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Welcome to the FY 2018 Acquisition Workforce Competency Survey (AWCS)! The AWCS is sponsored by the Office of Federal Procurement Policy (OFPP), the Federal Acquisition Institute (FAI), and the Office of Personnel Management (OPM). The purpose of this survey is to identify and prioritize the developmental needs of the Federal civilian (i.e., non-DoD) acquisition workforce so that resources can be dedicated to enhancing learning and development opportunities. Participation in this survey is completely confidential, and survey results will only be reported in aggregate. This survey is estimated to take between 45 and 60 minutes to complete depending on the number of acquisition program areas in which you work. All participants who complete the survey are eligible to receive 1 CLP. To obtain your 1 CLP follow your agency's CLP process. Upon completion of the survey you will be asked to print or take a screenshot of the final page for your records and to use in submitting your CLP request. Please use the grey "Next" and "Previous" buttons below to navigate through the survey. Do not hit the back button on your internet browser as doing so will delete all unsaved survey responses. Thank you for your participation in this important initiative. Your input is greatly appreciated, and will help to continue to improve acquisition-related developmental opportunities.

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***Please select your Agency/Department.**

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This version of the FY18 AWCS is only meant for those Federal employees who are not registered in FAITAS. This includes certain individuals from Department of State (State), the National Aeronautics and Space Administration (NASA), and the National Science Foundation (NSF).

If you are registered in FAITAS, you should have received an email with a personalized link to another version of the FY18 AWCS. Please check your inbox, and use that link to access the survey.

Clicking "Next" below will close this browser tab/window.

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Close This Window

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***Please select your Department of State (State) subcomponent.**

Select: ▼

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***Please select your National Aeronautics and Space Administration (NASA) subcomponent.**

Select: ▼

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***Please enter your National Science Foundation (NSF) subcomponent.**

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***Please select your age range.**

Select:

***Please select your gender.**

- Male
- Female
- I prefer not to answer

***Please select your job series.**

Select:

***Please select your pay plan.**

GS - GENERAL SCHEDULE (CH 51, 5 U.S.C.)

***Please select your pay grade.**

Select:

***Please enter your position title.**

***Are you a member of the Acquisition Workforce?**

Please reference your agency's definition of who is included in the Acquisition Workforce.

- Yes
- No

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***Please select your primary acquisition certification. "Primary" is defined as the acquisition certification in which you currently dedicate the majority of your time.**

-
- Contracting Professional (FAC-C)
-
- Contracting Officer's Representative (FAC-COR)
-
- Program and Project Manager (FAC-P/PM)
-
- Other

Please indicate up to three additional acquisition-related certifications you have besides the FAC-C, FAC-COR and FAC-P/PM.

-
- Financial Assistance
-
- Life Cycle Logistics Manager
-
- Program Financial Management
-
- Systems Engineering
-
- Test & Evaluation Manager

***Do you currently supervise acquisition-related staff members?**

Select:

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***Please select your primary acquisition certification. "Primary" is defined as the acquisition certification in which you currently dedicate the majority of your time.**

Select:

***In addition to your primary acquisition certification, please select one of the following acquisition certifications for which you would like to rate your proficiency.**

- Contracting Professional (FAC-C)
- Contracting Officer's Representative (FAC-COR)
- Program and Project Manager (FAC-P/PM)
- I do not hold a FAC-C, FAC-COR, or FAC-P/PM certification

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***Please select the highest FAC-C certification level that you've completed. If you are currently working toward a Level 1 FAC-C certification, select "In Progress Level 1."**

Select:

***Please indicate the contract type you spent the majority of your time working on in the past year. If "Other" please specify.**

- Fixed Price
- Cost Type
- Time and Materials/Labor Hours
- Other:

***Please indicate the types of commodities you have dealt with in the past year. If "Other" please specify.**

- IT
- Services
- Major Programs
- Construction
- A&E
- Facilities
- Other:

***Do you currently hold a warrant?**

- Yes
- No

***How many years of contracting experience do you have in industry?**

Select:

***How many years of government contracting experience do you have?**

Select:

Overall, what percentage of your time is dedicated to FAC-C-related activities?



What percentage of your time is spent procuring IT and IT-related items?



***What is your level of knowledge of sustainability acquisition requirements (per [EO 13693, Planning for Federal Sustainability in the Next Decade](#))?**

- Very Knowledgeable
- Knowledgeable
- Somewhat Knowledgeable
- Not Knowledgeable

***Have you used the Acquisition Gateway at hallways.cap.gsa.gov?**

- Yes
- No

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***Please select the highest FAC-COR certification level that you've completed. If you are currently working toward a Level 1 FAC-COR certification, select "In Progress Level 1."**

Select:

***How many years of government experience do you have as a Contracting Officer's Representative?**

Select:

Overall, what percentage of your time is dedicated to FAC-COR-related activities?



***Currently, are you appointed as a Contracting Officer's Representative by a Contracting Officer?**

Select:

***Have you used the Acquisition Gateway at hallways.cap.gsa.gov?**

- Yes
- No

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***Please select the highest FAC-P/PM certification level that you've completed. If you are currently working toward a Level 1 FAC-P/PM certification, select "In Progress Level 1."**

Select:

***How many years of Program/Project Manager experience do you have in industry?**

Select:

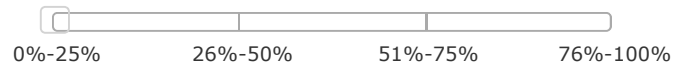
***How many years of government experience do you have as a Program and Project Manager?**

Select:

Overall, what percentage of your time is dedicated to FAC-P/PM-related activities?



What percentage of your time is spent procuring IT and IT-related items?



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- Very Knowledgeable
- Knowledgeable
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	Proficiency Level	Time Spent
1. Determination of How Best to Satisfy Requirements for the Mission Area	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1a. Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1b. Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1c. Perform acquisition planning by considering all available sources and methods of procurement to satisfy mission needs while appropriately allocating risk.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
2. Consider Socio-economic Requirements (CSE)	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
2a. Consider socio-economic requirements including small business, labor, environmental, foreign, and other socio-economic requirements to provide maximum practicable contracting and subcontracting opportunities.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
3. Promote Competition	Select: <input type="text"/>	Select: <input type="text"/>
3a. Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Select: <input type="text"/>	Select: <input type="text"/>
3b. Identify and facilitate joint ventures and partnering on solicitations and subcontracting opportunities to increase competition and/or small business participation.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
4. Source Selection Planning	Select: <input type="text"/>	Select: <input type="text"/>
4a. Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
5. Solicitation of Offers	Select: <input type="text"/>	Select: <input type="text"/>
5a. Conduct pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition.	Select: <input type="text"/>	Select: <input type="text"/>
5b. Publicize proposed procurements to promote competition.	Select: <input type="text"/>	Select: <input type="text"/>
5c. Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement.	Select: <input type="text"/>	Select: <input type="text"/>
5d. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations.	Select: <input type="text"/>	Select: <input type="text"/>
5e. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS (and applicable supplements) to resolve questions.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
6. Responsibility Determination	Select: <input type="text"/>	Select: <input type="text"/>
6a. Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
7. Bid Evaluation	Select: <input type="text"/>	Select: <input type="text"/>
7a. Evaluate the sealed bids in a transparent manner to preserve the integrity of the competitive process.	Select: <input type="text"/>	Select: <input type="text"/>
7b. Perform price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
8. Proposal Evaluation (Contracting by Negotiation)	Select: <input type="text"/>	Select: <input type="text"/>
8a. Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
9. Source Selection	Select: <input type="text"/>	Select: <input type="text"/>
9a. Decide whether to hold discussions based on results of the evaluation.	Select: <input type="text"/>	Select: <input type="text"/>
9b. Establish the competitive range to determine which of the offers will not be considered for the award.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
10. Contract Award	Select: ▼	Select: ▼
10a. Select the awardee who in the Government's estimation, provides the best value.	Select: ▼	Select: ▼
10b. Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Select: ▼	Select: ▼
10c. Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
11. Process Protests	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
11a. Process protests to determine whether to withhold award or stop performance pending outcome of the protest.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
12. Justification of Other than Full and Open	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
12a. Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
13. Terms and Conditions	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
13a. Determine terms and conditions, including special contract requirements applicable to the acquisition that are appropriate for the acquisition to comply with laws and regulations (e.g. method of financing, Government property, intellectual property, OCI, specialty metals).	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
14. Preparation and Negotiation	Select: <input type="text"/>	Select: <input type="text"/>
14a. Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts' reports), and developing pre-negotiation position to include identifying potential trade-offs.	Select: <input type="text"/>	Select: <input type="text"/>
14b. Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
15. Advanced Cost and/or Price Analysis	Select: <input type="text"/>	Select: <input type="text"/>
15a. Evaluate the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.	Select: <input type="text"/>	Select: <input type="text"/>
15b. Develop positions on pricing-related contract terms and conditions to aid in developing the Government's position.	Select: <input type="text"/>	Select: <input type="text"/>
15c. Support special cost, price, and finance efforts by researching, analyzing and providing recommended positions that are in the best interests of the Government.	Select: <input type="text"/>	Select: <input type="text"/>
15d. Evaluate award fee/incentive fee plans and arrangements for adherence to policy and guidance.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
16. Initiation of Work	Select: <input type="text"/>	Select: <input type="text"/>
16a. Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance of the contract.	Select: <input type="text"/>	Select: <input type="text"/>
16b. Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
17. Contract Performance Management	Select: <input type="text"/>	Select: <input type="text"/>
17a. Administer contract by monitoring contracting officer representatives' feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Select: <input type="text"/>	Select: <input type="text"/>
17b. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Select: <input type="text"/>	Select: <input type="text"/>
17c. Analyze, negotiate, and prepare claims file in order to issue final decisions.	Select: <input type="text"/>	Select: <input type="text"/>
17d. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
18. Issue Changes and Modifications	Select: <input type="text"/>	Select: <input type="text"/>
18a. Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
19. Approve Payment Requests	Select: <input type="text"/>	Select: <input type="text"/>
19a. Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
20. Close-out Contracts	Select: <input type="text"/>	Select: <input type="text"/>
20a. Close-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	Select: <input type="text"/>	Select: <input type="text"/>

