE MANAGEMENT

BCF 203	Competency	Yes	No	Work Description/Justification
12	Demonstrate development of cost reimbursement/progress payment determination to the contractor.			
13	Relate types of changes in accordance with EVM Implementation Guide (EVMIG) to contractor EVMS descriptions.			
14	Distinguish cost and schedule performance information which facilitates the integration of cost/schedule and technical performance status.			
15	Demonstrate support to program manager/contractor progress reviews.			
16	Demonstrate support for DoD program management reviews and technical reviews.			
17	Prepare interpretation and arbitration of EVM issues.			
18	Compute application of contract performance management data into Planning, Programming, and Budgeting System (PPBS).			
19	Prepare comprehensive reports to both internal and external management.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 204 - INTERMEDIATE COST ANALYSIS

BCF 204	Competency	Yes	No	Work Description/Justification
1	Explain the cost estimating process and distinguish between the various types of estimates and activities that are performed.			
2	Explain, perform, and evaluate cost model development.			
3	Discuss data collection and analysis, and how data problems impact the estimate.			
4	Normalize data for differences in definition, economic year of the dollars, and quantities.			
5	Identify the components of the Operating and Support (O&S) cost estimate.			
6	Develop, apply, and evaluate cost estimating relationships in linear and multiplicative regression forms.			
7	Identify the use of transformations in regression analysis.			
8	Analyze various regression outputs to determine preferred cost estimating relationships (CERs), and interpret what implications the statistics have on the ability to estimate future tasks.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 204 - INTERMEDIATE COST ANALYSIS

BCF 204	Competency	Yes	No	Work Description/Justification
9	Perform residual analysis to validate model assumptions. If model assumptions are violated, recommend potential corrective action.			
10	Discuss and develop cost model documentation.			
11	Determine the strengths and weaknesses of the following techniques and apply them to develop estimates: expert opinion, analogy, cost factors, estimates-at-completion, and wraparound rates.			
12	Explain the conditions that must exist for cost improvement to be possible and identify techniques to arrive at a T1 and slope.			
13	Develop and apply step-down functions.			
14	Distinguish between the unit and cumulative average cost improvement curve applications.			
15	Develop and apply cost improvement curves for unit, cumulative average, rate, and fixed cost models.			
16	Estimate cost improvement lost from breaks in production.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 204 - INTERMEDIATE COST ANALYSIS

BCF 204	Competency	Yes	No	Work Description/Justification
17	Analyze a program schedule to determine the appropriate time phasing techniques(s) for the Development, Production, and Operating and Support cost elements.			
18	Explain the risk management process in systems acquisition.			
19	Estimate the resources required to obtain specified confidence levels in the estimate.			
20	Discuss the key elements of cost estimate documentation. Document cost estimates.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
1	**Contractor Financing**. • Identify three categories of cash inflows. • Identify four categories of cash outflows. • Describe the cash flow cycle. • Explain time value of money concept.			
2	**Financial Reporting of DoD Contractors**. • Describe the format and managerial considerations affecting financial statements. • Identify the fundamental accounting concepts used to determine appropriate financial statement values. • Identify the purpose and main elements of the balance sheet, statement, and statement of cash flows. • Differentiate between (1) expenses versus cash expenditures, and (2) revenue versus cash receipts. • Explain the purpose of cash flow analysis and difference between and uses of cash.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
3	**Financial Analysis of DoD Contractors**. • Explain the role of financial capability analysis in the DoD acquisition process. • Identify various sources of financial data. • Explain how ratios are used to assess activity, liquidity, leverage, and profitability. • Explain the interrelationships among profit margin, return on investment, and return on equity.			
4	**Contractor Finance for Acquisition Managers**. • Contrast the interrelationship of profitability, efficiency of asset utilization, and other financial ratios. • Compare the relationship of profit margin, turnover, and leverage. • Derive the availability of information -- sources and types.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
5	**Contract Types**. • Differentiate between fixed price and cost contracts with respect to the obligations of the parties. • Identify terms associated with each type of contract. • Identify factors that influence contract type selection.			
6	**Contract Administration**. • Identify the primary organization that performs contract administration for Defense contracts. • Describe the primary contract administration functions performed by the Contract Administration Office (CAO). • Explain the purpose of a Memorandum of Agreement. • Explain the relationship between the Program Office and CAO.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
7	**Sales Forecasting and the Annual Operating Plan.** • Explain how Government contractors develop their sales forecasts. • Compare the importance of sales forecasting in relation to all other financial planning. • Identify the major components of annual operating plans and long-range plans.			
8	**Cost/Managerial Accounting By Government Contractors**. • Explain how cost/managerial accounting differs from financial accounting. • Identify the major types of cost systems. • Distinguish between direct and indirect type costs and describe how overhead rates are calculated. • Discuss the common types of indirect cost pools. • Describe the major types of costs in each indirect cost pool. • Determine the significance of the Cost Accounting Standards Board (CASB) and CAS 401 and 402.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
9	**Cost Accounting for Government Contracts**. • Determine how: (1) forward pricing, (2) billing, and (3) actual indirect cost rates are used in Government contracting. • Explain allowability, allocability, and reasonableness of cost tests. • Identify Independent Research and Development/Bid and Proposal (IR&D/B&P) expenses as elements of contractor cost. • Determine Facilities Capital Cost of Money (FCCM) as an element of contractor cost.			
10	**Cost-Volume-Profit**. • Explain the difference between fixed and variable costs. • Explain the meaning of break-even and the break-even chart. • Identify the concepts of contribution margin and marginal pricing. • Define the concept of operating leverage and how it may influence pricing strategy.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
11	**Contractor Use of Cost Estimating**. • Identify cost proposals. • Describe the estimating methodology for various elements of cost.			
12	**Overhead Planning and Analysis**. • Analyze the impact which changes in business base have on a defense contractor's direct and indirect costs. • Analyze the impact of a reduction in the sales forecast on a defense contractor's business base. • Distinguish between variable and fixed costs and derive revised overhead pool costs. • Compute revised overhead rates to be used by a defense contractor for Government contracting purposes. • Appraise the equitability of the contractor's overhead pool structure to a Government program manager. • Compute the financial impact on a Government program as a result of changes in overhead rates.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
13	**Cost Proposals and Report Evaluations.**. • Prepare requests for additional information or support from the DPRO Program Integrator. • Prepare requests for additional information or clarifications. • Prepare requests for information from other program office personnel. • Prepare recommended negotiation objective positions on proposal cost elements, along with supporting rationale to be used in pre-negotiation briefings and negotiations.			
14	**Capital Investment for Cost Reduction**. • Demonstrate computation of (1) pay back (PB), (2) net present value (NPV), and (3) internal rate of return (IRR) methods for evaluating capital investment proposals. • Identify how risk and return affects a contractor's willingness to invest in capital (fixed) assets. • Identify Government disincentives and incentives to capital investment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 205 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

BCF 205	Competency	Yes	No	Work Description/Justification
15	**Proposal Pricing**. • Describe the considerations of a contractor in pricing competitive proposals to the DoD, and the importance of pricing decisions and its risk to the proposing contractor. • Determine the complexity of factors impacting the pricing decision. • Identify types of information relevant to the pricing decision. • Discuss the motivations underlying contractor pricing proposals.			
16	**Contractor Profit in DoD Contracts**. • Describe the DoD profit policy. • Identify the weighted guidelines methodology. • Differentiate between the many different profit measurements.			

COMPETENCIES
2EMPLOYEE SELF-ASSESSMENT

Chapter BCF 211 - ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
1	Given an Operational Requirements Document (ORD), an Acquisition Program Baseline (APB), an Acquisition Strategy, a cost-schedule-performance tradeoff, and a team role-play scenario, identify cost-schedule-performance tradeoffs in light of Cost as an Independent Variable (CAIV). • Identify cost, schedule, and performance objectives and thresholds (parameters) in the Operational Requirements Document (ORD). • Describe the issue of "trade space". • Identify the CAIV policy concerning the authority of the program manager to make cost and performance tradeoffs. • Identify performance parameters that are potential cost drivers. • Relate objectives and thresholds for cost, schedule, and performance to the concept of "tradeoffs" and the policy of CAIV. • Assess the Acquisition Strategy/PR/RFP in light of CAIV.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 - ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
2	Given a scenario and DoD 5000.2-R, describe how various cost estimates support the acquisition milestone review; utilize a Cost Analysis Requirements Description, Program Office Estimate, and a Component Cost Analysis to develop a Service Cost Position. • Identify significant differences between the Program Office Estimate and the Component Cost Analysis with respect to assumptions and cost estimating methodologies. • Select the most appropriate methodology for a given situation. • Determine consistency of a cost estimate with a Cost Analysis Requirements Description. • Apply learning curve theory to appropriate portions of a cost estimate.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 - ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
3	Given a scenario, program documentation, and computer support, apply the escalation indices and basic funding policies needed for building a program budget. • Estimate the RDT&E funding requirements over the life cycle using Incremental Funding Policies. • Predict the effect of contract type on the budget. • Estimate the procurement and MILCON funding requirements over the life cycle using Full Funding Policy. • Estimate the Operations and Maintenance funding requirements over the life cycle using Annual Funding Policy. • Develop a budget for product improvement change and Advance Procurement. • Select the appropriate escalation indices for the RDT&E, Procurement, and the Operations and Maintenance program budgets. • Apply the appropriate escalation indices to the RDT&E, Procurement, and Maintenance program budgets.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 - ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
4	Given prepared program information (master plan/schedule, program budget, acquisition strategy), published Program Objective Memorandum (POM), POM Preparation Instructions (PPI), fiscal guidance, POM issues, and a Program Decision Memorandum (PDM), prepare the documentation, responses, and reclamas required to achieve full funding in the FYDP through the Programming process. • Prepare POM input documentation. • Identify the impact of an identified POM issue on program funding. • Prepare an alternative solution for a POM issue. • Determine the impact of a PDM on program funding. • Prepare a response/impact statement to a PDM.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 - ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
5	Given program information (master plan/schedule, program budget, acquisition strategy), a service Program Objective Memorandum (POM), a published budget call letter, Financial Management Regulation (FMR) budget exhibit preparation instructions, current "fact of life" program execution information, and prior year budget exhibits, prepare program budget exhibits for procurement (P-5, P-5A, P-21, P-40 forms), RDT&E (R-2, R-3 forms), advance procurement (P-10), multiyear procurement (MYP1-4), and information technology (Exhibit-43). • Contrast current POM with program execution information and prior year budget exhibits. • Identify the impact of "fact of life" program information on the executability of current POM. • Compare budget exhibits for consistency with each other. • Ensure that budget exhibits conform with call letters and other guidance. • Prepare budget exhibits.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
6	Given a scenario, prepare program budget exhibits and prior year testimony/actions, develop responses/reclamas/testimony as required for comptroller/budget analyst advance questions, budget hearings, and Program Budget Decisions (PBDs). • Identify, from budget exhibits and prior year testimony/ actions, program areas most likely to attract budget analyst attention and questions during budget reviews. • Prepare documentation defending current execution status of a program and justifying the retention of funds. • Prepare impact statements for "what if" drills and possible funding level adjustments. • Prepare responses to inquiries and advance questions from budget analysts. • Prepare witness testimony for a program budget hearing. • Prepare a reclama to a Program Budget Decision (PBD).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
7	Given a program budget request and published Congressional committee language, prepare the responses necessary to appeal committee actions. • Estimate the impact of Congressional committee report language on program budget requests. • Prepare impact statements for inclusion in DoD appeals. • Develop alternatives that may be necessary in order to incorporate Congressional language from authorization and appropriation laws.			
8	Given a scenario, program documentation, cost data, and computer support, relate Earned Value Management (EVM) information to program performance, trend analysis, budget impact and program documentation. • Develop program inputs to the Defense Acquisition Executive Summary (DAES) reports. • Assess the impact of Earned Value Management information (CPR, C/SSR, and CFSR) on the program budget.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
9A	Given a scenario and funds management documentation, prepare a request for reprogramming. • Identify program funding shortfalls/deficiencies/bills, which may require the reprogramming of funds. • Identify sources of fund and/or offsets. • Identify the possible consequences of requesting funds and identifying funding sources. • Prepare a below-threshold reprogramming request with a deficiency statement for the bill and an impact statement for the source. • Prepare a request for Congressional prior approval reprogramming.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
9B	Given a scenario reflecting changes in funding, defense programming objectives, requirements, force levels or policy guidance, apply specific adjustments to program cost, schedule and performance parameters, program funding levels and all applicable documentation. • Identify the impact of program changes on cost, schedule and performance. • Determine how to minimize the negative impact of adjustments. • Apply schedule adjustments. • Apply adjustments to performance requirements. • Apply funding adjustments.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
10	Given a scenario, funds management documentation and/or reports, assess program execution funds status. • Evaluate the validity of a program obligation/expenditure plan. • Compare the obligation/ expenditure plan and current official accounting records. • Identify actions to correct differences between actual obligations/expenditures and the official accounting records. • Prepare a deviation or variance report. • Determine impact of the expired account rule on current funding status. • Contrast reimbursable funding documents with direct cite funding documents.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
11	Given a scenario and funds management documentation, assess propriety of funds. • Evaluate situations for compliance with the Misappropriations Act, Anti-Deficiency Act, and Bona Fide Need Rule.			
12	Given a scenario, program documentation, cost data, and computer support, assess portions of a Request for Proposal (RFP). • Compare the Procurement Request (PR) to the Acquisition Strategy and obligation plan. • Identify acquisition initiatives, such as CAIV, in the PR.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 211 – ACQUISITION BUSINESS MANAGEMENT

BCF 211	Competency	Yes	No	Work Description/Justification
13	Given a scenario and program information, apply DoD acquisition (DoD 5000 series) and financial management (DoD 7000 series) policies, procedures and reform initiatives (streamlining) to program cost estimates, program budget plans/development, program execution and to all required financial documentation (obligation/expenditure plans, budget exhibits, Congressional/ OSD oversight reports). • Identify how acquisition reform and streamlining can reduce reporting requirements and other unnecessary documentation. • Apply the concepts of acquisition reform and "streamlining" as they relate to program documentation (ORD, APB, AOA, ADM, CARD, TEMP, ACQ Strategy, ACQ Plan, oversight reports and cost estimates) requirements.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 301 - BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT WORKSHOP

BCF 301	Competency	Yes	No	Work Description/Justification
1	**Interrelationship of Earned Value Management (EVM) to other Business, Cost Estimating, and Financial Management (BCEFM) Functions**: • Describe and define the tasks and duties of the BCEFM EVM function. • Describe the Concept of Earned Value. • Discuss sources of EVM performance information. • Describe guidelines used to determine program problems (Rules of Thumb). • Describe one method of forecasting an Estimate at Completion (EAC). • Describe Cost as an Independent Variable (CAIV) concept. • Describe contract analysis: current status, trends, and forecasting of final costs. • Describe tools/methods for evaluating an EAC. • Identify automated data analysis tools and their advantages and disadvantages.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 301 – BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT WORKSHOP

BCF 301	Competency	Yes	No	Work Description/Justification
	• Describe Impact of Earned Value Analysis on Other BCEFM functions. • Describe the integrated baseline review process.			
2	**Business, Cost Estimating, and Financial Management-Related Laws, Regulations, Policies, and Procedures**: • Explain the procedures used in apportioning budget authority within DoD. • Explain the sequence of fiscal events, from commitment to outlay, in the budget execution process. • Summarize the major provision of the Misappropriation and Anti-deficiency Acts. • Describe obligation plans, who uses them, why they are important, and what decisions are made based on the content and execution of the obligation plan. • Distinguish between the rules governing reprogramming of funds in each appropriation. • Explain the rules governing the use of expired funds.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 301 - BUSINESS COST ESTIMATING AND FINANCIAL MANAGEMENT WORKSHOP

BCF 301	Competency	Yes	No	Work Description/Justification
	• Explain the characteristics of the basic contract types. • Identify the variables affecting choice of contract type in an acquisition plan. • Identify and describe the funding impacts as a result of contract type. • Describe the basic financial reporting system of a business. • Describe the process used to evaluate a business' financial health. • Explain what P/R Forms are, and who reviews and makes decisions based upon content.			
3	**Cost Estimating (CE) Functions**: • Compare and contrast the cost estimating methods, analogy, parametrics, engineering, and extrapolation.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

BCF 301 - BUSINESS COST ESTIMATING AND FINANCIAL MANAGEMENT WORKSHOP

BCF 301	Competency	Yes	No	Work Description/Justification
	• Distinguish between and define the following cost terms: Life Cycle, Flyaway, Weapons System, Procurement, and Program Acquisition. • Describe the various methods used to verify the accuracy and validity of different cost estimates throughout the program life cycle.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

Chapter CON 101 – BASICS OF CONTRACTING

CON 101	Competency	Yes	No	Work Description/Justification
1	Recognize the roles, procedures, and principles of contracting (acquisition).			
2	Apply the elements of forecasting.			
3	Distinguish when, why, and how an acquisition plan is implemented.			
4	Examine the purchase request to ensure completeness and accuracy.			
5	Determine the type of funding, the date by which funds must be available, and whether the amount of funding is realistic.			
6	Choose sources and types of market information needed for the acquisition.			
7	Critique requirements documents and related elements of the purchase request so that applicability of FAR 12 can be determined.			
8	Distinguish FAR 12 applicability to the acquisition.			
9	Identify the need to furnish Government property or to authorize use of Government sources of supply.			
10	Distinguish among types of services.			
11	Determine application of the Service Contract Act.			
12	Describe and document steps for selection of sources.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

Chapter CON 101 – BASICS OF CONTRACTING

CON 101	Competency	Yes	No	Work Description/Justification
13	Discuss the three types of competition requirements (Full and open, Full and open after exclusion of sources, and Other than full and open).			
14	Select non-price factors for award.			
15	Determine whether to solicit for lease, purchase, or both.			
16	Select the appropriate method of procurement (SAP, sealed bidding, or RFPs).			
17	Describe the basic types of contracts and agreements.			
18	Identify contract financing options, bond requirements, and methods of payment.			
19	Identify the procurement plan requirements.			
20	Select the method of publicizing the proposed procurement.			
21	Recognize the required components of all solicitations.			
22	Determine the need to conduct a pre-proposal conference and/or to amend/cancel the solicitation.			
23	Process the quote/proposal so that selection of the offer most advantageous to the Government will be made.			
24	Apply non-price evaluation factors so that the most advantageous offer will be selected.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

Chapter CON 101 – BASICS OF CONTRACTING

CON 101	Competency	Yes	No	Work Description/Justification
25	Determine whether to award without discussion or establish competitive range, if necessary, so that the most highly rated offerors/ quoters will be selected for discussions.			
26	Outline the steps in award without discussions decision.			
27	Determine debriefing requirement so that an applicable debriefing can be conducted.			
28	Determine the responsibility or non-responsibility of a prospective contractor.			
29	Prepare an appropriate award so that a legal agreement is created.			
30	Identify elements of a protest.			
31	Recognize the information covered in a contract administration plan and post-award conference.			
32	Determine whether to modify a contract or exercise an option.			
33	Determine appropriate quality assurance measures.			
34	Select remedies available for commercial or noncommercial contracts.			
35	Recognize payment or accounting terms.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

Chapter CON 101 – BASICS OF CONTRACTING

CON 101	Competency	Yes	No	Work Description/Justification
36	Recognize clauses relating to Government and intellectual property for use on Government contracts.			
37	Identify the various aspects of socioeconomic requirements.			
38	Identify various aspects of environmental contract management requirements.			
39	Determine the validity of a claim so that the contractor will be treated fairly and equitably.			
40	Recognize the reasons, procedures, and roles or responsibilities for application in the termination process.			
41	Demonstrate correct procedures for closeout of a contract.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 104 – FUNDAMENTALS OF CONTRACT PRICING

CON 104	Competency	Yes	No	Work Description/Justification
1	Given market data and the nature of the marketplace, describe the key elements necessary to determine the price objective and approaches that are fair and reasonable.			
2	Given a purchase request containing the Independent Government Estimate, use market research to estimate a proper price level that is fair and reasonable.			
3	Given acquisition histories, market research data, and the requirement, determine actions that increase price competition.			
4	Given the requirement and proposal(s) received, determine the need for additional price-related information so that only the minimum amount of information is requested.			
5	Using the solicitation and several offers, apply price-related factors to determine the lowest evaluated price.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 104 - FUNDAMENTALS OF CONTRACT PRICING

CON 104	Competency	Yes	No	Work Description/Justification
6	Given the evaluated prices, use the appropriate type(s) of information and quantitative techniques (indexing, cost-volume-profit (CVP) analysis, cost estimating relationships (CER), regression, and improvement curves) to develop a reasonable price objective.			
7	Given a reasonable price objective, determine the difference(s) between that price and the offeror's proposed price, so that a fair and reasonable price can be determined.			
8	Given bids, determine the decision that can be made so that a fair and reasonable price can be determined.			
9	Given evaluated prices, apply the price-related decisions to make an award determination.			
10	Given the situation, describe actions required for documentation.			
11	Given the contractor's market conditions, relate definitions and terms applicable to costs so that a cost analysis can be performed.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 104 - FUNDAMENTALS OF CONTRACT PRICING

CON 104	Competency	Yes	No	Work Description/Justification
12	Given market research and the solicitation requirements, determine the need for cost or pricing data, or information other than cost or pricing data, so that you have sufficient information to establish reasonableness of cost/price.			
13	Given proposed costs, classify those costs as allowable, unallowable, or allowable with restrictions, in accordance with the factors affecting cost allowability.			
14	Given market research, proposed information from offerors, and input from the acquisition team, select the information that supports cost analysis.			
15	Given market research and the offeror's work design, determine price reasonableness so that it supports cost analysis.			
16	Given market research and proposed information from the offeror(s), develop a pre-negotiation position on direct material costs, direct labor, other direct costs, indirect costs, facilities capital cost of money, and profit or fee that is fair and reasonable.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 104 - FUNDAMENTALS OF CONTRACT PRICING

CON 104	Competency	Yes	No	Work Description/Justification
17	Given the environment of a buyer and seller, describe general negotiation concepts necessary to negotiate a fair and reasonable price.			
18	Using a proposal, input from technical and audit experts (if applicable), a cost/price analysis, and a competitive range determination, conduct exchanges to establish a pre-negotiation position.			
19	Using a proposal, input from technical and audit experts (if applicable), a cost/price analysis, and a competitive range determination, prepare for negotiations.			
20	Given a negotiation situation, apply negotiation techniques to negotiate a fair and reasonable price.			
21	Given a negotiation situation, apply win/win bargaining tactics to negotiate a fair and reasonable price.			
22	Given a negotiation situation, use appropriate nonverbal communication and interpret nonverbal cues used by others in negotiating a fair and reasonable price.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 104 - FUNDAMENTALS OF CONTRACT PRICING

CON 104	Competency	Yes	No	Work Description/Justification
23	Given a solicitation, proposal, technical and audit reports, evaluation criteria, and the negotiation plan for discussions, apply results of the discussion so that the Source Selection Authority (SSA) can determine the best value for the Government.			
24	Given a proposal, technical and audit reports, and the negotiation plan for a noncompetitive situation, apply tactics to accomplish the Government's negotiation of a fair and reasonable price.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
1	Given acquisition forecasts, histories, market research, and acquisition plans for similar items, formulate a management plan and an acquisition plan in accordance with regulations, statutes, and sound business judgment.			
2	Given a purchase request for any complex requirement and market research data, analyze market research data to determine its adequacy and impact on an acquisition in accordance with regulations, statutes, and sound business judgment.			
3	Given requirements documents prepared by technical representatives, assess the documents and recommend acquisition through commercial or noncommercial means in accordance with regulations, statutes, and sound business judgment.			
4	Given a scenario, identify patent and data rights problems and appropriate actions in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
5	Given various sample requirements for specialized services, distinguish which contracts should be for inherently Governmental functions or advisory and assistance services, and determine if there are potential conflicts of interest in accordance with regulations, statutes, and sound business judgment.			
6	Given a purchase request and existing Government property that might be available for use by the contractor, determine whether to furnish Government property in accordance with regulations, statutes, and sound business judgment.			
7	Given a contract situation and the statutory requirement to utilize competition, select an appropriate level of competition and explain all resulting competition related actions necessary in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
8	Given a variety of acquisitions that need to be made, determine the appropriate type of contract agreement, as well as associated pricing arrangements, that will best mitigate and apportion expected risk in accordance with regulations, statutes, and sound business judgment.			
9	Given a recurring requirement, determine whether and how to provide for recurring requirements in accordance with regulations, statutes, and sound business judgment.			
10	Given a purchase request and market research data, apply Government financing methods and complete the appropriate provisions and clauses for inclusion in the solicitation in accordance with regulations, statutes, and sound business judgment.			
11	Given regulatory guidance on bonds, distinguish the types of situations, including market risks, that require bonds and the acceptance/rejection requirements in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
12	Given acquisition histories, market data, purchase requests, requirements documents, and/or the statement of work, analyze non-cost factors for award and determine how to apply them in accordance with regulations, statutes, and sound business judgment.			
13	Given purchase requests, acquisition histories, market data, and decisions made in all previous steps of the procurement planning phase, develop a source selection plan in accordance with regulations, statutes, and sound business judgment.			
14	Given purchase requests for complex acquisitions above the simplified acquisition threshold, acquisition history, market research data, and pre-solicitation business decisions, explain the procedures and prepare instructions for an oral presentation and a written solicitation (Request for Proposals (RFPs)) in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
15	Given sample proposals, quotes, and cost/price information, identify the steps in determining a fair and reasonable price in accordance with regulations, statutes, and sound business judgment.			
16	Given the solicitation, proposals, and information from the offeror, and other sources such as past and current customers of the offeror, analyze non-price evaluations, including a past performance evaluation, and other terms and conditions for ability to satisfy Government requirements in accordance with regulations, statutes, and sound business judgment.			
17	Given the solicitation, proposals/ quotes, technical reports, and cost/price analysis reports, justify the decisions regarding discussions and the composition of the competitive range in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
18	Given a solicitation, quotation/ proposal, analysis report, a decision to conduct discussions, pre-negotiation plan, pre-negotiation strategy, and price negotiation memorandum, analyze the steps in discussing proposals in accordance with regulations, statutes, and sound business judgment.			
19	Given a solicitation and proposal information, evaluate the proposed subcontracting plan, including make or buy program, in accordance with regulations, statutes, and sound business judgment.			
20	Given a solicitation, several offers, and a pre-award survey, critique a responsibility determination in a complex acquisition in accordance with regulations, statues, and sound business judgment.			
21	Given an evaluated proposal and supporting documentation, prepare an award decision for a competitive negotiated acquisition and analyze a proposed debriefing in accordance with regulations, statues, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
22	Given a sample protest, a recommended resolution of the protest, offers, solicitation, and supporting documents, analyze a recommended resolution of a protest in accordance with regulations, statutes, and sound business judgment.			
23	Given the key elements of a contract, formulate a contract administration plan and post-award orientation agenda in accordance with regulations, statutes, and sound business judgment.			
24	Given a noncommercial contract situation and a request to modify, identify the circumstances prohibiting modification and apply procedures for completing a modification in accordance with regulations, statutes, and sound business judgment.			
25	Given a contract situation, discuss various labor and environmental laws used in Government contracts in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
26	Given various financial management contract scenarios, applicable references, and input from the contractor, formulate the Government's reaction/position in accordance with regulations, statutes, and sound business judgment.			
27	Given various contract situations involving monetary limitations or adjustments, apply the available alternatives and the procedures for each in accordance with regulations, statutes, and sound business judgment.			
28	Given a contract situation not exempt from the cost accounting standards, determine the procedures for obtaining a disclosure statement and for ensuring compliance with the standards in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
29	Given multiple contract administration problems involving contract performance, analyze potential contract remedies, select and apply the appropriate remedies, and evaluate the contractor's resulting overall contract performance in accordance with regulations, statutes, and sound business judgment.			
30	Given a contract scenario, determine whether to consent to subcontracts, providing support for your determination and illustrate procedures for making contract adjustments based on a contractor's performance in accordance with regulations, statutes, and sound business judgment.			
31	Given a contract situation relevant to Government property, apply procedures for monitoring the acquisition, control, and disposition of Government property by Government and contractor personnel in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 202 - INTERMEDIATE CONTRACTING