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	Proficiency Level	Time Spent
21. Addressing Small Business Concerns	Select: <input type="text"/>	Select: <input type="text"/>
21a. Assist small business concerns in understanding how to do business with the government, identifying contracting opportunities, and responding to small business inquiries regarding payment delays or problems.	Select: <input type="text"/>	Select: <input type="text"/>
21b. Serve as a small business specialist and assist the Small Business Administration's assigned representative in conducting annual reviews of small business share, evaluation of contractors' subcontracting performance, and planning to maximize the use of small businesses.	Select: <input type="text"/>	Select: <input type="text"/>
21c. As a small business specialist provide recommendations on acquisition documents as to whether a particular acquisition should be set aside for one of the Small Business programs.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
22. Negotiate Forward Pricing Rates Agreements & Administer Cost Accounting Standards	Select: <input type="text"/>	Select: <input type="text"/>
22a. Negotiate forward pricing rate agreements (FPRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
23. Contract Termination	Select: ▼	Select: ▼
23a. Terminate contracts using applicable FAR (and supplemental) requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
24. Procurement Analysis	Select: ▼	Select: ▼
24a. Provide analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters.	Select: ▼	Select: ▼
24b. Develop procurement policy and changes in procedures through analysis of major procurements for statutory and regulatory compliance and a macro-analysis of contracting matters.	Select: ▼	Select: ▼
24c. Advise on high-level legislation & policy matters to recommend and/or lead change in the procurement process	Select: ▼	Select: ▼
24d. Perform oversight & audits to review contract files, compile lessons learned, & ensure consistent policy application.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
25. E-Business and Automated Tools	Select: ▼	Select: ▼
25a. Use e-business systems and automated tools to promote standardization, efficiency, and transparency.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
26. Activity Program Coordinator for Purchase Card	Select: ▼	Select: ▼
26a. Perform oversight and execution for the Purchase Card Program.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
27. Construction/Architect & Engineering (A&E)	Select: ▼	Select: ▼
27a. Develop acquisition strategies, issues notices/solicitations, conducts negotiations, selects sources, awards/administers contracts for construction & A&E in accordance w/requirements & procedures associated w/construction & A&E outlined in the FAR & supplemental policy & procedures (w/particular attention to FAR Part 36).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
28. Contracting in a Contingent and/or Combat Environment	Select: ▼	Select: ▼
28a. Apply contracting expertise during deployments, contingency operations, or responses to natural disasters.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
1. Acquisition Planning	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1a. Documenting the Source - Assist in determining whether a written source selection plan is necessary, and if so, properly documenting the source selection planning or acquisition strategy.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1b. Methods of Payment - Assist in the selection of the most appropriate method of payment that will best minimize the Government's overhead.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1c. Contract Financing - Assist in determining whether to provide for Government financing, and, where necessary, the method of financing to use.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1d. Unpriced Contracts - Assist in the preparation of unpriced orders and contracts.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1e. Recurring Requirements - Assist in determining whether and how to provide for recurring requirements.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1f. Contract Type - Assist in determining appropriate contract type(s).	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1g. Compliance to FAR Guidelines - Assist the CO with compliance of applicable FAR guidelines when acquiring products and services.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1h. Determining Need for EVM - Mitigate potential problems with cost, schedule, and technical risks.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1i. Task and Delivery Order Contracting - Suggest possible ordering vehicles to the CO in order to assist in determining the appropriate vehicles and submitting work package to request work under the contract.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
1j. Strategic Planning - Advise customers on their acquisition-related roles and acquisition strategies needed to assure that supplies and services are available to meet mission requirements.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
2. Market Research (Understanding the Marketplace)	Select: <input type="text"/>	Select: <input type="text"/>
2a. Conduct, collect, and apply market based research - Ability to understand the market place/requirement to identify the sources for a supply or service, the terms and conditions under which those goods/services are sold to the general public, and assist the CO on the best way to meet the need.	Select: <input type="text"/>	Select: <input type="text"/>
2b. Gather all information Related to the Potential Sources of an Acquisition as well as for Commercial Items - Understand the terms and conditions under which the sources sell the goods and/or services involved.	Select: <input type="text"/>	Select: <input type="text"/>
2c. Industry Trends - Understand the industry environment and determine availability of sources of supply and/or services.	Select: <input type="text"/>	Select: <input type="text"/>
2d. Warranties - Support the Contracting officer in determining whether a warranty is appropriate for a specific acquisition including nature and use of the supplies or services; the cost of applying a warranty and any issues with administration and enforcement.	Select: <input type="text"/>	Select: <input type="text"/>
2e. Conflict of Interest - Identifying potential conflicts of interest.	Select: <input type="text"/>	Select: <input type="text"/>
2f. Technology - Understanding available sources of information (e.g., internet, spreadsheets) to efficiently conduct sufficient market research.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
3. Defining Government Requirements	Select: <input type="text"/>	Select: <input type="text"/>
3a. Writing Statements of Work - Create statements of work, SOOs and other related documents.	Select: <input type="text"/>	Select: <input type="text"/>
3b. Conducting Needs Analysis and Preparing Requirements Documents - Perform an analysis, based on standard methodology, to identify all requirements and obligations in order to assist in the development of requirements documents.	Select: <input type="text"/>	Select: <input type="text"/>
3c. Assisting in the Development of Acquisition Strategy - Assist the CO with the development of an appropriate acquisition strategy.	Select: <input type="text"/>	Select: <input type="text"/>
3d. Pricing Information from Offerors - If requested by the CO, assist in determining what pricing information to require from offerors.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
4. Effective Pre-Award Communication	Select: <input type="text"/>	Select: <input type="text"/>
4a. Publicizing Proposed Acquisitions - Recommend to CO additional methods of publicizing the proposed procurement when appropriate.	Select: <input type="text"/>	Select: <input type="text"/>
4b. Subcontracting Requirements - Recommend appropriate requirements be put into solicitations for subcontracting or make-or-buy situations.	Select: <input type="text"/>	Select: <input type="text"/>
4c. Solicitation Preparation - Assist in the preparation of a written solicitation, providing guidance as needed in the selection of the appropriate provisions and clauses for the requirement.	Select: <input type="text"/>	Select: <input type="text"/>
4d. Pre-Quote/Pre-Bid/Pre-Proposal Conferences- Assist with the pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.	Select: <input type="text"/>	Select: <input type="text"/>
4e. Amending / Canceling Solicitations - Provide input into the amendment or cancelation of a solicitation when it is in the best interest of the Government and/or Agency.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
5. Proposal Evaluation	Select: <input type="text"/>	Select: <input type="text"/>
5a. Evaluating Non-Price Factors - Apply non-price factors in evaluating quotations, proposals, and past performance.	Select: <input type="text"/>	Select: <input type="text"/>
5b. Evaluation Documentation - Ability to clearly document reasoning behind proposed evaluation.	Select: <input type="text"/>	Select: <input type="text"/>
5c. Ethics - Ability to demonstrate ethical conduct during the procurement process.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
6. Contract Negotiation	Select: <input type="text"/>	Select: <input type="text"/>
6a. Conducting Discussions/Negotiations - Assist CO in preparing for a negotiation session.	Select: <input type="text"/>	Select: <input type="text"/>
6b. Determining Capability - Assist in determining and documenting the capability of a firm to effectively perform the terms and conditions of the contract.	Select: <input type="text"/>	Select: <input type="text"/>

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Proficiency Scale

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Extensive: I spend a large portion of my time on this competency/skill in my normal work activities.