CON 202	Competency	Yes	No	Work Description/Justification
32	Given a potential contract termination situation, consider whether a termination action is in the Government's best interest, and develop a plan to resolve the situation in accordance with regulations, statutes, and sound business judgment.			
33	Given a contract scenario with an issue of controversy, analyze the issue and correctly apply the various procedures for resolving the issue in accordance with regulations, statutes, and sound business judgment.			
34	Given a contract situation, analyze pertinent factors and conclude necessary actions for contract closeout in accordance with regulations, statutes, and sound business judgment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 204 - INTERMEDIATE CONTRACT PRICING

CON 204	Competency	Yes	No	Work Description/Justification
1	**Selecting the Type of Contract to Solicit**. • Identify the type of contract that will best mitigate expected risks.			
2	Develop and defend a Price Negotiation Memorandum and a Price Competition Memorandum.			
3	Use computer programs for statistical analysis, regression, and learning curves.			
4	Use market research to determine commerciality.			
5	**Price Objectives**. • Determine the reasonableness of proposed prices and develop price-related pre-negotiation objectives.			
6	Use price indexing for adjusting price/cost for further analysis.			
7	**Audits**. • Determine whether to audit the submitted cost and pricing data. • Obtain and review audit reports.			
8	**Cost Analysis.** • Develop pre-negotiation positions on proposed elements of cost and fee.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 204 - INTERMEDIATE CONTRACT PRICING

CON 204	Competency	Yes	No	Work Description/Justification
9	Evaluate other terms and conditions (e.g., lease versus purchase or financing).			
10	**Responsibility**. • Determine whether the offeror meets standards of responsibility.			
11	**Subcontracting Requirements**. • Where required, obtain a subcontracting plan from the offeror and negotiate improvements to it.			
12	**Delays**. • Determine whether delay is excusable and negotiate consideration.			
13	**Stop Work**. • Determine whether to stop work; prepare and issue the stop work order. • Unless the contract is terminated, initiate resumption of work and modify the contract as necessary.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 204 - INTERMEDIATE CONTRACT PRICING

CON 204	Competency	Yes	No	Work Description/Justification
14	**Termination For Default**. • Determine the need and adequacy of the case for default. • Prepare and issue the termination notice.			
15	**Unallowable Costs**. • Determine the allowability of invoiced costs. • Prepare notice of intent to disallow. • Based on discussions with the contractor, determine whether to withdraw or sustain the notice and/or allow part of the costs.			
16	**Limitation of Costs**. • If a cost reimbursement contract, determine if the contractor has exceeded 75% of the estimated cost in the Schedule. • If a Time and Material or Labor Hour contract, determine if the contractor has exceeded 85% of the ceiling price. • Recommend an appropriate option if the contractor will not be able to complete the work within the amount obligated.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 204 - INTERMEDIATE CONTRACT PRICING

CON 204	Competency	Yes	No	Work Description/Justification
17	**Indirect Costs**. • Adjust billing rates as necessary to prevent substantial overpayment or underpayment of indirect costs. • Determine applicability of the quick closeout procedure and negotiate final indirect cost rates.			
18	**Defective Pricing**. • Identify and report indicators of defective pricing. • Arrange audit of the data. • Determine whether the data is defective, the degree relied upon, and the downward adjustment.			
19	**Contract Modifications**. • Review proposed modifications against the scope of work and availability of funds. • Determine whether to modify the contract and the type of modification to employ. • Implement the modification.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 204 - INTERMEDIATE CONTRACT PRICING

CON 204	Competency	Yes	No	Work Description/Justification
20	**Termination for Convenience**. • Determine the necessity for termination. • Prepare the notice. • Negotiate settlement of outstanding costs or, where settlement is not possible, prepare a unilateral settlement by determination. • On fixed price contracts, determine the equitable adjustment for the remaining portion of the contract.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 210 - GOVERNMENT CONTRACT LAW

CON 210	Competency	Yes	No	Work Description/Justification
1	Discriminate between statutory, regulatory, and ethical restrictions applicable to Government contracts.			
2	Compare historical acquisition processes and demonstrate changes in how the Government acquires goods and services.			
3	Determine the authority of the contracting officer, how that authority can be delegated, and the impact of that delegation.			
4	Analyze and determine the manner in which the various pieces of Federal legislation and judicial and administrative decisions impact the formation of Government contracts.			
5	Compare and contrast the different procedures and remedies available to an adversely affected bidder or offeror in the forums available in which to protest a Government acquisition.			
6	Given different types and forms of property, summarize the Government's contractual rights in such property and the remedies available to both the Government and the contractor resulting from the improper use of such property.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 210 - GOVERNMENT CONTRACT LAW

CON 210	Competency	Yes	No	Work Description/Justification
7	Given various contracting situations, identify those in which the Government has properly obligated Federal moneys.			
8	Identify the social and economic concerns which have resulted in use of Government contracting as a means of furthering national goals of improving the environment and the quality of life.			
9	Given factual situations involving Government contracts, identify whether actionable fraud is present and recommend any possible options for remedying such conduct.			
10	Given different types of contracts, identify and select the Government's right with respect to delivery, and/or any expressed or implied warranties, and make a determination about when acceptance takes place.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 210 - GOVERNMENT CONTRACT LAW

CON 210	Competency	Yes	No	Work Description/Justification
11	Given various situations in which a contractor has performed additional work not required by the original contract, (1) differentiate those situations in which the contractor is entitled to an equitable adjustment from those in which the contractor is not, and (2) if so entitled, determine the elements of the equitable adjustment.			
12	Provided the facts underlying pending disputes, propose the probable course of the litigation, to include the nature of Government employees' participation in such litigation.			
13	Determine the availability of and the circumstances necessary to terminate a Government contract, given different factual situations.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 301 - EXECUTIVE CONTRACTING

CON 301	Competency	Yes	No	Work Description/Justification
1	**Policy Perspective**.			
1.1	Identify the most current actual and proposed changes to acquisition/contracting policy regulations.			
1.2	Present and evaluate approaches for effectively implementing new policies.			
2	**How the Policy System Works**.			
2.1	Identify the structure and processes of the Defense Acquisition Regulation (DAR) Council and the Civilian Agency Acquisition Council (CAAC).			
2.2	Assess Congressional processes and legislative objectives in policy development.			
2.3	Identify the responsibilities of key Federal policy organizations (e.g., Office of Federal Procurement Policy (OFPP), General Accounting Office (GAO), Small Business Administration (SBA)).			
2.4	Describe the relationships of organizations within the DoD contracting system (DCMC, DODIG, DCAA, DFAS, etc.)			
2.5	Analyze the impacts of internal and external forces on DoD acquisition and contracting policy.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 301 - EXECUTIVE CONTRACTING

CON 301	Competency	Yes	No	Work Description/Justification
3	**Organizational Issues**.			
3.1	Identify the skills required for effective operations in a team-based acquisition environment.			
3.2	Assess organizational impacts of topical issues (e.g., regionalization, pay banding, electronic commerce, metrics, etc.).			
4	**Technology Impacts**.			
4.1	Identify the policy requirements for implementing electronic commerce, the DoD Standard Procurement System (SPS) and Paperfree Acquisition.			
4.2	Identify skills and processes required for effectively using new technology applications to improve organizational productivity (e.g., distance learning, telecommuting, internet-based commerce.)			
4.3	Identify and evaluate technology-based sources of information for maintaining currency of the contracting workforce.			
4.4	Review basic concepts of technology and its implementation (WANs, LANs, band width, packet switching) that could impact contracting organizations.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 301 - EXECUTIVE CONTRACTING

CON 301	Competency	Yes	No	Work Description/Justification
5	**Occupational Professionalism**.			
5.1	Discuss the contracting profession's "Guiding Principles" from FAR Part 1.			
5.2	Evaluate processes for implementing leadership philosophies such as risk taking, teaming, and developing innovative/entrepreneurial cultures within the contracting community.			
5.3	Identify effective techniques for assisting the contracting community in managing change.			
5.4	Establish contacts and a vital network of professional peers for benchmarking and problem solving.			
5.5	Identify methods for establishing a continuous learning culture in the contracting community.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 333 - MANAGEMENT FOR CONTRACTING SUPERVISORS

CON 333	Competency	Yes	No	Work Description/Justification
1	**Management of External Interactions.**			
1.1	Establish and maintain communications between contracting offices and requiring activities.			
1.2	Balance the competing interests of requiring activities, the industry, higher headquarters, and oversight activities.			
1.3	Improve understanding of the entire acquisition process, (e.g., budgeting and lead times) for various acquisition activities.			
1.4	Encourage early interaction with contractors without giving an advantage to any particular contractor.			
2	**Plan, Execute, and Oversee Workload.**			
2.1	Develop procurement planning skills to result in a high quality contract.			
2.2	Manage workload distribution effectively within the contracting office.			
2.3	Establish and justify effective procurement organizational structures.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

CON 333 - MANAGEMENT FOR CONTRACTING SUPERVISORS

CON 333	Competency	Yes	No	Work Description/Justification
3	**Lead as a Contracting Professional.**			
3.1	Ensure the exchange of information among internal (e.g., contract specialists) and external (e.g., PCOs, ACOs, cost/price analysts, CORs, auditors, program managers, engineers, logisticians, and DFAS) team members.			
3.2	Maximize the use of the expertise of team members.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 101 - CONTRACT PROPERTY ADMINISTRATION FUNDAMENTALS

IND 101	Competency	Yes	No	Work Description/Justification
1	**Plan and perform property control system analysis**. • Determine when to conduct system analysis and the type and objectives of the system analysis. • Identify and brief participants in system analysis.			
2	Participate in pre- and post-award conferences to manage property under the contract.			
3	Investigate and determine appropriate action on lost, damaged, or destroyed (LDD) Government property.			
4	Review requirements for receipt and/or the acquisition of Government property.			
5	Evaluate and prepare recommendations on requests for Government property (Facilities, Special Tooling, Special Test Equipment, Material, and APP).			
6	Review property provisions of contracts, make recommendations for revising property control system, including the procedures; and establish contract property control records.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 101 - CONTRACT PROPERTY ADMINISTRATION FUNDAMENTALS

IND 101	Competency	Yes	No	Work Description/Justification
7	Review contract modifications and recommend to contractor any necessary revisions to property control procedures.			
8	Identify sensitive property by type and initiate action to assure sensitive property is controlled.			
9	Initiate request to ACO for funds to test Industrial Plant Equipment for PCBS.			
10	Approve or disapprove co-mingling of Government and contractor property.			
11	Utilize Government furnished material listings received from management control activities to ensure Government furnished material has been received and posted.			
12	Request supporting contract property administration for alternate locations of prime and subcontractor plants.			
13	Arrange for storage of Government property.			
14	Monitor the actions of the contractor in returning excess property not referred to the Plant Clearance Officer (PLCO).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 101 - CONTRACT PROPERTY ADMINISTRATION FUNDAMENTALS