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	Proficiency Level	Time Spent
7. Contract Administration Management	Select: <input type="text"/>	Select: <input type="text"/>
7a. Contract Administration Planning and Orientations - Define the COR roles and responsibilities by knowing the terms and conditions to which they are assigned; and participate in postaward orientation meetings to review contract milestones and responsibilities.	Select: <input type="text"/>	Select: <input type="text"/>
7b. Requests for Contract Modification and Adjustment - Provide appropriate documentation in support of contract modifications or adjustments to the CO.	Select: <input type="text"/>	Select: <input type="text"/>
7c. Work Order Management - Submit work package to request work under the contract.	Select: <input type="text"/>	Select: <input type="text"/>
7d. Financial Analysis and Reporting - Track the indexes as well as the appropriate burn rate for a given contract.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
8. Effective Inspection & Acceptance	Select: <input type="text"/>	Select: <input type="text"/>
8a. Inspect and Accept Deliveries and Services - Understand the process for inspecting deliverables and monitoring services for conformance with contract/ order/agreement terms and conditions, and accept or reject them.	Select: <input type="text"/>	Select: <input type="text"/>
8b. Compliance and Completion - Ensure compliance and completion by the Contractor of all required operations, including the preparation of any forms (ex. Material Inspection and Receiving Reports) or equivalent which shall be authenticated and certified by the COR that the services / supplies have been received and are acceptable.	Select: <input type="text"/>	Select: <input type="text"/>
8c. Inspection Reports - Process inspection report as supporting documentation for payment and maintain documentation of all inspections performed including disposition of the results. Ensure that invoice properly aligns with delivered services and products received and accepted.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
9. Contract Quality Assurance & Evaluation	Select: <input type="text"/>	Select: <input type="text"/>
9a. Quality Assurance - Ensures consistency of appropriate quality requirements as they relate to the contract and validates/verifies adherence to specified requirements through test and measurement activities.	Select: <input type="text"/>	Select: <input type="text"/>
9b. Quality Control - Monitors the products or services throughout their life cycle.	Select: <input type="text"/>	Select: <input type="text"/>
9c. Knowledge Management - Influences knowledge management practices (e.g. continuous process-improvement).	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
10. Contract Closeout	Select: <input type="text"/>	Select: <input type="text"/>
10a. Contract Closeout - Given a contract type, identify the FAR regulations, agency supplemental requirements, as appropriate and steps associated with closeout. Distinguish between physical contract completion and administrative contract closeout.	Select: <input type="text"/>	Select: <input type="text"/>
10b. Contractor's Performance Evaluation - Recommend the appropriate rating criteria for the Contractor's performance evaluation within the agency past performance system.	Select: <input type="text"/>	Select: <input type="text"/>
10c. Contractor Final Payments - Identify conditions for final payment to the Contractor.	Select: <input type="text"/>	Select: <input type="text"/>
10d. Program File - Identify the appropriate program file completion requirements.	Select: <input type="text"/>	Select: <input type="text"/>
10e. Administrative Close-out of the Contract - Identify the conditions under which a COR's duties and responsibilities end for a specific contract.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
11. Contract Reporting	Select: <input type="text"/>	Select: <input type="text"/>
11a. COR Files - Develop the COR file in accordance with Agency requirements.	Select: <input type="text"/>	Select: <input type="text"/>
11b. Monitor Contractor's Performance - Ability to monitor performance in accordance with the contract terms and conditions.	Select: <input type="text"/>	Select: <input type="text"/>
11c. Invoices - Accept or reject an invoice for a given task or deliverable in accordance with the Prompt Payment Act.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
12. Business Acumen and Communications Skill Sets	Select: <input type="text"/>	Select: <input type="text"/>
12a. Program Communications - Manage effective business partnership with the Contracting Officers, agency and other business advisers, and program participants.	Select: <input type="text"/>	Select: <input type="text"/>
12b. Program Objectives and Priorities - Participates and/or contributes to the formulation of objectives and priorities, and where appropriate, implement plans consistent with the longterm interests of the organization in a global environment.	Select: <input type="text"/>	Select: <input type="text"/>
12c. Stakeholder Relationships - Manages stakeholder relationships that generates buy-in to the business and technical management approach to the program.	Select: <input type="text"/>	Select: <input type="text"/>
12d. Risk Management - Identify, mitigate, and advise against potential risks.	Select: <input type="text"/>	Select: <input type="text"/>
12e. Project Management Principles - Monitors schedule and delivery processes.	Select: <input type="text"/>	Select: <input type="text"/>

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	Proficiency Level	Time Spent
1. Requirements Development and Management Process	Select: <input type="text"/>	Select: <input type="text"/>
1a. Recognize the applicable laws, statutes and regulations that control the Federal acquisition process.	Select: <input type="text"/>	Select: <input type="text"/>
1b. Identify the major organizations that control and execute the Federal acquisition process.	Select: <input type="text"/>	Select: <input type="text"/>
1c. Comprehend the interrelationship of the applicable governance, budgeting and requirements development processes which embody all Federal acquisitions.	Select: <input type="text"/>	Select: <input type="text"/>
1d. Describe the requirements development process and the criticality of meeting user/mission requirements.	Select: <input type="text"/>	Select: <input type="text"/>
1e. Comprehend a general life-cycle model an agency may use to select concepts to meet user/mission requirements.	Select: <input type="text"/>	Select: <input type="text"/>
1f. Recognize the role of the Acquisition Strategy and other key planning documentation.	Select: <input type="text"/>	Select: <input type="text"/>
1g. Define the utility, basic tenets and guidelines for preparing an Integrated Master Plan and Integrated Master Schedule.	Select: <input type="text"/>	Select: <input type="text"/>
1h. Recall the concept of Total Ownership Cost (TOC) and other cost descriptions that define cost accounting of the program.	Select: <input type="text"/>	Select: <input type="text"/>
1i. Recognize the program manager's responsibility for managing program cost, schedule and performance to achieve program success.	Select: <input type="text"/>	Select: <input type="text"/>
1j. Generalize the risk/opportunity management process.	Select: <input type="text"/>	Select: <input type="text"/>
1k. Compare and contrast the major planning attributes of traditional, information technology, services and facilities construction programs.	Select: <input type="text"/>	Select: <input type="text"/>
1l. Comprehend the concept and utility of working groups and project oriented team.	Select: <input type="text"/>	Select: <input type="text"/>
1m. Identify the functions of membership in a working group or project oriented team.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
2. Systems Engineering	Select: <input type="text"/>	Select: <input type="text"/>
2a. Recognize the importance of integrating the Systems Engineering (SE) life cycle and its technical management and review process with the acquisition life cycle.	Select: <input type="text"/>	Select: <input type="text"/>
2b. Identify and relate the utility of key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.	Select: <input type="text"/>	Select: <input type="text"/>
2c. Recognize the roles and responsibilities of the Government and the contractor in the SE process.	Select: <input type="text"/>	Select: <input type="text"/>
2d. Recognize the utility of using work breakdown structures (WBS) as a technical management tool across all functional disciplines in the acquisition process.	Select: <input type="text"/>	Select: <input type="text"/>
2e. Discuss the concept of systems management and the role of human factor engineering in system engineering.	Select: <input type="text"/>	Select: <input type="text"/>
2f. Define the key aspects of a plan for technical assessment that measures technical progress and assist in the development of a technical assessment plan.	Select: <input type="text"/>	Select: <input type="text"/>
2g. Define the key aspects of risk management in the context of systems engineering and participate in development of a risk/opportunity management plan.	Select: <input type="text"/>	Select: <input type="text"/>
2h. Describe the content for a technical data management plan.	Select: <input type="text"/>	Select: <input type="text"/>
2i. Summarize the process for monitoring and selecting a balanced systems design solution.	Select: <input type="text"/>	Select: <input type="text"/>
2j. Comprehend the need for design considerations accounting for: environmental, safety and occupational health (ESOH); human factors; and security factors.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
3. Test & Evaluation	Select: <input type="text"/>	Select: <input type="text"/>
3a. Recognize the importance of test and evaluation to acquisition decisions.	Select: <input type="text"/>	Select: <input type="text"/>
3b. Explain efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, commercial or modified systems.	Select: <input type="text"/>	Select: <input type="text"/>
3c. Identify the role that T&E plays in the systems engineering process.	Select: <input type="text"/>	Select: <input type="text"/>
3d. Define and determine the need for a comprehensive test and evaluation approach, including the use of modeling and simulation.	Select: <input type="text"/>	Select: <input type="text"/>
3e. Explain the value of a comprehensive and documented test and evaluation strategy and how this strategy evolves into test and evaluation plans, such as a Test and Evaluation Master Plan (TEMP).	Select: <input type="text"/>	Select: <input type="text"/>
3f. Discuss various Federal agency processes for conducting test and evaluation, including the need to conduct user testing or operational test and evaluation (OT&E).	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
4. Life Cycle Logistics	Select: ▼	Select: ▼
4a. Express understanding of the concept of integrated product support, the product support elements and purpose of a product support plan.	Select: ▼	Select: ▼
4b. Comprehend performance-based logistic efforts that optimize total life cycle costs while maintaining system readiness.	Select: ▼	Select: ▼
4c. Recognize alternative logistics support practices, including supply chain management, best public sector and commercial practices and technology solutions, and their utility and appropriateness according to the type and scope of the acquisition program.	Select: ▼	Select: ▼
4d. Comprehend the concepts of availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability.	Select: ▼	Select: ▼
4e. Define interoperability as a key product support factor, along with examples of interoperability application.	Select: ▼	Select: ▼
4f. Assist in implementation of alternative logistics support practices.	Select: ▼	Select: ▼
4g. Recognize the importance of planning for the deployment of a new system or project.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
5. Contracting	Select: ▼	Select: ▼
5a. Contrast the roles and responsibilities between the contracting officer and the program manager.	Select: ▼	Select: ▼
5b. Recognize the need for a comprehensive program specification and requirements statement that fully and correctly defines the program.	Select: ▼	Select: ▼
5c. Describe pre-award actions and the associated contracting methods required by the Federal Acquisition Regulation (FAR). Recognize the need for the Program Manager to participate in preaward actions required by acquisition planning (FAR Part 7.1).	Select: ▼	Select: ▼
5d. Recall the formal source selection process, including acquisition planning and pre-solicitation processes; market research; the request for proposal (RFP); evaluation of proposals; and contract award.	Select: ▼	Select: ▼
5e. Define the process for developing a comprehensive program specification, Statement Of Work (SOW), and/or Statement of Objective (SOO) that fully and correctly defines the project, addressing roles and missions of the government and contractor.	Select: ▼	Select: ▼
5f. Recognize the benefits of performance-based acquisition.	Select: ▼	Select: ▼
5g. Recognize the need to formulate a source selection plan that allows for best value.	Select: ▼	Select: ▼
5h. Identify key activities in contract administration, including contract modifications and terminations.	Select: ▼	Select: ▼
5i. Illustrate the role of the COR during all phases of the contracting process.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
6. Business, Cost, & Financial Management	Select: <input type="text"/>	Select: <input type="text"/>
6a. Comprehend the Congressional appropriation process, the various appropriation categories, and the rules for using the funds from each appropriation.	Select: <input type="text"/>	Select: <input type="text"/>
6b. Generalize common uses of cost estimating, cost analysis, financial planning, formulating financial projects and budgets, budget analysis/execution, benefit-cost analysis, EVM, and other methods of performance measurement.	Select: <input type="text"/>	Select: <input type="text"/>
6c. Recognize cost estimating processes, methods and techniques.	Select: <input type="text"/>	Select: <input type="text"/>
6d. Define the Integrated Baseline Review (IBR) process or similar process that reviews program cost and schedule performance.	Select: <input type="text"/>	Select: <input type="text"/>
6e. Recognize the basic concepts of Earned Value Management (EVM), including cost and schedule program status indicators, and how EVM relates to managing program risk.	Select: <input type="text"/>	Select: <input type="text"/>
6f. Comprehend how to allocate funds within appropriation categories and how to use the funds from each appropriation.	Select: <input type="text"/>	Select: <input type="text"/>
6g. Generalize the agency's policy and for financial planning, programming, budget development, budget execution and OMB A-11 application.	Select: <input type="text"/>	Select: <input type="text"/>
6h. Recognize common formats and approach to building and analyzing a viable and relevant Business Case containing both quantitative and qualitative decision criteria.	Select: <input type="text"/>	Select: <input type="text"/>
6i. Recall the common types of software instruments available for performance measurement of programs.	Select: <input type="text"/>	Select: <input type="text"/>
6j. Recognize the statutory requirements for measuring performance of acquisition programs.	Select: <input type="text"/>	Select: <input type="text"/>
6k. Recognize the benefits of using balanced and goal oriented performance measures in managing a program.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
7. Leadership	Select: <input type="text"/>	Select: <input type="text"/>
7a. Recognize the basic role of the Program Manager; the qualities of leadership and management as they relate to the Program Manager; and the common leadership challenges faced by Program Managers.	Select: <input type="text"/>	Select: <input type="text"/>
7b. Recall accepted methods how to lead/manage a project team to satisfactory achievement of project goals.	Select: <input type="text"/>	Select: <input type="text"/>
7c. Recall how to identify problems, determining accuracy and relevance of information and using sound judgment when offering solutions.	Select: <input type="text"/>	Select: <input type="text"/>
7d. Relate the various techniques to adapt behavior or work methods in response to new information or changing conditions.	Select: <input type="text"/>	Select: <input type="text"/>
7e. Describe methods to hold self and others accountable for measurable, high-quality, timely, and cost-effective results.	Select: <input type="text"/>	Select: <input type="text"/>
7f. Comprehend the tenets of effectively communicating information in a succinct and organized manner, orally and in writing.	Select: <input type="text"/>	Select: <input type="text"/>
7g. Recognize the value of a customer-oriented approach when assessing needs, resolving conflict, and satisfying expectations.	Select: <input type="text"/>	Select: <input type="text"/>
7h. Recognize how Continuous Process Improvement (CPI) is used to enhance an organization's performance and identify key CPI methodologies.	Select: <input type="text"/>	Select: <input type="text"/>
7i. Define the principles of ethics and values inherent to the systems acquisition process and identify the core ethical values associated with acquisition decision making.	Select: <input type="text"/>	Select: <input type="text"/>
7j. Recognize the roles organizational culture and leadership play in establishing an ethical work environment.	Select: <input type="text"/>	Select: <input type="text"/>
7k. Recognize how interpersonal and organizational conflict impacts the program management office and select relevant conflict management techniques and methods to address that conflict.	Select: <input type="text"/>	Select: <input type="text"/>