IND 101	Competency	Yes	No	Work Description/Justification
15	Advise the PLCO as to the existence at a contractor's plant of residual property requiring disposal.			
16	Upon termination or completion of a contract, accomplish final review to determine that disposition of all property has been accomplished.			
17	Resolve any property administration problems prior to final contract closeout and plant clearance actions.			
18	Notify contractor of property control system deficiencies. Participate in discussion with both contractor and Government to correct system in a reasonable period of time.			
19	Assure resolution of deficiencies or recommend to ACO that approval be withdrawn when discrepancies are not resolved.			
20	Prepare board of review cases and participate in property board of review meetings.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 102 - CONTRACT PROPERTY DISPOSITION

IND 102	Competency	Yes	No	Work Description/Justification
1	Identify DoD's policies and procedures on plant clearance in accordance with FAR, DFARS, and DoD Directives.			
2	Explain how to apply lotting procedures properly to maximize sale of contractor inventory.			
3	Determine method of sale most advantageous to the Government in accordance with FAR and DFARS.			
4	Identify the steps in establishing a plant clearance case file in accordance with DFARS 245.71.			
5	Explain the duties and responsibilities of the PLCO and the property disposition team in disposing of inventory excess to the needs of the contractor in accordance with FAR and DFARS.			
6	Instruct and advise the contractor in the proper preparation of inventory schedules in accordance with FAR and DFARS guidance.			
7	Explain what a contractor must do to comply with the precious metals recovery program in accordance with FAR and DFARS.			
8	Define plant clearance terms and identify the forms to use in a particular situation in accordance with FAR and DFARS.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 102 - CONTRACT PROPERTY DISPOSITION

IND 102	Competency	Yes	No	Work Description/Justification
9	Illustrate DoD's policy concerning ethical behavior in accordance with DoD Directive 5500.7, the Code of Ethics, FAR, and DFARS.			
10	Explain the procedure for performing a pre-inventory scrap determination through physical inspection of property in accordance with FAR and DFARS.			
11	Explain how to apply general sales terms and conditions, including special conditions of sale, when using the formal sales method in accordance with FAR and DFARS.			
12	Explain the procedures for providing the contractor shipping instructions for transfer or donation in accordance with FAR and DFARS.			
13	Identify the items requiring demilitarization and demilitarization actions that must be performed by the contractor in accordance with DFARS and DoD Manual 4160.21-M-1.			
14	Identify DoD policy concerning plant clearance in accordance with FAR and DFARS.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 102 - CONTRACT PROPERTY DISPOSITION

IND 102	Competency	Yes	No	Work Description/Justification
15	Explain the contents of a plant clearance case file and how to maintain it in accordance with DFARS.			
16	Perform inventory screening and determine the most beneficial and cost effective method of property disposition in accordance with FAR and DFARS guidance.			
17	Identify hazardous property and recognize the existence of federal, state, and local requirements that may impact on its disposal in accordance with NEPA, RCRA, TSCA, FAR, and DFARS.			
18	Apply Defense Information Systems Agency's (DISA) program and procedures for reporting and disposing of ADPE in accordance with applicable directives.			
19	Discuss current problems and future trends in plant clearance operations in accordance with information provided by the Defense Logistics Agency/Defense Contract Management Command (DLA/DCMC).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 103 - CONTRACT PROPERTY SYSTEMS ANALYSIS

IND 103	Competency	Yes	No	Work Description/Justification
1	Outline the conduct of a property control system analysis.			
2	Identify deficiencies to the property control system.			
3	Record unsatisfactory conditions uncovered during the analysis.			
4	Describe the satisfactory or unsatisfactory status of each functional segment.			
5	Write a system analysis summary.			
6	Define what is included in a property control system analysis.			
7	State when to conduct analysis.			
8	List types and objectives of property control system analyses.			
9	Identify and brief participants in analysis.			
10	Select the proper classifications of Government property for analysis determined by function.			
11	List functions/populations of property for data analysis.			
12	List functional segments for data analysis.			
13	State the adequacy of the sample data.			
14	State the use of statistical sampling with selected populations.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 103 - CONTRACT PROPERTY SYSTEMS ANALYSIS

IND 103	Competency	Yes	No	Work Description/Justification
15	Explain the requirements for preparation of worksheets for review of the processes/ functions in the contractor's Property Control System.			
16	Summarize Property Control System deficiencies and prepare notification to the contractor.			
17	Describe how to support resolutions of Property Control System deficiencies.			
18	List the elements of reports prepared and sent to the Administrative Contracting Officer that suggest withdrawing approval when system analysis discrepancies are not resolved.			
19	Write a letter of approval designating a Satisfactory Property Control System.			
20	Define reports and follow-up procedures for property control system analysis.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 201 - INTERMEDIATE CONTRACT PROPERTY ADMINISTRATION

IND 201	Competency	Yes	No	Work Description/Justification
1	**Plan Property Control System Analysis**. • Determine when to conduct system analysis and the type and objectives of the system analysis. • Identify and brief participants in system analysis.			
2	**Conduct Property Control System Analysis**. • Identify deficiencies and recommend corrections in the contractor's process			
3	**Plan and Initiate Property Management Under Contracts**. • Review property provisions of contracts. • Make recommendations for revising property control procedures and/or changes to the contractor's property control system. • Establish contract property control records and develop property administration plan.			
4	Participate in pre- and post-award conferences to manage property under the contract.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 201 - INTERMEDIATE CONTRACT PROPERTY ADMINISTRATION

IND 201	Competency	Yes	No	Work Description/Justification
5	Investigate and determine appropriate action on lost, damaged, or destroyed (LDD) Government property.			
6	Review requirements for Government property and evaluate and prepare recommendations on requests for Facilities, Special Tooling, Special Test Equipment, Material and APP.			
7	Review contract modifications and recommend to contractor any necessary revisions to its property control system including the procedures.			
8	Identify sensitive property by type and initiate action to assure sensitive property is controlled.			
9	Initiate request to ACO for funds to test Industrial Plant Equipment for PCBS.			
10	Approve or disapprove commingling of Government and contractor property.			
11	Utilize Government furnished material listings received from Management Control Activities to ensure Government furnished material has been received and posted.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 201 - INTERMEDIATE CONTRACT PROPERTY ADMINISTRATION

IND 201	Competency	Yes	No	Work Description/Justification
12	Arrange for storage of Government property.			
13	Monitor the actions of the contractor in returning excess property not referred to the Plant Clearance Officer (PLCO).			
14	Advise the PLCO as to the existence at a contractor's plant of residual property requiring disposal.			
15	Upon termination or completion of a contract, accomplish final review to determine that disposition of all property has been accomplished.			
16	Resolve any property administration problems prior to final contract closeout and plant clearance actions.			
17	Close out property aspects of contract.			
18	Identify roles and responsibilities of other personnel and organizations involved with property management.			
19	Identify statutory provisions for property management.			
20	Provide contractor with instructions and advise regarding the proper preparation of inventory schedules.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 202 - CONTRACT PROPERTY MANAGEMENT SEMINAR

IND 202	Competency	Yes	No	Work Description/Justification
1	Explain the importance of communications and team building in solving problems within the Property Administration Office.			
2	Identify and select the proper population/lot for sampling during a property system analysis.			
3	Prepare worksheets for a system analysis using the appropriate criteria for the function or functional segment selected.			
4	Discriminate between systemic and non-systemic defects in analyzing sample selected or review.			
5	Design a population selection criteria for use by Property Administrators.			
6	Discuss new concerns that require resolution by DLA/DCMC Headquarters.			
7	Give examples of the Property Administrator's involvement with the MMAS.			
8	Extend the problem areas of property administration to the participating Property Administrator's own environment or work site.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IND 202 - CONTRACT PROPERTY MANAGEMENT SEMINAR

IND 202	Competency	Yes	No	Work Description/Justification
9	Solve a liability case and prepare a liability case file for loss, damage, or destruction of Government property involving the full risk of loss and limited risk of loss provisions in the Government Property clauses.			
10	Illustrate the Office of the Secretary of Defense's perspective and direction for Government property.			
11	Explain the new educational requirements imposed upon the DoD PA.			
12	Illustrate the proper disposal methodology for various types of hazardous materials and wastes.			
13	Identify the new requirements imposed upon the Property Administrator and brought about by 4161.2-M.			
14	Explain the Acquisition Requirements for Defense contractors for all classifications of Government property, including subcontracts clause, CAS, and cost principles.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 101 - BASIC INFORMATION SYSTEMS ACQUISITION

IRM 101	Competency	Yes	No	Work Description/Justification
1	Identify DoD Life Cycle Management regulations, goals, and procedures.			
2	Identify information technology Life Cycle Management documentation requirements.			
3	Describe the functions of a DoD acquisition strategy and the elements included in an information technology acquisition.			
4	Identify elements of Planning, Programming, and Budgeting System (PPBS).			
5	Describe information technology life cycle budget execution goals and objectives.			
6	Explain the requirements and factors involved in assessing program costs and returns.			
7	Describe the requirements for conducting an economic analysis for an information technology system in the DoD Life Cycle Management process.			
8	Identify examples of the factors included in an economic analysis for an information technology system.			
9	List and explain the steps of a risk management process for an information technology acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 101 - BASIC INFORMATION SYSTEMS ACQUISITION

IRM 101	Competency	Yes	No	Work Description/Justification
10	Explain the types and use of measures/metrics in an information technology acquisition.			
11	Explain the use of teams in managing information technology acquisition programs and the concepts of team building.			
12	Identify the concepts of change management.			
13	Identify higher guidance and information technology goals for strategic planning.			
14	Describe components of an information technology strategic plan.			
15	Describe the requirements development process.			
16	Explain the purpose for tracing and managing the configuration of requirements.			
17	Explain the purpose and at least one method for analyzing alternatives.			
18	Identify and describe basic principles of technical standards as they relate to system development and interoperability.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 101 - BASIC INFORMATION SYSTEMS ACQUISITION

IRM 101	Competency	Yes	No	Work Description/Justification
19	Describe the integrated architecture framework; the relationships and roles of the DoD operational, systems, and technical architectures; and the impact of these architectures on the information technology acquisition process.			
20	Identify interoperability terminology, the importance of planning for interoperability in an information technology acquisition strategy, and the conceptual components of an information technology system architecture; and demonstrate the relationship to interoperability.			
21	Define key information technology systems and software engineering terms, concepts, and methodologies.			
22	Explain the purpose for configuration management and at least four configuration management functions.			
23	Identify requirements, methods, and techniques for quality assurance during the system life cycle.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 101 - BASIC INFORMATION SYSTEMS ACQUISITION

IRM 101	Competency	Yes	No	Work Description/Justification
24	Describe examples of the technical, contractual, and personal issues involved in deploying an information technology system.			
25	Explain at least two information technologies relative to DoD systems development.			
26	Describe information technology systems and methods for facilitating all aspects of program management.			
27	Describe data management technologies and methods for DoD information technology system acquisition programs.			
28	Explain the role, process, and elements of market research in an information technology acquisition.			
29	Identify the role and elements of electronic commerce in information technology acquisitions.			
30	Define commercial items and non-developmental items, and explain the commercial items acquisition process.			
31	Identify the contents of an information technology acquisition plan and explain where the information can be obtained.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 101 - BASIC INFORMATION SYSTEMS ACQUISITION

IRM 101	Competency	Yes	No	Work Description/Justification
32	Describe solicitation methods, format, and content and explain the roles of the communications-computer acquisition professional in the solicitation process.			
33	Identify the contents of a statement of work/statement of objectives and list sources that would help in their development.			
34	Explain the role of evaluation criteria in an information technology acquisition.			
35	Describe an information technology source selection process.			
36	Define contract administration and identify the contract administration responsibilities of various Government officials and organizations for an information technology acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 201 - INTERMEDIATE INFORMATION SYSTEMS ACQUISITION

IRM 201	Competency	Yes	No	Work Description/Justification
1	Apply Federal, DoD, and Service Life Cycle Management regulations and policies to information technology acquisition programs.			
2	Explain the use of Life Cycle Management documentation and acquisition plans in information technology management.			
3	Describe and recommend a DoD information technology acquisition strategy.			
4	Provide information technology life cycle cost data for use in the Planning, Programming, and Budgeting System (PPBS).			
5	Recommend appropriate information technology life cycle budget execution strategies.			
6	Determine appropriate cost and performance analysis methodologies and techniques.			
7	Determine appropriate cost and performance analysis methodologies and techniques.			
8	Develop strategies for managing risks in an information technology acquisition.			
9	Choose and interpret appropriate measures/metrics for a specified portion of an information technology acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 201 - INTERMEDIATE INFORMATION SYSTEMS ACQUISITION

IRM 201	Competency	Yes	No	Work Description/Justification
10	Develop a plan for using teams to manage an information technology acquisition program and demonstrate effective team participation.			
11	Develop a change management plan and demonstrate change management techniques for incorporating information technology into an organization.			
12	Develop information technology goals for strategic planning.			
13	Develop specified elements of an information technology strategic plan.			
14	Review program execution events and information technology strategic plan to determine discrepancies and recommend revisions.			
15	Explain and apply methods and techniques for eliciting and refining requirements.			
16	Apply techniques for tracing and managing the configuration of requirements.			
17	Apply at least one method for analyzing alternatives.			
18	Apply concepts and principles of technical standards in the systems development process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 201 - INTERMEDIATE INFORMATION SYSTEMS ACQUISITION

IRM 201	Competency	Yes	No	Work Description/Justification
19	Analyze and apply architecture concepts and develop information technology acquisition strategies to conform to architecture requirements.			
20	Analyze the DoD process for achieving interoperability, the interrelationship of interoperability to the information technology acquisition process, and the relationship between interoperability and architecture.			
21	Apply systems and software engineering methodologies and processes in a particular information technology system.			
22	Apply configuration management functions and principles in an information systems acquisition.			
23	Apply quality assurance methods and techniques during all phases of the life cycle.			
24	Explain how software documentation, reports, and test results contribute to quality assurance.			
25	Develop a deployment plan for an information technology system.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 201 - INTERMEDIATE INFORMATION SYSTEMS ACQUISITION

IRM 201	Competency	Yes	No	Work Description/Justification
26	Recommend appropriate technical choices from among current information technologies for inclusion in information technology systems, understanding the state-of-the-art and trends in the principal technologies.			
27	Explain methods and techniques for technology insertion.			
28	Recommend an appropriate technical choice of information technology systems and methods for facilitating all aspects of program management.			
29	Apply data management technologies and methods for DoD information technology system acquisition programs.			
30	Conduct market research for an information technology requirement, assess results, and recommend information technology acquisition strategies.			
31	Explain the impact of implementing electronic commerce in information technology acquisition programs.			
32	Explain the impact and implementation of commercial items and non-developmental items in an information technology acquisition program.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 201 - INTERMEDIATE INFORMATION SYSTEMS ACQUISITION

IRM 201	Competency	Yes	No	Work Description/Justification
33	Explain the differences between commercial and non-developmental items acquisition processes and other acquisition methods and processes.			
34	Identify information technology acquisition plan unique strategies and information			
35	Develop an information technology acquisition plan from information contained in other information technology program documentation.			
36	Prepare sections of an information technology solicitation.			
37	Write a statement of objectives and a performance statement of work.			
38	Explain information technology solicitation issues.			
39	Identify actions and decisions during the solicitation process that may cause protests, and explain why.			
40	Develop evaluation criteria for an information technology acquisition.			
41	Develop an information technology source selection plan.			
42	Evaluate proposals for an information technology acquisition.			
43	Perform contract administration and identify issues for an information technology acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION

IRM 303	Competency	Yes	No	Work Description/Justification
1	Assess the impact of laws, regulations, and policies on DoD information technology acquisition programs.			
2	Evaluate information technology Life Cycle Management documentation and implement appropriate changes to program management processes.			
3	Evaluate and justify a DoD information technology acquisition strategy.			
4	Develop a data management strategy for an information systems acquisition.			
5	Evaluate and justify changes to the information technology program budget and reflect appropriate changes in the Planning, Programming, and Budgeting System (PPBS).			
6	Manage information technology life cycle budget execution toward stated goals and objectives.			
7	Analyze the impact of information technology investment performance and relate to information technology capital planning.			
8	Evaluate an economic analysis for an information technology system.			
9	Evaluate strategies for managing risks in an information technology acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION

IRM 303	Competency	Yes	No	Work Description/Justification
10	Devise a measures/metrics process and evaluate the measures/metrics in determining the efficacy of an information technology acquisition program (as a whole).			
11	Analyze a plan for using teams to manage an information technology acquisition program and evaluate team effectiveness.			
12	Evaluate the effectiveness of a change management plan for incorporating information technology in an organization.			
13	Analyze information technology strategic planning goals for adherence to guidance and functional requirements.			
14	Develop and review the strategic plan for adherence to information technology goals, technical feasibility, and resource requirements.			
15	Evaluate recommended revisions to information technology strategic plan and program objectives.			
16	Evaluate a requirements specification for the application of appropriate methods and techniques and to determine how well the specification states the requirements.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION

IRM 303	Competency	Yes	No	Work Description/Justification
17	Evaluate the role of Business Process Re-engineering (BPR)/Functional Process Improvement (FPI) in the functional requirements process.			
18	Evaluate requirements traceability and configuration management issues.			
19	Evaluate, recommend, and justify a selected alternative.			
20	Assess, evaluate, and justify appropriate technical standards to support systems development and interoperability.			
21	Evaluate architectures and architecture frameworks for their impact on DoD information technology acquisitions.			
22	Evaluate interoperability concepts for an information technology acquisition, the effectiveness of planning and implementing interoperability in an information technology acquisition, and the design of an architecture which supports interoperability.			
23	Evaluate the applicability of systems and software engineering methodologies and processes.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION

IRM 303	Competency	Yes	No	Work Description/Justification
24	Evaluate configuration management issues and the application of configuration management in an information systems acquisition.			
25	Evaluate the progress of the system as it relates to quality assurance measurements and initiate changes as required.			
26	Evaluate a deployment plan for an information technology system.			
27	Analyze recommendations for information technology and select an information technology solution, considering program influences.			
28	Analyze issues and develop strategies for technology insertion.			
29	Analyze the recommendation and select the appropriate information technology system and method for facilitating all aspects of program management.			
30	Analyze the application of data management technologies and methods for DoD information technology system acquisition programs.			
31	Evaluate the recommendations resulting from an information technology market research.			

Chapter COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION

IRM 303	Competency	Yes	No	Work Description/Justification
32	Apply electronic commerce in an information technology acquisition.			
33	Evaluate a recommendation for non-commercial and commercial items acquisition in an information technology acquisition.			
34	Evaluate an information technology acquisition plan for consistency with other organizational and program plans and policies.			
35	Evaluate an information systems solicitation for consistency among its sections and consistency with other organizational and program documentation and plans, to ensure that the requirements communicated to industry match the system described in program documentation.			
36	Evaluate a statement of objectives and a statement of work for performance-based characteristics.			
37	Develop strategies for dealing with information technology solicitation issues; develop strategies for coping with protests.			
38	Assess evaluation criteria.			
39	Evaluate an information technology source selection plan.			
40	Recommend a source.			
41	Evaluate contract administration issues and recommend solutions.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 101 - ACQUISITION LOGISTICS FUNDAMENTALS

LOG 101	Competency	Yes	No	Work Description/Justification
1	Identify the causes of operational requirements and the decision process that governs the acquisition of DoD systems and equipment.			
2	Apply the Integrated Product and Process Development (IPPD) process via the Integrated Product Teams (IPTs).			
3	Identify the systems engineering process as it relates to acquisition logistics within the IPPD environment.			
4	Identify DoD acquisition strategies as they relate to acquisition logistics.			
5	Identify changes underway in the sustainment logistics base and the impact on acquisition logistics.			
6	Identify life cycle cost concepts as pertains to the acquisition logistics arena.			
7	Identify the acquisition logistician's role in the contracting process throughout the life cycle.			
8	Identify the importance of supportability analyses as an integral part of the systems engineering process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 101 - ACQUISITION LOGISTICS FUNDAMENTALS

LOG 101	Competency	Yes	No	Work Description/Justification
9	Recognize a variety of environmental issues and identify a range of requirements and issues that foster understanding of implications on acquisition logistics.			
10	Distinguish the key concepts of acquisition management that are unique to acquisition logistics.			
11	Identify how the maintenance planning process provides a basis for the establishment of supportability and support element design.			
12	Identify Depot Maintenance and Depot Maintenance Interservicing Processes and the impact on the establishment of a logistics support structure.			
13	Identify the concepts of development and operational testing and the logistics activities associated with the planning and conduct of a DoD weapon system test program.			
14	Identify the forms of contractor support and the role of the acquisition logistician.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 101 - ACQUISITION LOGISTICS FUNDAMENTALS

LOG 101	Competency	Yes	No	Work Description/Justification
15	Identify the management concepts and decision processes which govern acquisition and support of computer resources.			
16	Identify supply support, source coding, and provisioning processes employed during the systems acquisition process.			
17	Predict issues associated with the packaging, handling, storage, and transportation (PHS&T) of systems and equipment.			
18	Identify the process involved in the identification, design, and construction of facilities.			
19	Identify the purpose, policies, and procedures for the development of technical data in support of systems and equipment.			
20	Distinguish the difference between manpower and personnel requirements, policies, procedures, and documentation, and summarize the key elements of training in support of acquisition logistics.			
21	Identify the policies, procedures, and processes associated with the identification, development, acquisition, and support of support equipment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 201 - INTERMEDIATE ACQUISITION LOGISTICS

LOG 201	Competency	Yes	No	Work Description/Justification
1	Given access to new DoD policy guidance (DoD 5000.1 and 5000.2-R), summarize emerging concepts and define their impact on acquisition logistics.			
2	Utilize the requirements analysis element of the systems engineering process to establish supportability-related requirements.			
3	Given access to a market investigation, analyze technical performance characteristics to determine supportability impacts to a proposed acquisition strategy.			
4	Recommend changes necessary to improve supportability test planning.			
5	Analyze maintenance planning variables and plan for maintenance of a system.			
6	Given access to a system acquisition and a sparing-to-availability model, develop an optimum maintenance concept that impacts quality of spares and life cycle costs for logistics support.			
7	Analyze the manpower and personnel issues that impact Human Systems Integration (HSI), as it relates to the systems engineering process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 201 - INTERMEDIATE ACQUISITION LOGISTICS

LOG 201	Competency	Yes	No	Work Description/Justification
8	Given access to a system acquisition, recommend a training strategy to support this system.			
9	Identify the impacts of support equipment planning on supportability.			
10	Given access to a system acquisition, analyze and recommend configuration changes that impact on overall supportability.			
11	Given access to a system acquisition, assess, analyze, and develop the life cycle cost estimate for the Program Manager's (PM) program documentation.			
12	Given access to a system acquisition, analyze risk management areas for logistic support and provide recommendations to the PM.			
13	Recognize impacts of chosen acquisition strategy (Commercial Item, Non-Developmental Item, Developmental Item and/or combinations) on development of acquisition logistics requirements to include contractual documents and formats.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 203 - RELIABILITY AND MAINTAINABILITY

LOG 203	Competency	Yes	No	Work Description/Justification
1	Describe what reliability can mean from the perspective of an operator, maintainer, or engineer.			
2	Describe the interrelationships of reliability and maintainability (R&M) and supportability.			
3	Describe how user requirements are translated into qualitative and quantitative R&M parameters.			
4	Describe the capabilities and limitations of R&M predictions in developing support requirements.			
5	Describe the relationship between R&M testing and risk management.			
6	Describe how manufacturing variability reduction effects field reliability.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 204 - CONFIGURATION MANAGEMENT

LOG 204	Competency	Yes	No	Work Description/Justification
1	Given a specific situation, correctly relate the role and interrelationships of the key elements of Configuration Management (CM) (e.g., CM Planning, Identification, Status Accounting, Audits, Control, and Data Management).			
2	Provided a scenario, distinguish the role of CM in the Systems Engineering (SE) Process.			
3	Given a case exercise, explain how CM concepts, definitions, principles, and applications are applied within the system life cycle.			
4	Given a scenario, identify Configuration Items for a proposed system.			
5	Given a scenario, determine interfaces for an evolving system.			
6	Given a scenario, identify, determine, and analyze CM data requirements.			
7	Given a scenario, build a status accounting system.			
8	Given a set of alternatives, differentiate among the activities performed during the conduct of the Functional and Physical Configuration Audits and technical reviews.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 204 - CONFIGURATION MANAGEMENT

LOG 204	Competency	Yes	No	Work Description/Justification
9	Given a scenario, conduct a functional configuration audit (FCA) and be prepared to defend your results.			
10	Given a scenario, conduct a physical configuration audit (PCA) and be prepared to defend your results.			
11	Given a set of alternatives, control the configuration of a system throughout its life cycle.			
12	Given a scenario and appropriate references, develop, assess, and justify an Engineering Change Proposal (ECP)/Request for Deviation (RFD).			
13	Given a scenario, review an ECP/RFD and recommend actions for the configuration manager.			
14	Given a scenario, determine the implementation method for a change.			
15	Given a scenario, prepare SCM documentation			
16	Given a scenario, develop and review a CM plan for a Contractor and a Government program office.			
17	Given a scenario, select performance metrics to manage a CM program.			
18	Given a scenario, develop a structure for a CM program.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 205 - PROVISIONING

LOG 205	Competency	Yes	No	Work Description/Justification
1	Identify the basic concepts and definitions germane to the provisioning process.			
2	Identify the various considerations which affect the provisioning planning process.			
3	Identify major considerations in the process by which provisioning data is obtained.			
4	Identify the data typically required to support the provisioning process.			
5	Define the definitions of four common provisioning methods.			
6	Compare the advantages and disadvantages of each of these provisioning methods.			
7	Given a systems acquisition, select the appropriateness of particular provisioning methods.			
8	Identify how common provisioning techniques are used to enhance the provisioning process.			
9	Identify the various contractor support options available and how they influence the provisioning requirements for a program.			
10	Explain the sequencing and relationships of the events in a typical provisioning process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 205 - PROVISIONING