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Time Spent

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	Proficiency Level	Time Spent
1. Requirements Development and Management Process	Select: ▾	Select: ▾
1a. Illustrate the criticality of user/mission requirements in performing project management functions.	Select: ▾	Select: ▾
1b. Apply government and agency acquisition policies to meet user/mission requirements.	Select: ▾	Select: ▾
1c. Relate how acquisition programs exist in size and scope along a continuum of increasing complexity, mission criticality, cost and level of control and oversight.	Select: ▾	Select: ▾
1d. Discover the scope and purpose of systems acquisition management as an integration of the primary functions of: (1) requirements development and management; (2) systems engineering; (3) test and evaluation; (4) life-cycle logistics; (5) contracting; (6) business, cost estimating and financial management; and (7) leadership.	Select: ▾	Select: ▾
1e. Formulate an Acquisition Strategy that incorporates risk mitigation strategies.	Select: ▾	Select: ▾
1f. Clarify alternative concepts that efficiently meet mission capability gaps.	Select: ▾	Select: ▾
1g. Determine requirements and assist in the planning for technology and business management throughout the acquisition process.	Select: ▾	Select: ▾
1h. Prepare an Integrated Master Plan that reflects the tenets of total life cycle system management.	Select: ▾	Select: ▾
1i. Assist in the development of an estimate of TOC in agency format.	Select: ▾	Select: ▾
1j. Formulate the key features of a risk/opportunity management process.	Select: ▾	Select: ▾
1k. Apply effective oral and written capabilities to communicate project needs and expectations.	Select: ▾	Select: ▾
1l. Form and lead working groups as Integrated Project/Product Teams.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
2. Systems Engineering	Select: ▾	Select: ▾
2a. Apply quantitative and qualitative analytical techniques for decision making.	Select: ▾	Select: ▾
2b. Justify and explain the benefits of using balanced and goal oriented performance measures in managing a system design effort.	Select: ▾	Select: ▾
2c. Develop and demonstrate effective technical performance measures to monitor system performance.	Select: ▾	Select: ▾
2d. Develop and apply a viable risk/opportunity management plan in the context of systems engineering (SE).	Select: ▾	Select: ▾
2e. Administer and assess technical assessment plans and decision analysis methods.	Select: ▾	Select: ▾
2f. Apply key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.	Select: ▾	Select: ▾
2g. Structure an effective requirements development and management process that traces engineering and technical specification requirements back to the user's system requirements.	Select: ▾	Select: ▾
2h. Develop and apply a process for monitoring and selecting a balanced systems design solution.	Select: ▾	Select: ▾
2i. Apply best practice processes for monitoring and selecting a systems design accounting for: environmental, safety and occupational health (ESOH); human factors; and security requirements.	Select: ▾	Select: ▾
2j. Comprehend the systems life-cycle management concepts used for information technology (IT) systems.	Select: ▾	Select: ▾
2k. Illustrate the main causes of software program problems.	Select: ▾	Select: ▾
2l. Comprehend the major provisions of the Information Technology Management Reform (Clinger-Cohen) Act.	Select: ▾	Select: ▾
2m. Compare and contrast the common software acquisition strategies and software development paradigms.	Select: ▾	Select: ▾
2n. Recognize the best practices used in the Federal Government to improve efficiency and effectiveness of software acquisitions.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
3. Test & Evaluation	Select: ▾	Select: ▾
3a. Select and apply efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.	Select: ▾	Select: ▾
3b. Comprehend the differences in type and scope of test and evaluation required for different program types, including commercial-off-the-shelf, non-developmental, and developmental programs.	Select: ▾	Select: ▾
3c. Formulate the test and evaluation strategy for a program, accounting for the differences in hardware centric and information technology centric systems, that demonstrates system performance requirements and progressively reduces program risk.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
4. Life Cycle Logistics	Select: ▼	Select: ▼
4a. Analyze the product support elements and apply the concept of integrated product support in the formulation of a product support plan.	Select: ▼	Select: ▼
4b. Administer performance-based logistic efforts that optimize total system life cycle cost while maintaining system readiness.	Select: ▼	Select: ▼
4c. Analyze a systems design for availability, supportability, and reliability/maintainability and link this analysis to how the design balances the need to minimize cost, reduce the logistic footprint, provide operational readiness and account for interoperability requirements.	Select: ▼	Select: ▼
4d. Propose appropriate alternative logistics support strategies and practices.	Select: ▼	Select: ▼
4e. Track and act upon logistic analysis results early in the system development process so that balanced adjustments in the system design can be enacted which reduce the required support resources and overall life cycle costs.	Select: ▼	Select: ▼

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Please indicate your current proficiency on each FAC-P/PM Mid-Level technical competency and its set of aligned skills, as well as how frequently you demonstrate the technical competency/aligned skill in your current position. **Each technical competency is bolded** and its aligned skills are listed beneath it with a corresponding number and letter.

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None: I do not possess proficiency in this competency/skill.

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Expert: I am capable of handling all assignments involving this competency/skill and may serve as a role model and/or coach for others.

Time Spent

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Minimal: I spend very little time on this competency/skill in my normal work activities.

Moderate: I spend a fair amount of time on this competency/skill in my normal work activities.

Extensive: I spend a large portion of my time on this competency/skill in my normal work activities.

***If a competency or aligned skill is not performed as part of your current position, select "None" from the "Time Spent" drop-down.**