LOG 205	Competency	Yes	No	Work Description/Justification
11	Identify basic integrated item management policies and procedures.			
12	Determine the use of various technical codes and factors assigned/approved during the provisioning process.			
13	Explain the various quantitative factors used in determining initial requirements.			
14	Explain how the requirements process provides necessary spare and repair parts for initial support of a newly operational system or end item, and how requirements are compared for different types of support items.			
15	Identify the importance of parts cataloging and the procedures and policies affecting it.			
16	Identify the importance of parts standardization and the procedures and policies affecting it.			
17	Identify the effects on the provisioning process of changes in the acquisition environment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 205 - PROVISIONING

LOG 205	Competency	Yes	No	Work Description/Justification
18	Given simple acquisition scenarios, develop a high-level provisioning strategy.			
19	Given a sample hardware item, assign basic Source, Maintenance, and Recoverability codes.			
20	Given a simple program scenario, develop a flowchart model of its provisioning and answer system-level management questions related to the effect on provisioning of programmatic changes.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 304 - EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT

LOG 304	Competency	Yes	No	Work Description/Justification
1	Identify the acquisition system and distinguish the role of the acquisition logistician.			
2	Identify Integrated Product and Process Development through IPTs.			
3	Analyze the role of the acquisition logistician in the overall systems engineering process.			
4	Distinguish reliability, maintainability, and availability (RM&A) measurements and characteristics and relate RM&A in the systems engineering process.			
5	Identify and apply DoD policies to relevant contractual issues.			
6	Identify the implications of eliminating Government specifications and standards for private industry and the Department of Defense.			
7	Given an Operations Requirements Document (ORD), outline and defend the system supportability characteristics for the Request for Proposal (RFP) and the Test Evaluation Master Plan (TEMP), and the rationale for support-related testing.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 304 - EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT

LOG 304	Competency	Yes	No	Work Description/Justification
8	Analyze environmental, safety, and health (ESH) impacts on the logistics supportability of a weapons system acquisition program.			
9	Given source selection criteria relevant to acquisition logistics issues, determine strategies for final award in accordance with appropriate FAR and DFARS references.			
10	Given an ORD, analyze logistics programs requirements and thresholds established for each of the HSI domains (manpower, personnel, training, human factors, system safety, health hazards, and survivability).			
11	Apply ethical considerations to various negotiation situations.			
12	Apply methods to incentivize and motivate contractor performance in achieving logistic requirements.			
13	Analyze the logistics and contracting issues concerning the use of commercial and non-developmental items in weapons system acquisitions.			
14	Analyze a major weapons system solicitation and contract award document.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

LOG 304 - EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT

LOG 304	Competency	Yes	No	Work Description/Justification
15	Identify Foreign Military Sales support considerations and Foreign Sourced Materiel considerations.			
16	Given a system and scenario and reference materials, choose possible software tools to enhance support.			
17	Given the current preference for re-invention of Government, re-engineering logistics functions, and the changing DoD business environment, critique all weapons system sustainment alternatives to include maintenance concepts, source of support, and post-production support			
18	Given a joint program, identify the organizational structure, technical issues, and joint requirements as an alternative concept aimed at maximizing jointness and savings.			
19	Create and defend an acquisition logistics budget position.			
20	Given a scenario calling for a series of major technology insertions (product improvements) into an existing, deployed, major system, identify the logistics implications.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
1	Summarize the role of Congress and the Executive Branch in the Federal budget process.			
2	Identify the process for responding to Congressional inquiries.			
3	Show how a program management office operates within the DoD resource allocation process.			
4	Assess the implications of the Congressional enactment process on program funding.			
5	Assess how Congressional marks impact defense acquisition programs.			
6	Assess the impacts of laws on program budget execution.			
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).			
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.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
9	Evaluate the impact of advancing information technology on the acquisition, development, and sustainability of information-intensive systems.			
10	Assess the role of competition, the effects of socio-economic programs, and the methods of contracting for systems acquisition.			
11	Compare and contrast the impact of DoD versus commercial procurement practices and strategies on a program.			
12	Compare and contrast commercial and Government contractors' financial management practices.			
13	Develop a contractor proposal pricing strategy.			
14	Describe the impact of Government cost principles on defense contractors.			
15	Point out how current industrial base laws (e.g., USC 2440), policies, and initiatives affect acquisition program plans.			
16	Perform selected portions of an industrial capability assessment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
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.			
18	Assess the impact of a contractor's working capital management on a program.			
19	Analyze the interaction of contract type and contract payment methodologies on the contractor.			
20	Compare and contrast how cost/ managerial accounting is used by Government and commercial contractors.			
21	Identify the risk-return tradeoffs in a contractor's capital asset management decisions.			
22	Explain how the contractor's mix of fixed and variable costs impact profitability and risk (cost-volume-profit).			
23	Develop a rudimentary contractor cost proposal.			
24	Appraise the ability of a program to execute an acquisition strategy based on the budget justification documentation submitted.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
25	Demonstrate how the various DoD Appropriations support systems acquisition management.			
26	Relate current funding policies in the management of DoD Appropriations to the execution of an acquisition strategy.			
27	Assess the impact of the three phases of the PPBS on the acquisition process.			
28	Assess the implications of the OSD Budget Review process on a program's budget request.			
29	Identify the impact of Information Technology and an integrated digital environment on program office operations.			
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.			
31	Relate the influences of the macroeconomic environment, national policy, national security and military strategy, and Defense plans and programs to Defense systems acquisition.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
32	Assess the impact of applicable Federal laws, regulations, and other policies on the defense systems acquisition management process.			
33	Analyze the impact of DoD acquisition policies on a program as it progresses through the acquisition life cycle.			
34	Describe supervisory responsibilities in acquisition personnel management and development in compliance with the Defense Acquisition Workforce Improvement Act (DAWIA).			
35	Assess the impact of external reviews and audits of an acquisition program.			
36	Relate the principles of contract law to procurement planning and the responsibilities of the Program Manager.			
37	Develop a proactive approach to ethical decision making.			
38	Explain the techniques and application of Alternative Dispute Resolution and other dispute avoidance procedures.			
39	Develop a strategy for managing information technology as an investment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
40	Assess the likelihood of an information systems proposal being selected to become a part of an information systems portfolio.			
41	Analyze the system's economic analysis for areas of omissions or weaknesses.			
42	Propose a hierarchy of information system/technology performance measures for managing an agency's information technology investment.			
43	Recommend an Investment Baseline/Performance Agreement.			
44	Evaluate approaches to resolve an identified information systems acquisition technical or policy issue.			
45	Appraise the role of the science and technology process in the systems acquisition process.			
46	Identify the impacts of international cooperative programs and foreign military sales on the management of Defense programs.			
47	Analyze the differences among the Components' acquisition programs, and their impact upon acquisition strategy development and management of a program office.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
48	Develop a plan for managing a joint program 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.			
50	Perform a requirements analysis using an Operational Requirements Document and a System Specification.			
51	Propose means of managing critical requirements issues.			
52	Analyze how the requirements management process and products for an information-intensive system can be improved.			
53	Prepare an appropriate acquisition strategy which translates the user's requirements into a program for systems development considering current legislation, DoD policies, and regulations.			
54	Relate the Defense systems acquisition management decision to appropriate acquisition categories and milestones.			
55	Summarize the capabilities of the commercial marketplace to satisfy program requirements.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
56	Summarize how applicable DoD discretionary and mandatory practices of "Cost As an Independent Variable" and "Analysis of Alternatives" could be applied.			
57	Analyze life cycle affordability of an acquisition program.			
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.			
59	Summarize issues relating to misunderstandings in the use of cost estimating terms.			
60	Assess a cost estimate for appropriateness of cost estimating methodology.			
61	Assess a cost estimate for completeness and reasonableness.			
62	Analyze the impact of contract type on the contractor and the acquisition strategy.			
63	Assess the impact of laws on program budget execution.			
64	Analyze the interaction of contract type and contract payment methodologies on the contractor.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
65	Prepare an outline of an acquisition pollution prevention program which complies with DoD environmental security policies.			
66	Recommend disposal of an information technology system.			
67	Choose the appropriate supportability analysis tools and techniques as part of the Integrated Process and Product Development Process.			
68	Identify the acquisition logistics objectives and activities that occur in production, fielding/deployment, and operational support. Propose solutions to typical issues associated with planning for the fielding/ deployment of a system.			
69	Relate current manufacturing principles affecting cost, schedule, and performance risks.			
70	Discuss various sources of manufacturing related problems and risks associated with systems acquisition.			
71	Explain how appropriate tools can be used to mitigate a manufacturing problem.			
72	Discuss basic sources of manufacturing variation and methods for controlling variability.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
73	Discuss the critical elements of a manufacturing strategy.			
74	Show how to impact the producibility of a system during the design phase.			
75	Compare and contrast the elements/benefits of a basic quality system with a system implementing advanced quality practices.			
76	Prepare a manufacturing strategy that identifies and addresses manufacturing and quality assurance issues of an acquisition program.			
77	Analyze and evaluate a risk management program.			
78	Assess funding risks throughout the program life cycle.			
79	Assess cost risks throughout the program life cycle.			
80	Summarize support risks throughout the program life cycle.			
81	Summarize the interrelationships of risk throughout the program life cycle.			
82	Assess the role of cost estimating in supporting the acquisition oversight and review process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
83	Develop a tailored, streamlined acquisition strategy that is in compliance with current mandatory procedures, using best practices and lessons learned.			
84	Relate the process and procedures for preparing a Request For Proposal that effectively communicates the Government's requirements.			
85	Analyze the process for conducting source selection in order to ultimately select the Best Value contractor.			
86	Analyze the process management issues associated with proposal evaluation, and the preparation for and conduct of contract negotiation.			
87	Analyze the process for conducting a contract negotiation.			
88	Assess an acquisition program's readiness to progress through the life cycle.			
89	Summarize the key activities and information required for the development, production, fielding/ deployment, and operational support			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
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.			
91	Assess the requirements, processes, and content of external reporting of program status throughout each phase in the system life cycle.			
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.			
93	Apply the activities associated with the post-award phase of a contract, including current initiatives.			
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.			
95	Examine the application of an integrated baseline review process and its use as a risk mitigation tool.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
96	Choose the appropriate policies governing the application of earned value management for a given acquisition program environment.			
97	Assess the appropriateness of earned value management inputs to a Request for Proposal that reflect current policy.			
98	Explain the Performance Measurement Baseline development process, content, and its relationship to the achievement of program technical goals and milestones.			
99	Apraise the appropriateness, completeness, and consistency of a Performance Measurement Baseline.			
100	Explain the roles, responsibilities, and benefits of the earned value implementation and surveillance process.			
101	Analyze contract performance from earned value data.			
102	Prepare an integrated program assessment and a corresponding corrective action strategy that considers causes and impacts identified in earned value data.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
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.			
104	Develop an Estimate At Completion (EAC).			
105	Prepare a design review that provides performance based progress measurement.			
106	Identify the Component-specific processes that affect the flow of acquisition funds in order to meet design, producibility, and stable production/implementation requirements.			
107	Relate current funding policies in the management of DoD appropriations to the execution of an acquisition strategy.			
108	Explain the role of the single process initiative (SPI) methodology for establishing common business and manufacturing processes in a contractor's individual facilities.			
109	Use a work breakdown structure (WBS) for program planning, organizing, and execution.			
110	Apply the systems engineering process over the entire systems life cycle.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
111	Apply technical risk management throughout the program life cycle.			
112	Demonstrate that the nature of design is iterative through a process of fabrication, test, and evaluation.			
113	Develop a Preliminary Design Review that will address key design issues.			
114	Demonstrate that the application of the systems engineering process results in a valid design solution.			
115	Identify methodologies for inserting technology upgrades and maintaining technical currency.			
116	Apply DoD policies concerning commercial standards and performance specifications in writing an item performance specification.			
117	Choose the appropriate configuration management strategy for the situation encountered.			
118	Analyze the impacts of common information system configuration and interface management problems on information systems program management.			
119	Select an appropriate data management strategy for an information-intensive program.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PMT 302 - ADVANCED PROGRAM MANAGEMENT

PMT 302	Competency	Yes	No	Work Description/Justification
120	Summarize how current DoD technical policies and architecture requirements impact the acquisition, development, modification, upgrade, and support of software-intensive systems.			
121	Determine the impact of complying with DoD interoperability and open system standards goals on cost, schedule, and performance.			
122	Summarize appropriate program protection methods for systems acquisition.			
123	Assess the impact of information warfare on information systems' architectures and strategies.			
124	Choose appropriate information systems security requirements.			
125	Select information system security protection methods.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 101 - PRODUCTION AND QUALITY MANAGEMENT FUNDAMENTALS

PQM 101	Competency	Yes	No	Work Description/Justification
1	Chart the current systems acquisition life cycle phases as well as major activities to be accomplished in each phase.			
2	Relate the impact of the on-going acquisition reform initiatives to the current life cycle.			
3	Apply the principles of Integrated Product and Process Development (IPPD) process via the use of Integrated Product Teams (IPTs).			
4	Classify Systems Engineering (SE) and/or SE Process in terms of when it is applied, who applies it, and the results of each SE Process application.			
5	Given a noncomplex requirement, write a performance specification IAW SD-15.			
6	Given access to a system acquisition, distinguish the role of manufacturing and quality in the Source Selection Process in an IPT environment.			
7	Given access to a system acquisition, distinguish the basic elements of the contract administration service delegation process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 101 - PRODUCTION AND QUALITY MANAGEMENT FUNDAMENTALS

PQM 101	Competency	Yes	No	Work Description/Justification
8	Given access to a system acquisition, recognize the output of various electronic tools within the design and manufacturing process.			
9	Identify and distinguish IPT/IPPD functions and the input of manufacturing and quality required to meet the user's needs through integrated management planning.			
10	Identify the basic types of warranties, incentive fees, and performance incentives.			
11	Given access to a system acquisition, distinguish quality assurance and production FAR/DFAR requirements and select applicable clauses.			
12	Given access to a system acquisition, conduct analysis in support of the Contracting Officer by calculating a progress payment and a physical progress review completion percentage.			
13	Identify the basic criteria and elements of manufacturing and quality assurance systems based on ANSI/ASQC Q9000.			
14	Given portions of a control chart to complete, apply mechanics of problem-solving tools and perform required calculations.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 101 - PRODUCTION AND QUALITY MANAGEMENT FUNDAMENTALS

PQM 101	Competency	Yes	No	Work Description/Justification
15	Recognize the impact of current DoD policies as they relate to Industrial Capabilities in accordance with the Defense Industrial Capabilities Handbook.			
16	Recognize the policies and procedures for avoiding improper business practices and conflicts of interest.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY MANAGEMENT

PQM 201	Competency	Yes	No	Work Description/Justification
1	Chart the current systems acquisition life cycle phases as well as major activities to be accomplished in each phase in accordance with (IAW) DoD 5000 series documents.			
2	Apply the principles of Integrated Product and Process Development (IPPD) process via the use of Integrated Product Teams (IPTs) IAW current DoDD 5000.1, DoD 5000.2-R, Rules of the Road, and the Guide to implementation and management of IPPD in DoD Acquisition.			
3	Chart the Systems Engineering Process in terms of when it is applied, who applies it and the results of each Systems Engineering Process application.			
4	Given a SD-15 and a complex system requirement, analyze the requirement and write performance specifications IAW SD-15.			
5	Apply FAR/DFARS policies governing warranties and incentives IAW DoD 5000 series documents.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY MANAGEMENT

PQM 201	Competency	Yes	No	Work Description/Justification
6	Given a sample contract and/or RFP apply the requirements within the limits of the authority provided by the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), and be able to defend the need for the requirements.			
7	Apply the source selection process including the RFP, Statement of Objectives/Statement of Work (SOO/SOW), Selection Criteria, and Instruction to Offerors IAW DoD 5000 series and the FAR/ DFARS.			
8	Given a sample integrated management plan, analyze the adequacy to the details in the manufacturing and quality aspects IAW DoD 5000 series, FAR/DFARS, and commercial quality and production planning models.			
9	Apply the Pre-Award Survey, Technical Support to Negotiations, and Progress Payments processes IAW DoD 5000 series and FAR/ DFARS.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY MANAGEMENT

PQM 201	Competency	Yes	No	Work Description/Justification
10	Apply the delegation process IAW DoD 5000 series and FAR/ DFARS.			
11	Determine the impacts of key environmental laws on production and quality management.			
12	Distinguish the impact of current DoD policies as they relate to Industrial Capabilities IAW the Defense Industrial Capabilities Handbook.			
13	Given access to a system acquisition, identify the outputs of electronic tools and analyze whether the technologies and their products have been used properly within the design and manufacturing process.			
14	Given access to a system acquisition, assess the effectiveness of Quality Assurance and Manufacturing systems and processes IAW DoDD 5000.1, DoD 5000.2-R, DFARS MMAS, and Non-Government quality standards.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY MANAGEMENT

PQM 201	Competency	Yes	No	Work Description/Justification
15	Given access to a system acquisition, recognize the various problem solving tools and processes and determine whether these products have been used properly.			
16	Recognize the policies and procedures for avoiding improper business practices and conflicts of interest IAW Government standards of conducts.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT

PQM 301	Competency	Yes	No	Work Description/Justification
	Acquisition System Knowledge			
1	Define the impact of a changing quality paradigm on the manufacturing and quality assurance (QA) community.			
2	Show the current systems acquisition life cycle phases as well as major activities to be accomplished within the acquisition management system framework.			
3	Apply the principles of Integrated Product and Process Development (IPPD) via the use of the Systems Engineering Process (SEP) and Integrated Product Teams (IPTs).			
4	Given access to a system acquisition, analyze the maturity of a manufacturing and/or quality assurance organization's involvement in an IPT.			
5	Classify Systems Engineering and/or SEP in terms of when it is applied, who applies it, and the results of each SEP application.			
6	Evaluate the effectiveness of a risk management process in an IPPD/ IPT environment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT

PQM 301	Competency	Yes	No	Work Description/Justification
7	Use an ethical decision-making model (GKC) to establish the major elements and relationships for deploying new quality and IPPD paradigms within an organization.			
8	Given the discussions and exercise, identify the basic principles associated with manufacturing and quality assurance.			
9	Demonstrate an understanding of several functional tools associated with manufacturing and quality assurance.			
10	Derive a design-build package through the integration of various technical disciplines within an IPPD Team environment.			
11	Given access to a system acquisition, select the appropriate analytical tools to resolve production and quality assurance problems, and analyze the interrelationships of these tools.			
12	Derive customer requirements using an analytical tool (QFD).			
13	Derive key factors for process control using an analytical tool (DOE) in an IPT environment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT

PQM 301	Competency	Yes	No	Work Description/Justification
14	Assess the effectiveness of manufacturing and quality assurance systems and processes.			
15	Summarize the differences between craft, mass, and lean design and production principles and practices, and derive a synthesized approach to Government oversight.			
16	Integrate current industrial base laws, policies, initiatives, and issues into acquisition program plans, and explain the DoD process to be used when a critical Defense-unique industrial capability is needed and appears to be endangered.			
17	Summarize the key aspects of topical initiatives, and assess their impacts on both the contractor and the Government.			
18	Explain the impact of environmental, safety, and health (ESH) related laws, Executive Orders, policies, and regulations on the way DoD acquisition managers control the design, manufacture, and Life Cycle Cost of DoD weapons systems.			
19	Identify the implications of contractor proposed manufacturing and QA systems and processes in the new acquisition environment.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT

PQM 301	Competency	Yes	No	Work Description/Justification
20	Explain the implications of new policies and issues in establishing a new acquisition environment.			
21	Demonstrate an ability to use electronic tools to capture manufacturing and quality assurance information, and explain the inputs and outputs of electronic tools.			
22	Evaluate the interrelationships of the inputs and outputs of factory simulation models to optimize factory capacity and flow.			
23	Describe contractor cost accounting systems and how these systems are used by Government personnel to evaluate Technical Support of Negotiations (TSNs).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT

PQM 301	Competency	Yes	No	Work Description/Justification
24	Explain how to use the Request for Proposal, source selection, and contracting process and documentation to support the translation of technical (production/QA) goals and initiatives to the contractor.			
25	Assess the degree of effectiveness of warranty programs.			
26	Explain when to apply Value Engineering principles within the systems acquisition life cycle.			
27	Given access to a system acquisition, evaluate the manufacturing and quality assurance contract requirement (SOW/SOO/ RFP/Source Selection).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

SYS 201	Competency	Yes	No	Work Description/Justification
1	Diagram the current systems acquisition life cycle phases and major activities to be accomplished in each phase and relate the impacts of the on-going acquisition reform initiatives to the current life cycle.			
2	Apply the principles of Integrated Product and Process Development (IPPD) via the use of the Systems Engineering Process and Integrated Product Teams (IPTs).			
3	Classify Systems Engineering and/or Systems Engineering Process in terms of when it is applied, who applies it, and the results of each Systems Engineering Process application.			
4	Given appropriate references, relate the principles of ethical conduct to a scenario.			
5	Given varying Systems Engineering issues, determine the methodologies involved in the insertion of technology.			
6	Given appropriate references, relate the role of technical planning in the Systems Engineering effort and its relationship to overall program planning.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

SYS 201	Competency	Yes	No	Work Description/Justification
7	Given relevant references and a scenario, correctly apply the Requirements Analysis step to formulate the functional, physical, and operational requirements viewpoints within the Systems Engineering Process.			
8	Given relevant references and a scenario, correctly apply the Functional Analysis and Allocation step to formulate the functional architecture within the Systems Engineering Process.			
9	Given relevant references and a scenario, correctly apply the Synthesis step to formulate the physical architecture within the Systems Engineering Process.			
10	Given relevant references, correctly apply the verification loop in the Systems Engineering Process.			
11	Given appropriate documentation, correctly determine the Systems Engineering Process outputs.			
12	Using a scenario, develop a Work Breakdown Structure (WBS) based on the previously developed physical architecture.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

SYS 201	Competency	Yes	No	Work Description/Justification
13	Given a Statement of Work (SOW), critique its preparation, structure, and content.			
14	Relate the implementation of cost containment in an acquisition program to the Cost As an Independent Variable (CAIV) philosophy.			
15	Given a set of conflicting system requirements, propose a trade study methodology, conduct an analysis, and provide rationale.			
16	Given a scenario, relate the role and interrelationships of Configuration Management, Interface Management, and Data Management to the Systems Engineering Process.			
17	Given a scenario, apply the DoD acquisition risk management process within an Integrated Product/Process Development/ Integrated Product Team environment.			
18	Identify Measures of Effectiveness (MOEs)/Measures of Performance (MOPs), and select the critical MOPs from a given system description of requirements as Technical Performance Measures (TPMs).			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

SYS 201	Competency	Yes	No	Work Description/Justification
19	Given a list of probable event criteria, select the most important events, develop a checklist, and determine how each event will be verified to assist in planning and executing a specific technical review.			
20	Given a scenario, analyze problems associated with a product improvement, recommend steps to avoid problems, and provide feasible solutions.			
21	Given examples, analyze how planning for Environmental, Safety, and Health (ESH) requirements (major statutory/ regulatory provisions) influences system designs within the Systems Engineering Process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 301 - ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT, AND ENGINEERING

SYS 301	Competency	Yes	No	Work Description/Justification
1	Identify the policies, interactions, relationships, and impacts which characterize the Systems Planning, Research, Development, and Engineering (SPRDE) function and its relationship with the 5000-series-managed acquisition life cycle.			
2	Evaluate Organization, Communication, and Teaming techniques that facilitate Integrated Product and Process Development.			
3	Apply systems engineering analysis and control tools, employing an Integrated Product and Process Development approach to systems engineering management.			
4	Given access to a system acquisition, identify potential modeling and simulation requirements, benefits, pitfalls, planning, and applications in systems acquisition.			
5	Apply technology to create and augment Defense Capabilities.			
6	Given access to a system acquisition, evaluate the effective execution of the entire Concept Exploration (CE) phase using the Systems Engineering Process.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 301 - ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT, AND ENGINEERING

SYS 301	Competency	Yes	No	Work Description/Justification
7	Given access to a system acquisition, evaluate Program Definition/Risk Reduction (PDRR) issues, products, and processes using the Systems Engineering Process and tools.			
8	Given source selection documentation, apply acquisition reform initiatives in the development of the solicitation and source selection evaluation process that support the technical goals and address SPRDE management issues.			
9	Given access to a system acquisition, evaluate the systems engineering product and processes used during the Engineering and Manufacturing Development (EMD) Phase.			
10	Given access to a system acquisition, distinguish the major statutory/regulatory provisions of environmental, safety, and health impacts on the systems acquisition life cycle.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

SYS 301 - ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

SYS 301	Competency	Yes	No	Work Description/Justification
11	Given access to a system acquisition, evaluate use of the systems engineering process to monitor and control the system configuration, support the production process, and control the program cost and schedule.			
12	Given access to a system acquisition, evaluate use of the systems engineering process to reduce risk of operational/support problems, as well as plan and monitor the fielding process.			
13	Given access to a system acquisition, select practical courses of action to achieve improved performance, cost or safety in weapon systems by taking advantage of new technologies.			
14	Analyze the benefits and pitfalls of international acquisition from a SPRDE manager's perspective.			
15	Apply the regulatory ethical behaviors that Government employees are legally responsible to follow.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 101 - INTRODUCTION TO ACQUISITION WORKFORCE
TEST AND EVALUATION

TST 101	Competency	Yes	No	Work Description/Justification
1	**Systems Acquisition Process**. • Identify the Planning, Programming, and Budgeting System (PPBS) process. • Define the milestone decision process. • Identify the requirements generation process. • Define the integrated product and process development. • Determine the roles of DoD components in acquisition, COEA process linkage to requirements, and test and evaluation (T&E) planning.			
2	**Role of T&E in Systems Acquisition Process**. • Define T&E policy and procedures. • Determine T&E legal requirements. • Identify OSD oversight structure and service-specific T&E management structures. • Compare DT&E versus OT&E. • Identify T&E as a risk mitigator.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 101 - INTRODUCTION TO ACQUISITION WORKFORCE
TEST AND EVALUATION