	Proficiency Level	Time Spent
5. Contracting	Select: ▾	Select: ▾
5a. Examine the leadership and management processes associated with acquisition planning.	Select: ▾	Select: ▾
5b. Interpret the differences in business processes between industry and the Federal government as they relate to contracting.	Select: ▾	Select: ▾
5c. Correlate the relationship between the Acquisition Strategy and the Acquisition Plan.	Select: ▾	Select: ▾
5d. Formulate an Acquisition Strategy which includes a comprehensive contracting approach that incorporates risk mitigation strategies.	Select: ▾	Select: ▾
5e. Illustrate the basis for building and maintaining effective contract incentive relationships.	Select: ▾	Select: ▾
5f. Differentiate the key features of pre-award actions, contracting methods, and policy required by FAR.	Select: ▾	Select: ▾
5g. Conduct market research, including considerations for using nondevelopmental and commercial items, and incorporating socioeconomic considerations.	Select: ▾	Select: ▾
5h. Account for the factors that determine how commercial-off-the-shelf (COTS) products may affect a program during acquisition planning.	Select: ▾	Select: ▾
5i. Formulate the key features of a comprehensive program/project specification and SOW.	Select: ▾	Select: ▾
5j. Clarify source selection criteria including risk analysis methods, FAR Part 15/15.3.	Select: ▾	Select: ▾
5k. Apply and track contract administrative actions in collaboration with the program COR.	Select: ▾	Select: ▾
5l. Administer a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers.	Select: ▾	Select: ▾
5m. Assist the contracting officer in the negotiations with industry for the required level of contract performance.	Select: ▾	Select: ▾
5n. Demonstrate and apply the knowledge and skills required to perform the responsibilities of a COR.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
6. Business, Cost, & Financial Management	Select: ▾	Select: ▾
6a. Integrate the common forms of cost estimating and cost analysis into the formulation of financial programs and budgets, budget analysis and execution.	Select: ▾	Select: ▾
6b. Apply the basic concepts of EVM, including cost and schedule program status indicators, and illustrate how EVM relates to managing program risk.	Select: ▾	Select: ▾
6c. Formulate and use cost estimating processes, methods, techniques and analytical principles.	Select: ▾	Select: ▾
6d. Employ techniques to adjust program strategies when EVM indicators indicate high risk or threaten a breach of a program threshold.	Select: ▾	Select: ▾
6e. Assist in the preparation for, and participate in an Integrated Baseline Review (IBR) or similar review for performance measurement.	Select: ▾	Select: ▾
6f. Track program compliance with applicable Federal and agency EVM policies and processes.	Select: ▾	Select: ▾
6g. Analyze and allocate funds within the appropriation categories and correctly commit and obligate funds from each appropriation.	Select: ▾	Select: ▾
6h. Apply and track the program according to applicable agency policy for financial planning, programming, budget development, budget execution, and OMB A-11 application.	Select: ▾	Select: ▾
6i. Construct and present for evaluation a viable business case based on sound cost-benefit analysis, and containing both qualitative and quantitative decision criteria.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
7. Leadership	Select: ▼	Select: ▼
7a. Lead and facilitate an integrated project team (IPT) to satisfactory achievement of program/project goals.	Select: ▼	Select: ▼
7b. Apply an effective communications approach that builds networks and fosters professional alliances.	Select: ▼	Select: ▼
7c. Resolve interpersonal conflicts, grievances and confrontations to minimize negative personal and organizational impact.	Select: ▼	Select: ▼
7d. Identify and effectively leverage the internal and external political environment that impacts the work of the organization.	Select: ▼	Select: ▼
7e. Construct effective and timely decisions, adjusting for timesensitive situations or when relevant information is limited.	Select: ▼	Select: ▼
7f. Demonstrate the ability to develop new insights, question conventional approaches; encourage new ideas and innovations; and design and implement new or cutting edge plans and processes.	Select: ▼	Select: ▼
7g. Foster the talent of others to perform by providing ongoing, effective feedback.	Select: ▼	Select: ▼
7h. Persuade others to accept recommendations, cooperate or change their behavior, work with others towards an agreement, and negotiate to find mutually acceptable solutions.	Select: ▼	Select: ▼
7i. Determine the impact that stakeholder relations have on programmatic success.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
1. Requirements Development and Management Process	Select: ▾	Select: ▾
1a. Manage the analyses of user requirements to optimize system performance relative to cost and schedule.	Select: ▾	Select: ▾
1b. Facilitate the application of agency acquisition policies to meet user/mission requirements.	Select: ▾	Select: ▾
1c. Evaluate the preparation and implementation of an Acquisition Strategy with an on-going risk/opportunity management process.	Select: ▾	Select: ▾
1d. Identify, interpret and implement agency financial policies and directives that are applicable to the program.	Select: ▾	Select: ▾
1e. Evaluate analysis of alternative concepts that efficiently meet mission capability gaps.	Select: ▾	Select: ▾
1f. Facilitate the development of the program acquisition approach, define program scope, and coordinate an Integrated Master Plan.	Select: ▾	Select: ▾
1g. Originate and manage an estimate of ownership cost ensuring consistency with OMB A-94 and PART analysis.	Select: ▾	Select: ▾
1h. Construct, employ, and then modify based on changes in the acquisition environment, a risk/opportunity management process.	Select: ▾	Select: ▾
1i. Manage the integration of business and technology management strategies, accounting for cost, schedule and performance risks, that delivers best value and meets capability requirements.	Select: ▾	Select: ▾
1j. Design the charter and functions, select and assign membership, and lead integrated product/process teams and other program oriented working groups.	Select: ▾	Select: ▾
1k. Synthesize the efforts and output of functionally oriented product/process teams in preparation for and execution of milestone and stakeholder reviews of the program.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
2. Systems Engineering	Select: ▾	Select: ▾
2a. Formulate, implement and evolve a rigorous Systems Engineering (SE) management program that tracks engineering and specification requirements back to user/mission requirements.	Select: ▾	Select: ▾
2b. Evaluate technical management processes and tools used in the SE process, including configuration management, technical performance measures, and technical design reviews which ensure consistency of a product's attributes with its requirements and technical data information.	Select: ▾	Select: ▾
2c. Evaluate and evolve the process of developing technical solutions which link user requirements to technical performance and lead to the selection of a balanced design solution.	Select: ▾	Select: ▾
2d. Manage development and application of effective system performance measures that provide early indication the selected design solution will meet user requirements.	Select: ▾	Select: ▾
2e. Generate and appraise common decision analysis methods and tools.	Select: ▾	Select: ▾
2f. Assess and evolve products, plans and other documentation related to technical performance measurement, technical assessment, risk/opportunity management and technical data management.	Select: ▾	Select: ▾
2g. Interpret and oversee program implementation of the provisions of the Information Technology Management Reform (Clinger-Cohen) Act.	Select: ▾	Select: ▾
2h. Evaluate common SE management strategies for information technology programs.	Select: ▾	Select: ▾
2i. Plan for the key processes employed in interface management, including the ability to trace system requirements through the software architecture.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
3. Test & Evaluation	Select: ▾	Select: ▾
3a. Facilitate development of a comprehensive test and evaluation strategy, designed to reduce program risks as the program progresses through the acquisition life-cycle.	Select: ▾	Select: ▾
3b. Justify and communicate to program stakeholders, efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.	Select: ▾	Select: ▾
3c. Oversee a comprehensive test and evaluation program, adjusting to changes in program complexity and risk.	Select: ▾	Select: ▾
3d. Manage and critique a strategy for conducting user or operational testing that determines the operational effectiveness and suitability of a system under realistic operational conditions.	Select: ▾	Select: ▾
3e. Manage the programmatic and system impact and risk to program restructuring as a result of analysis and evaluation of developmental and operational test reports.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
4. Life Cycle Logistics	Select: ▼	Select: ▼
4a. Evaluate and implement appropriate, innovative alternative logistics support practices that evolve to optimize life cycle costs, maintain system readiness and reduce logistics footprint.	Select: ▼	Select: ▼
4b. Critique a product support strategy where interoperability is required and evolve the strategy to achieve a balance in system performance, system readiness and life-cycle cost.	Select: ▼	Select: ▼
4c. Formulate and defend a performance-based logistics strategy that optimizes total system life cycle costs.	Select: ▼	Select: ▼
4d. Synthesize logistic analysis results and risk mitigation issues early in the system development process and implement balanced adjustments in the system design to reduce the required support resources and overall life cycle costs.	Select: ▼	Select: ▼
4e. Organize and track materiel management actions involving the coordination of production, inventory, location, and transportation of program items of materiel (and associated information and financial transactions) to achieve optimum readiness among organizations employing the system.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
5. Contracting	Select: ▼	Select: ▼
5a. Adapt pre-award actions required by FAR considering contract terms and conditions.	Select: ▼	Select: ▼
5b. Collaborate with the program contracting officer and orchestrate the source selection process commensurate with the complexity of the procurement.	Select: ▼	Select: ▼
5c. Assess the coordination actions for the preparation of a comprehensive program specification and the Statement of Objectives (SOO), or SOW, or Performance Based Statement of Work (PSPW).	Select: ▼	Select: ▼
5d. Manage the leadership and management processes associated with the integration of program planning and acquisition planning.	Select: ▼	Select: ▼
5e. Develop and defend the overall strategy for managing the coordination and development of the acquisition and contracting strategy, including origination of the exit criteria for each acquisition phase as they apply to contracting.	Select: ▼	Select: ▼
5f. Facilitate the contractual relationship with domestic and international buyers outside the agency which sponsors the program acquisition.	Select: ▼	Select: ▼
5g. Construct and facilitate a negotiated baseline of performance between the operational users, and corresponding commercial and/or organic support providers.	Select: ▼	Select: ▼
5h. Evaluate compliance with the application of Federal and agency acquisition policies to meet user/mission requirements when engaged in the acquisition of services.	Select: ▼	Select: ▼
5i. Orchestrate the preparation, implementation and justification of a contracting approach within the Acquisition Strategy, along with an on-going risk management process for that approach.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
6. Business, Cost, & Financial Management	Select: ▼	Select: ▼
6a. Manage the application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the program manager to base decisions on system-wide analyses and system performance and affordability, and manage the program risk of those decisions.	Select: ▼	Select: ▼
6b. Oversee and facilitate program application of the common cost estimation techniques, applications, and their underlying analytical principles.	Select: ▼	Select: ▼
6c. Evaluate program application of EVM, the criticality of the IBR or similar review process, and how to interpret the EVM indicators and resulting analysis.	Select: ▼	Select: ▼
6d. Forecast the need for and direct financial planning exercises, and understand the risks associated with the formulated financial plans from those exercise.	Select: ▼	Select: ▼
6e. Assess for merit a benefit-cost analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review.	Select: ▼	Select: ▼
6f. Manage the proper use of funds from each appropriation as well as interpret Appropriations law and the various appropriations categories.	Select: ▼	Select: ▼
6g. Identify, apply and integrate agency financial policies and directives relevant to the program.	Select: ▼	Select: ▼
6h. Evaluate relevance and make programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
7. Leadership	Select: ▼	Select: ▼
7a. Identify, assess and resolve programmatic problems and use sound judgment to identify corrective courses of action.	Select: ▼	Select: ▼
7b. Demonstrate a high level of responsibility and accountability for effective use of program resources.	Select: ▼	Select: ▼
7c. Model well developed oral and written communications skills and foster their development in subordinates.	Select: ▼	Select: ▼
7d. Facilitate an effective business partnership with the contracting officer, chief acquisition officer, senior-level agency advisors, other business advisers and program stakeholders.	Select: ▼	Select: ▼
7e. Manage to a long-term organizational view that fosters a shared vision and acts as a catalyst for change.	Select: ▼	Select: ▼
7f. Foster an inclusive workplace where diversity and individual difference are valued and leveraged to achieve the vision and mission of the organization.	Select: ▼	Select: ▼
7g. Strategically position the organization to take advantage of new opportunities by developing or improving products or services.	Select: ▼	Select: ▼
7h. Evaluate and remain current on local, national and international policies and trends that affect the organization and shape stakeholders' views.	Select: ▼	Select: ▼
7i. Oversee the formulation of organizational objectives and priorities, and implement plans consistent with the long-term interests of the organization in a global environment.	Select: ▼	Select: ▼
7j. Manage effective and timely stakeholder relationships that generate buy-in to the business and technical management approach to the program.	Select: ▼	Select: ▼

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***Please select one of the following options.**

I work in the Contracting program area and would also like to rate my proficiency on the Contracting (FAC-C) competencies/aligned skills

I work in the Contracting Officer's Representative program area and would also like to rate my proficiency on the Contracting Officer's Representative (FAC-COR) competencies/aligned skills

I do not work in the Contracting or Contracting Officer's Representative program area, and do not need to rate my proficiency on FAC-C or FAC-COR

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ACQUISITION
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***Please select one of the following options.**

I work in the Contracting Officer's Representative program area and would also like to rate my proficiency on the Contracting Officer's Representative (FAC-COR) competencies/aligned skills

I work in the Program and Project Managers program area and would also like to rate my proficiency on the Program and Project Managers (FAC-P/PM) competencies/aligned skills

I do not work in the Contracting Officer's Representative or Program and Project Managers program area, and do not need to rate my proficiency on FAC-COR or FAC-P/PM

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***Please select one of the following options.**

I work in the Contracting program area and would also like to rate my proficiency on the Contracting (FAC-C) competencies/aligned skills

I work in the Program and Project Managers program area and would also like to rate my proficiency on the Program and Project Managers (FAC-P/PM) competencies/aligned skills

I do not work in the Contracting or Program and Project Managers program area, and do not need to rate my proficiency on FAC-C or FAC-P/PM

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***Please select the highest FAC-C certification level that you've completed. If you are currently working toward a Level 1 FAC-C certification, select "In Progress Level 1."**

Select:

Please indicate your current proficiency on each FAC-C technical competency and its set of aligned skills, as well as how frequently you demonstrate the technical competency/aligned skill in your current position. **Each technical competency is bolded** and its aligned skills are listed beneath it with a corresponding number and letter.

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	Proficiency Level	Time Spent
1. Determination of How Best to Satisfy Requirements for the Mission Area	Select: <input type="text" value="Select:"/>	Select: <input type="text" value="Select:"/>
1a. Provide proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.	Select: <input type="text" value="Select:"/>	Select: <input type="text" value="Select:"/>
1b. Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services.	Select: <input type="text" value="Select:"/>	Select: <input type="text" value="Select:"/>
1c. Perform acquisition planning by considering all available sources and methods of procurement to satisfy mission needs while appropriately allocating risk.	Select: <input type="text" value="Select:"/>	Select: <input type="text" value="Select:"/>

	Proficiency Level	Time Spent
2. Consider Socio-economic Requirements (CSE)	Select: <input type="text"/>	Select: <input type="text"/>
2a. Consider socio-economic requirements including small business, labor, environmental, foreign, and other socio-economic requirements to provide maximum practicable contracting and subcontracting opportunities.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
3. Promote Competition	Select: <input type="text"/>	Select: <input type="text"/>
3a. Conduct pre-solicitation industry conferences and analyze responses to draft solicitation terms and conditions to promote full and open competition.	Select: <input type="text"/>	Select: <input type="text"/>
3b. Identify and facilitate joint ventures and partnering on solicitations and subcontracting opportunities to increase competition and/or small business participation.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
4. Source Selection Planning	Select: <input type="text"/>	Select: <input type="text"/>
4a. Document a source selection plan that is consistent with public law, regulations, policy, and other guidelines.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
5. Solicitation of Offers	Select: <input type="text"/>	Select: <input type="text"/>
5a. Conduct pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition.	Select: <input type="text"/>	Select: <input type="text"/>
5b. Publicize proposed procurements to promote competition.	Select: <input type="text"/>	Select: <input type="text"/>
5c. Issue a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement.	Select: <input type="text"/>	Select: <input type="text"/>
5d. Issue amendments or cancel solicitations when such actions are in the best interest of the Government and conform to law and regulations.	Select: <input type="text"/>	Select: <input type="text"/>
5e. Respond to preaward inquiries by taking the appropriate action according to FAR/DFARS (and applicable supplements) to resolve questions.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
6. Responsibility Determination	Select: <input type="text"/>	Select: <input type="text"/>
6a. Determine contractor responsibility by assessing past performance and financial stability to ensure that the contractor will be able to satisfy Government requirements.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
7. Bid Evaluation	Select: <input type="text"/>	Select: <input type="text"/>
7a. Evaluate the sealed bids in a transparent manner to preserve the integrity of the competitive process.	Select: <input type="text"/>	Select: <input type="text"/>
7b. Perform price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
8. Proposal Evaluation (Contracting by Negotiation)	Select: <input type="text"/>	Select: <input type="text"/>
8a. Evaluate proposals and quotes against evaluation criteria and request technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
9. Source Selection	Select: <input type="text"/>	Select: <input type="text"/>
9a. Decide whether to hold discussions based on results of the evaluation.	Select: <input type="text"/>	Select: <input type="text"/>
9b. Establish the competitive range to determine which of the offers will not be considered for the award.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
10. Contract Award	Select: ▼	Select: ▼
10a. Select the awardee who in the Government's estimation, provides the best value.	Select: ▼	Select: ▼
10b. Award contract/ issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.	Select: ▼	Select: ▼
10c. Conducting pre/post award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
11. Process Protests	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
11a. Process protests to determine whether to withhold award or stop performance pending outcome of the protest.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
12. Justification of Other than Full and Open	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
12a. Justify the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity based on business strategies and market research.	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
13. Terms and Conditions	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>
13a. Determine terms and conditions, including special contract requirements applicable to the acquisition that are appropriate for the acquisition to comply with laws and regulations (e.g. method of financing, Government property, intellectual property, OCI, specialty metals).	Select: <input type="button" value="v"/>	Select: <input type="button" value="v"/>

	Proficiency Level	Time Spent
14. Preparation and Negotiation	Select: <input type="text"/>	Select: <input type="text"/>
14a. Prepare for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts' reports), and developing pre-negotiation position to include identifying potential trade-offs.	Select: <input type="text"/>	Select: <input type="text"/>
14b. Negotiate terms and conditions (including price) based on the pre-negotiation objective and give-and-take with the offeror to establish a fair and reasonable price.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
15. Advanced Cost and/or Price Analysis	Select: <input type="text"/>	Select: <input type="text"/>
15a. Evaluate the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.	Select: <input type="text"/>	Select: <input type="text"/>
15b. Develop positions on pricing-related contract terms and conditions to aid in developing the Government's position.	Select: <input type="text"/>	Select: <input type="text"/>
15c. Support special cost, price, and finance efforts by researching, analyzing and providing recommended positions that are in the best interests of the Government.	Select: <input type="text"/>	Select: <input type="text"/>
15d. Evaluate award fee/incentive fee plans and arrangements for adherence to policy and guidance.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
16. Initiation of Work	Select: <input type="text"/>	Select: <input type="text"/>
16a. Conduct post-award orientations to address customer concerns and contractor's responsibilities for performance of the contract.	Select: <input type="text"/>	Select: <input type="text"/>
16b. Plan for contract administration regarding delegating administrative functions; designating, training and managing CORs; and formally establishing all contract administration responsibilities.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
17. Contract Performance Management	Select: <input type="text"/>	Select: <input type="text"/>
17a. Administer contract by monitoring contracting officer representatives' feedback, contractor performance, and enforcing contractor compliance with contract requirements.	Select: <input type="text"/>	Select: <input type="text"/>
17b. Ensure past performance evaluation is initiated to ensure documentation of performance including contracting officer input.	Select: <input type="text"/>	Select: <input type="text"/>
17c. Analyze, negotiate, and prepare claims file in order to issue final decisions.	Select: <input type="text"/>	Select: <input type="text"/>
17d. Resolve contract performance problems by gathering facts, determining remedies, and initiate remedial actions in order to find and provide a solution.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
18. Issue Changes and Modifications	Select: <input type="text"/>	Select: <input type="text"/>
18a. Analyze the need for contract modifications and negotiate and issue contract modifications, as required.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
19. Approve Payment Requests	Select: <input type="text"/>	Select: <input type="text"/>
19a. Approve contractor request for payments to include final vouchers under cost reimbursement contracts, progress payments, performance-based payments, or commercial financing.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
20. Close-out Contracts	Select: <input type="text"/>	Select: <input type="text"/>
20a. Close-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	Select: <input type="text"/>	Select: <input type="text"/>