TST 101	Competency	Yes	No	Work Description/Justification
	• Define the role of modeling and simulation in T&E. • Define the test team structure and its contribution to TEMP development. • Contrast the differences between test and evaluation.			
3	**Test and Evaluation Design**. • Determine the testability of requirements. • Determine T&E strategy. • Identify analysis techniques. • Determine data requirements to support test plans. • Determine data source matrix. • Develop detailed test plans. • Determine resource requirements to support tests. • Conduct validation of test results. • Verify adequate sample size. • Identify environmental issues. • Identify DT&E performance criteria. • Determine OT&E effectiveness suitability criteria. • Define T&E's contribution to reliability growth.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 101 - INTRODUCTION TO ACQUISITION WORKFORCE
TEST AND EVALUATION

TST 101	Competency	Yes	No	Work Description/Justification
	• Identify live fire test requirements, modeling and simulation capabilities, and resources. • Identify parallel between T&E and the scientific method.			
4	**Resource Management.** • Defend MRTFB resource sources. • Define TECNET. • Define DTEPI. • Define project Reliance and test resource requirements for Part V of the TEMP.			
5	**Data Collection**. • Identify various data sources to include instrumentation, telemetry, etc. • Identify test storage and retrieval requirements, and data protection requirements. • Define data transmission, and test site interconnection requirements.			
6	**Software**. • Identify software test techniques and software metrics.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 101 - INTRODUCTION TO ACQUISITION WORKFORCE
TEST AND EVALUATION

TST 101	Competency	Yes	No	Work Description/Justification
7	**Analysis**. • Identify various analysis techniques such as engineering analysis, modeling and simulation, data displays, and use of surveys and data tabulation. • Define software analysis techniques. • Identify the COEA linkage with T&E. • Define human factors analyses. survivability, transportability			
8	**Evaluation**. • Determine techniques to evaluate technical performance, operational effectiveness, and suitability.			
9	**Reporting**. • Identify the elements of a test report. • Determine test report needs and requirements. • Identify customer's needs for briefing and reports.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 202 - INTERMEDIATE TEST AND EVALUATION

TST 202	Competency	Yes	No	Work Description/Justification
1	**Systems Acquisition Process**. Demonstrate an understanding of the Planning, Programming, and Budgeting System (PPBS) process, milestone decision process, requirements generation process, integrated product development, roles of DoD components in acquisition, and importance of requirements definition to test and evaluation (T&E) planning.			
2	**Role of T&E in Systems Acquisition Process**. Demonstrate an understanding of the joint and service-specific T&E management structure to include: T&E policy and procedures, T&E legal requirements, OSD oversight structure, service-specific T&E management structures, DT&E versus OT&E, T&E as a risk mitigator, role of modeling and simulation in T&E, test team structure and its contribution to TEMP development, and the difference between test and evaluation.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 202 - INTERMEDIATE TEST AND EVALUATION

TST 202	Competency	Yes	No	Work Description/Justification
3	**Test and Evaluation Design**. Demonstrate an understanding of the T&E role in determining the testability of requirements, evaluation strategy, analysis techniques, data requirements to support test plans, data source matrix, detailed test plans, resource requirements to support tests, validating test results, adequate sample size, environmental issues, threat representation requirements and resources, DT&E performance criteria, OT&E effectiveness suitability criteria, T&E's contribution to reliability growth, live fire test requirements, modeling and simulation capabilities, and resources, parallel between T&E and the scientific method.			
4	**Resource Management.** Demonstrate an understanding of and identify resource requirements to include: the MRTFB resource sources, e.g., Range Commander's Council, DTEPI, I&M and CTEIP, and test resource requirements for Part V of the TEMP.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 202 - INTERMEDIATE TEST AND EVALUATION

TST 202	Competency	Yes	No	Work Description/Justification
5	**Data Collection**. Demonstrate an understanding of various data sources to include instrumentation, telemetry, etc., and data base storage and retrieval requirements, data protection requirements, data transmission, and test site interconnection.			
6	**Software**. Demonstrate an understanding of software test techniques and software metrics.			
7	**Analysis**. Demonstrate an understanding of the various analysis techniques to include: operational research, statistics, engineering analysis, modeling and simulation, data displays, use of surveys and data tabulation, software analysis, Data fusion, and requirements linkage. Demonstrate an understanding of the different areas of analyses to include: integrated logistics support, software and hardware, technical performance, operational effectiveness and suitability, humans factors, reliability and maintainability, survivability, transportability and interoperability, safety, and manpower personnel and training.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 202 - INTERMEDIATE TEST AND EVALUATION

TST 202	Competency	Yes	No	Work Description/Justification
8	**Evaluation**. Demonstrate an understanding of different techniques to evaluate technical performance, operational effectiveness and suitability.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 301 - ADVANCED TEST AND EVALUATION

TST 301	Competency	Yes	No	Work Description/Justification
1	**Systems Acquisition Process**. Identify and describe the PPBS process, milestone decision process, requirements generation process, integrated product development, roles of DoD components in acquisition, COEA process linkage to requirements and T&E planning			
2	**Role of T&E in Systems**. Describe the joint and service specific T&E management structure to include: T&E policy and procedures, T&E legal requirements, OSD oversight structure, service specific T&E management structures, DT versus OT test, T&E as a risk mitigator, role of Modeling and Simulation in T&E, test team structure and its contribution to TEMP development and the difference between test and evaluation.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 301 - ADVANCED TEST AND EVALUATION

TST 301	Competency	Yes	No	Work Description/Justification
3	**Test and Evaluation Design.** Describe the T&E role in determining the testability of requirements, evaluation strategy, analysis techniques, date requirement to support test plans, data source matrix, detailed test plans, resource requirements to support tests, validating test results, adequate sample size, environmental issues, threat representation requirements and resources, DT&E performance criteria, OT&E effectiveness and suitability criteria, T&E's contribution to reliability growth, live fire test requirements, Modeling and Simulation capabilities and resources, parallel between T&E and the scientific method.			
4	**Resource Management.** Identify and describe resource requirements to include: the MRTFB resource sources, e.g., TECNET, Range Commanders Council, DTEPI, I&M and CTEIP, project Reliance and test resource requirements for Part V of the TEMP.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 301 - ADVANCED TEST AND EVALUATION

TST 301	Competency	Yes	No	Work Description/Justification
5	**Data Collection.** Identify various data sources to include instrumentation, telemetry, etc., and data base storage and retrieval requirements, data protection requirements, data transmission and test site interconnection.			
6	**Software.** Define software test techniques and software metrics.			
7	**Analysis.** Recognize and differentiate various analysis techniques to include: operational research, statistics, engineering analysis, modeling and simulation, data displays, use of surveys and data tabulation, software analysis, data fusion and COEA linkage. o Recognize and differentiate different areas of analyses to include: integrated logistics support, software and hardware, technical performance, operational effectiveness and suitability, human factors, reliability and maintainability, survivability, transportability and interoperability, safety and manpower personnel and training.			

COMPETENCIES
EMPLOYEE SELF-ASSESSMENT

TST 301 - ADVANCED TEST AND EVALUATION

TST 301	Competency	Yes	No	Work Description/Justification
8	**Evaluation**. Describe different techniques to evaluate technical performance, operational effectiveness and suitability.			
9	**Reporting**. Identify test report needs and requirements, policy and techniques for archiving, data display requirements and reporting, customers needs for briefing and reports and the need for report timeliness.			

APPENDIX

MANDATORY COURSE FULFILLMENT PROGRAM PROCEDURES

A. INTRODUCTION

The Director, Acquisition Education, Training and Career Development, will maintain the procedures needed to support the fulfillment process.

Members of the acquisition workforce begin the process by determining which training requirement (i.e., which Defense Acquisition University (DAU) course) they are seeking to satisfy through fulfillment. Information on which DAU courses are mandatory for each functional career path and documents supporting the fulfillment program can be found in the DAU catalog on the DAU world-wide web site.

B. DOCUMENTING COURSE COMPETENCIES

Members complete the self-assessment form available on the DAU Homepage, documenting each course competency they believe they have satisfied through experience, education and/or alternative training. Individuals then complete Section I of DD Form 2518 (Fulfillment of DoD Mandatory Training Requirements) found at A-1. This form, with supporting self-assessment documentation, is submitted to his/her immediate supervisor.

C. FULFILLMENT REVIEWS

The official authorized to conduct a review (in most cases, the first-level supervisor) of the completed DD Form 2518 shall determine whether the individual has the competencies to fulfill the course. If, in the judgment of a reviewing official (first or second level), additional or amplifying information is needed to reach a conclusion, the official shall interview the employee and/or request further documentation to support the self-assessment. An individual must satisfactorily meet all the competencies for a course to qualify for fulfillment credit for that course. The official designated to conduct a second-level review will vary depending on the procedures of each DoD Component.

Upon completion of the review, the first-level reviewing official concurs or non-concurs in block 16 of the DD Form 2518 and signs block 17. For all courses except PMT 302 (Advanced Program Management Course), the second-level reviewing official then approves or disapproves the complete package. If a reviewing official (first or second level) determines that additional information is required, the official shall interview the employee and/or request further documentation.

The second-level reviewing official follows the same procedures as the first-level reviewer, except that if additional information is required, that information may be obtained from either the individual, or the first-level reviewer or both. The second-level reviewer then completes section III as appropriate.

Reviewing officials should preferably be certified in the acquisition functional area being reviewed and at the same level as the course for which the documentation is being evaluated. Course graduates are preferred.

D. SPECIAL PROCEDURES FOR PMT 302

For PMT 302, the second-level review shall be completed by an official designated by the Component Head or Service Acquisition Executive. After the first-level concurrence, the reviewer forwards the completed DD Form 2518 and appropriate supporting documentation (such as self-assessment form, resumes, career briefs, transcripts, etc.) in accordance with Component procedures for higher level review and approval.

E. ADDITIONAL IMPLEMENTATION GUIDANCE

When either the first or second-level reviewer disapproves a request, the reviewer must provide justification to the requester in writing. The supervisor of the individual is expected to develop alternate training strategies that will assist the individual in obtaining certification. The Individual Development Plan required by DoD Manual 5000.52M should be used to document the strategy for civilian acquisition workforce members. Military members shall adhere to the career management policies and practices of the Military Departments in developing such a strategy.

Questions concerning the fulfillment program should be directed to the appropriate Director, Acquisition Career Management.

FULFILLMENT OF DOD MANDATORY TRAINING REQUIREMENT

Privacy Act Statement

AUTHORITY:	EO 9397, November 1943 *(SSN)*.
PRINCIPAL PURPOSE*(S)*:	To evaluate and determine the status of mandatory acquisition training. The purpose of soliciting the Social Security Number is for positive identification.
ROUTINE USE*(S)*:	The information provided is used for verification by the individual's supervisors and the individual's personnel office to ensure that mandatory acquisition training requirements have been fulfilled.
DISCLOSURE:	Voluntary; however, failure to provide requested information may preclude an effective evaluation to determine an individual's status of mandatory acquisition training. Failure to provide the Social Security Number will not nullify the purpose or use of the requested information.

SECTION I - INDIVIDUAL REQUEST *(Type or print in ink)*

1. NAME *(Last, First, Middle Initial)*			2. COURSE NUMBER	
3. COURSE TITLE			4. COURSE LEVEL *(Entry, Intermediate, Senior, etc.)*	
5. STATEMENT I propose that the skills and knowledge provided by the DoD mandatory course identified above have been obtained by experience, education, equivalency test, or alternate training. Based on the attached justification, I request that this be considered fulfillment of the mandatory training requirement indicated.				
6. SIGNATURE		7. DATE SIGNED *(YYMMDD)*	8. SOCIAL SECURITY NUMBER	
9. TITLE			10. SERIES	11. GRADE/RANK
12. OFFICE SYMBOL	13. LOCATION	14. CURRENT LEVEL *(Entry, Intermediate, Senior, etc.)*	15. DATE ENTERED CURRENT LEVEL *(YYMMDD)*	

SECTION II - SUPERVISOR'S RECOMMENDATION

16. CONCURRENCE/NONCONCURRENCE *(X one)*

	a. CONCUR - INDIVIDUAL HAS GAINED REQUISITE SKILLS AND KNOWLEDGE AS PROPOSED IN SECTION I.		b. DO NOT CONCUR *(Return request to individual)*

17. SUPERVISOR SIGNATURE		18. DATE SIGNED *(YYMMDD)*
19. DUTY TITLE	20. OFFICE SYMBOL	21. LOCATION

SECTION III - DISPOSITION

22. APPROVAL/DISAPPROVAL *(X one)*

	a. APPROVED		b. DISAPPROVED

23. SIGNATURE OF APPROVING OFFICIAL		24. DATE SIGNED *(YYMMDD)*
25. DUTY TITLE	26. OFFICE SYMBOL	27. LOCATION