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	Proficiency Level	Time Spent
21. Addressing Small Business Concerns	Select: <input type="text"/>	Select: <input type="text"/>
21a. Assist small business concerns in understanding how to do business with the government, identifying contracting opportunities, and responding to small business inquiries regarding payment delays or problems.	Select: <input type="text"/>	Select: <input type="text"/>
21b. Serve as a small business specialist and assist the Small Business Administration's assigned representative in conducting annual reviews of small business share, evaluation of contractors' subcontracting performance, and planning to maximize the use of small businesses.	Select: <input type="text"/>	Select: <input type="text"/>
21c. As a small business specialist provide recommendations on acquisition documents as to whether a particular acquisition should be set aside for one of the Small Business programs.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
22. Negotiate Forward Pricing Rates Agreements & Administer Cost Accounting Standards	Select: <input type="text"/>	Select: <input type="text"/>
22a. Negotiate forward pricing rate agreements (FPRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
23. Contract Termination	Select: <input type="text"/>	Select: <input type="text"/>
23a. Terminate contracts using applicable FAR (and supplemental) requirements if it is in the best interest of the government (either termination for convenience or cause/default).	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
24. Procurement Analysis	Select: <input type="text"/>	Select: <input type="text"/>
24a. Provide analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters.	Select: <input type="text"/>	Select: <input type="text"/>
24b. Develop procurement policy and changes in procedures through analysis of major procurements for statutory and regulatory compliance and a macro-analysis of contracting matters.	Select: <input type="text"/>	Select: <input type="text"/>
24c. Advise on high-level legislation & policy matters to recommend and/or lead change in the procurement process.	Select: <input type="text"/>	Select: <input type="text"/>
24d. Perform oversight & audits to review contract files, compile lessons learned, & ensure consistent policy application.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
25. E-Business and Automated Tools	Select: <input type="text"/>	Select: <input type="text"/>
25a. Use e-business systems and automated tools to promote standardization, efficiency, and transparency.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
26. Activity Program Coordinator for Purchase Card	Select: <input type="text"/>	Select: <input type="text"/>
26a. Perform oversight and execution for the Purchase Card Program.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
27. Construction/Architect & Engineering (A&E)	Select: <input type="text"/>	Select: <input type="text"/>
27a. Develop acquisition strategies, issues notices/solicitations, conducts negotiations, selects sources, awards/administers contracts for construction & A&E in accordance w/requirements & procedures associated w/construction & A&E outlined in the FAR & supplemental policy & procedures (w/particular attention to FAR Part 36).	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
28. Contracting in a Contingent and/or Combat Environment	Select: <input type="text"/>	Select: <input type="text"/>
28a. Apply contracting expertise during deployments, contingency operations, or responses to natural disasters.	Select: <input type="text"/>	Select: <input type="text"/>

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	Proficiency Level	Time Spent
1. Acquisition Planning	Select: ▾	Select: ▾
1a. Documenting the Source - Assist in determining whether a written source selection plan is necessary, and if so, properly documenting the source selection planning or acquisition strategy.	Select: ▾	Select: ▾
1b. Methods of Payment - Assist in the selection of the most appropriate method of payment that will best minimize the Government's overhead.	Select: ▾	Select: ▾
1c. Contract Financing - Assist in determining whether to provide for Government financing, and, where necessary, the method of financing to use.	Select: ▾	Select: ▾
1d. Unpriced Contracts - Assist in the preparation of unpriced orders and contracts.	Select: ▾	Select: ▾
1e. Recurring Requirements - Assist in determining whether and how to provide for recurring requirements.	Select: ▾	Select: ▾
1f. Contract Type - Assist in determining appropriate contract type(s).	Select: ▾	Select: ▾
1g. Compliance to FAR Guidelines - Assist the CO with compliance of applicable FAR guidelines when acquiring products and services.	Select: ▾	Select: ▾
1h. Determining Need for EVM - Mitigate potential problems with cost, schedule, and technical risks.	Select: ▾	Select: ▾
1i. Task and Delivery Order Contracting - Suggest possible ordering vehicles to the CO in order to assist in determining the appropriate vehicles and submitting work package to request work under the contract.	Select: ▾	Select: ▾
1j. Strategic Planning - Advise customers on their acquisition-related roles and acquisition strategies needed to assure that supplies and services are available to meet mission requirements.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
2. Market Research (Understanding the Marketplace)	Select: ▾	Select: ▾
2a. Conduct, collect, and apply market based research - Ability to understand the market place/requirement to identify the sources for a supply or service, the terms and conditions under which those goods/services are sold to the general public, and assist the CO on the best way to meet the need.	Select: ▾	Select: ▾
2b. Gather all information Related to the Potential Sources of an Acquisition as well as for Commercial Items - Understand the terms and conditions under which the sources sell the goods and/or services involved.	Select: ▾	Select: ▾
2c. Industry Trends - Understand the industry environment and determine availability of sources of supply and/or services.	Select: ▾	Select: ▾
2d. Warranties - Support the Contracting officer in determining whether a warranty is appropriate for a specific acquisition including nature and use of the supplies or services; the cost of applying a warranty and any issues with administration and enforcement.	Select: ▾	Select: ▾
2e. Conflict of Interest - Identifying potential conflicts of interest.	Select: ▾	Select: ▾
2f. Technology - Understanding available sources of information (e.g., internet, spreadsheets) to efficiently conduct sufficient market research.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
3. Defining Government Requirements	Select: ▾	Select: ▾
3a. Writing Statements of Work - Create statements of work, SOOs and other related documents.	Select: ▾	Select: ▾
3b. Conducting Needs Analysis and Preparing Requirements Documents - Perform an analysis, based on standard methodology, to identify all requirements and obligations in order to assist in the development of requirements documents.	Select: ▾	Select: ▾
3c. Assisting in the Development of Acquisition Strategy - Assist the CO with the development of an appropriate acquisition strategy.	Select: ▾	Select: ▾
3d. Pricing Information from Offerors - If requested by the CO, assist in determining what pricing information to require from offerors.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
4. Effective Pre-Award Communication	Select: <input type="text"/>	Select: <input type="text"/>
4a. Publicizing Proposed Acquisitions - Recommend to CO additional methods of publicizing the proposed procurement when appropriate.	Select: <input type="text"/>	Select: <input type="text"/>
4b. Subcontracting Requirements - Recommend appropriate requirements be put into solicitations for subcontracting or make-or-buy situations.	Select: <input type="text"/>	Select: <input type="text"/>
4c. Solicitation Preparation - Assist in the preparation of a written solicitation, providing guidance as needed in the selection of the appropriate provisions and clauses for the requirement.	Select: <input type="text"/>	Select: <input type="text"/>
4d. Pre-Quote/Pre-Bid/Pre-Proposal Conferences- Assist with the pre-quote, pre-bid, or pre-proposal conference when appropriate and maintain an accurate record of the meeting.	Select: <input type="text"/>	Select: <input type="text"/>
4e. Amending / Canceling Solicitations - Provide input into the amendment or cancelation of a solicitation when it is in the best interest of the Government and/or Agency.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
5. Proposal Evaluation	Select: <input type="text"/>	Select: <input type="text"/>
5a. Evaluating Non-Price Factors - Apply non-price factors in evaluating quotations, proposals, and past performance.	Select: <input type="text"/>	Select: <input type="text"/>
5b. Evaluation Documentation - Ability to clearly document reasoning behind proposed evaluation.	Select: <input type="text"/>	Select: <input type="text"/>
5c. Ethics - Ability to demonstrate ethical conduct during the procurement process.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
6. Contract Negotiation	Select: <input type="text"/>	Select: <input type="text"/>
6a. Conducting Discussions/Negotiations - Assist CO in preparing for a negotiation session.	Select: <input type="text"/>	Select: <input type="text"/>
6b. Determining Capability - Assist in determining and documenting the capability of a firm to effectively perform the terms and conditions of the contract.	Select: <input type="text"/>	Select: <input type="text"/>

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	Proficiency Level	Time Spent
7. Contract Administration Management	Select: <input type="text"/>	Select: <input type="text"/>
7a. Contract Administration Planning and Orientations - Define the COR roles and responsibilities by knowing the terms and conditions to which they are assigned; and participate in postaward orientation meetings to review contract milestones and responsibilities.	Select: <input type="text"/>	Select: <input type="text"/>
7b. Requests for Contract Modification and Adjustment - Provide appropriate documentation in support of contract modifications or adjustments to the CO.	Select: <input type="text"/>	Select: <input type="text"/>
7c. Work Order Management - Submit work package to request work under the contract.	Select: <input type="text"/>	Select: <input type="text"/>
7d. Financial Analysis and Reporting - Track the indexes as well as the appropriate burn rate for a given contract.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
8. Effective Inspection & Acceptance	Select: <input type="text"/>	Select: <input type="text"/>
8a. Inspect and Accept Deliveries and Services - Understand the process for inspecting deliverables and monitoring services for conformance with contract/ order/agreement terms and conditions, and accept or reject them.	Select: <input type="text"/>	Select: <input type="text"/>
8b. Compliance and Completion - Ensure compliance and completion by the Contractor of all required operations, including the preparation of any forms (ex. Material Inspection and Receiving Reports) or equivalent which shall be authenticated and certified by the COR that the services / supplies have been received and are acceptable.	Select: <input type="text"/>	Select: <input type="text"/>
8c. Inspection Reports - Process inspection report as supporting documentation for payment and maintain documentation of all inspections performed including disposition of the results. Ensure that invoice properly aligns with delivered services and products received and accepted.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
9. Contract Quality Assurance & Evaluation	Select: <input type="text"/>	Select: <input type="text"/>
9a. Quality Assurance - Ensures consistency of appropriate quality requirements as they relate to the contract and validates/verifies adherence to specified requirements through test and measurement activities.	Select: <input type="text"/>	Select: <input type="text"/>
9b. Quality Control - Monitors the products or services throughout their life cycle.	Select: <input type="text"/>	Select: <input type="text"/>
9c. Knowledge Management - Influences knowledge management practices (e.g. continuous process-improvement).	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
10. Contract Closeout	Select: <input type="text"/>	Select: <input type="text"/>
10a. Contract Closeout - Given a contract type, identify the FAR regulations, agency supplemental requirements, as appropriate and steps associated with closeout. Distinguish between physical contract completion and administrative contract closeout.	Select: <input type="text"/>	Select: <input type="text"/>
10b. Contractor's Performance Evaluation - Recommend the appropriate rating criteria for the Contractor's performance evaluation within the agency past performance system.	Select: <input type="text"/>	Select: <input type="text"/>
10c. Contractor Final Payments - Identify conditions for final payment to the Contractor.	Select: <input type="text"/>	Select: <input type="text"/>
10d. Program File - Identify the appropriate program file completion requirements.	Select: <input type="text"/>	Select: <input type="text"/>
10e. Administrative Close-out of the Contract - Identify the conditions under which a COR's duties and responsibilities end for a specific contract.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
11. Contract Reporting	Select: <input type="text"/>	Select: <input type="text"/>
11a. COR Files - Develop the COR file in accordance with Agency requirements.	Select: <input type="text"/>	Select: <input type="text"/>
11b. Monitor Contractor's Performance - Ability to monitor performance in accordance with the contract terms and conditions.	Select: <input type="text"/>	Select: <input type="text"/>
11c. Invoices - Accept or reject an invoice for a given task or deliverable in accordance with the Prompt Payment Act.	Select: <input type="text"/>	Select: <input type="text"/>

	Proficiency Level	Time Spent
12. Business Acumen and Communications Skill Sets	Select: <input type="text"/>	Select: <input type="text"/>
12a. Program Communications - Manage effective business partnership with the Contracting Officers, agency and other business advisers, and program participants.	Select: <input type="text"/>	Select: <input type="text"/>
12b. Program Objectives and Priorities - Participates and/or contributes to the formulation of objectives and priorities, and where appropriate, implement plans consistent with the longterm interests of the organization in a global environment.	Select: <input type="text"/>	Select: <input type="text"/>
12c. Stakeholder Relationships - Manages stakeholder relationships that generates buy-in to the business and technical management approach to the program.	Select: <input type="text"/>	Select: <input type="text"/>
12d. Risk Management - Identify, mitigate, and advise against potential risks.	Select: <input type="text"/>	Select: <input type="text"/>
12e. Project Management Principles - Monitors schedule and delivery processes.	Select: <input type="text"/>	Select: <input type="text"/>

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	Proficiency Level	Time Spent
1. Requirements Development and Management Process	Select: ▼	Select: ▼
1a. Recognize the applicable laws, statutes and regulations that control the Federal acquisition process.	Select: ▼	Select: ▼
1b. Identify the major organizations that control and execute the Federal acquisition process.	Select: ▼	Select: ▼
1c. Comprehend the interrelationship of the applicable governance, budgeting and requirements development processes which embody all Federal acquisitions.	Select: ▼	Select: ▼
1d. Describe the requirements development process and the criticality of meeting user/mission requirements.	Select: ▼	Select: ▼
1e. Comprehend a general life-cycle model an agency may use to select concepts to meet user/mission requirements.	Select: ▼	Select: ▼
1f. Recognize the role of the Acquisition Strategy and other key planning documentation.	Select: ▼	Select: ▼
1g. Define the utility, basic tenets and guidelines for preparing an Integrated Master Plan and Integrated Master Schedule.	Select: ▼	Select: ▼
1h. Recall the concept of Total Ownership Cost (TOC) and other cost descriptions that define cost accounting of the program.	Select: ▼	Select: ▼
1i. Recognize the program manager's responsibility for managing program cost, schedule and performance to achieve program success.	Select: ▼	Select: ▼
1j. Generalize the risk/opportunity management process.	Select: ▼	Select: ▼
1k. Compare and contrast the major planning attributes of traditional, information technology, services and facilities construction programs.	Select: ▼	Select: ▼
1l. Comprehend the concept and utility of working groups and project oriented team.	Select: ▼	Select: ▼
1m. Identify the functions of membership in a working group or project oriented team.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
2. Systems Engineering	Select: ▼	Select: ▼
2a. Recognize the importance of integrating the Systems Engineering (SE) life cycle and its technical management and review process with the acquisition life cycle.	Select: ▼	Select: ▼
2b. Identify and relate the utility of key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.	Select: ▼	Select: ▼
2c. Recognize the roles and responsibilities of the Government and the contractor in the SE process.	Select: ▼	Select: ▼
2d. Recognize the utility of using work breakdown structures (WBS) as a technical management tool across all functional disciplines in the acquisition process.	Select: ▼	Select: ▼
2e. Discuss the concept of systems management and the role of human factor engineering in system engineering.	Select: ▼	Select: ▼
2f. Define the key aspects of a plan for technical assessment that measures technical progress and assist in the development of a technical assessment plan.	Select: ▼	Select: ▼
2g. Define the key aspects of risk management in the context of systems engineering and participate in development of a risk/opportunity management plan.	Select: ▼	Select: ▼
2h. Describe the content for a technical data management plan.	Select: ▼	Select: ▼
2i. Summarize the process for monitoring and selecting a balanced systems design solution.	Select: ▼	Select: ▼
2j. Comprehend the need for design considerations accounting for: environmental, safety and occupational health (ESOH); human factors; and security factors.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
3. Test & Evaluation	Select: ▼	Select: ▼
3a. Recognize the importance of test and evaluation to acquisition decisions.	Select: ▼	Select: ▼
3b. Explain efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, commercial or modified systems.	Select: ▼	Select: ▼
3c. Identify the role that T&E plays in the systems engineering process.	Select: ▼	Select: ▼
3d. Define and determine the need for a comprehensive test and evaluation approach, including the use of modeling and simulation.	Select: ▼	Select: ▼
3e. Explain the value of a comprehensive and documented test and evaluation strategy and how this strategy evolves into test and evaluation plans, such as a Test and Evaluation Master Plan (TEMP).	Select: ▼	Select: ▼
3f. Discuss various Federal agency processes for conducting test and evaluation, including the need to conduct user testing or operational test and evaluation (OT&E).	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
4. Life Cycle Logistics	Select: ▼	Select: ▼
4a. Express understanding of the concept of integrated product support, the product support elements and purpose of a product support plan.	Select: ▼	Select: ▼
4b. Comprehend performance-based logistic efforts that optimize total life cycle costs while maintaining system readiness.	Select: ▼	Select: ▼
4c. Recognize alternative logistics support practices, including supply chain management, best public sector and commercial practices and technology solutions, and their utility and appropriateness according to the type and scope of the acquisition program.	Select: ▼	Select: ▼
4d. Comprehend the concepts of availability, supportability, and reliability/maintainability while minimizing cost, the logistic footprint, and interoperability.	Select: ▼	Select: ▼
4e. Define interoperability as a key product support factor, along with examples of interoperability application.	Select: ▼	Select: ▼
4f. Assist in implementation of alternative logistics support practices.	Select: ▼	Select: ▼
4g. Recognize the importance of planning for the deployment of a new system or project.	Select: ▼	Select: ▼

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****If a competency or aligned skill is not performed as part of your current position, select "None" from the "Time Spent" drop-down.***

	Proficiency Level	Time Spent
5. Contracting	Select: ▼	Select: ▼
5a. Contrast the roles and responsibilities between the contracting officer and the program manager.	Select: ▼	Select: ▼
5b. Recognize the need for a comprehensive program specification and requirements statement that fully and correctly defines the program.	Select: ▼	Select: ▼
5c. Describe pre-award actions and the associated contracting methods required by the Federal Acquisition Regulation (FAR). Recognize the need for the Program Manager to participate in preaward actions required by acquisition planning (FAR Part 7.1).	Select: ▼	Select: ▼
5d. Recall the formal source selection process, including acquisition planning and pre-solicitation processes; market research; the request for proposal (RFP); evaluation of proposals; and contract award.	Select: ▼	Select: ▼
5e. Define the process for developing a comprehensive program specification, Statement Of Work (SOW), and/or Statement of Objective (SOO) that fully and correctly defines the project, addressing roles and missions of the government and contractor.	Select: ▼	Select: ▼
5f. Recognize the benefits of performance-based acquisition.	Select: ▼	Select: ▼
5g. Recognize the need to formulate a source selection plan that allows for best value.	Select: ▼	Select: ▼
5h. Identify key activities in contract administration, including contract modifications and terminations.	Select: ▼	Select: ▼
5i. Illustrate the role of the COR during all phases of the contracting process.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
6. Business, Cost, & Financial Management	Select: ▾	Select: ▾
6a. Comprehend the Congressional appropriation process, the various appropriation categories, and the rules for using the funds from each appropriation.	Select: ▾	Select: ▾
6b. Generalize common uses of cost estimating, cost analysis, financial planning, formulating financial projects and budgets, budget analysis/execution, benefit-cost analysis, EVM, and other methods of performance measurement.	Select: ▾	Select: ▾
6c. Recognize cost estimating processes, methods and techniques.	Select: ▾	Select: ▾
6d. Define the Integrated Baseline Review (IBR) process or similar process that reviews program cost and schedule performance.	Select: ▾	Select: ▾
6e. Recognize the basic concepts of Earned Value Management (EVM), including cost and schedule program status indicators, and how EVM relates to managing program risk.	Select: ▾	Select: ▾
6f. Comprehend how to allocate funds within appropriation categories and how to use the funds from each appropriation.	Select: ▾	Select: ▾
6g. Generalize the agency's policy and for financial planning, programming, budget development, budget execution and OMB A-11 application.	Select: ▾	Select: ▾
6h. Recognize common formats and approach to building and analyzing a viable and relevant Business Case containing both quantitative and qualitative decision criteria.	Select: ▾	Select: ▾
6i. Recall the common types of software instruments available for performance measurement of programs.	Select: ▾	Select: ▾
6j. Recognize the statutory requirements for measuring performance of acquisition programs.	Select: ▾	Select: ▾
6k. Recognize the benefits of using balanced and goal oriented performance measures in managing a program.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
7. Leadership	Select: ▾	Select: ▾
7a. Recognize the basic role of the Program Manager; the qualities of leadership and management as they relate to the Program Manager; and the common leadership challenges faced by Program Managers.	Select: ▾	Select: ▾
7b. Recall accepted methods how to lead/manage a project team to satisfactory achievement of project goals.	Select: ▾	Select: ▾
7c. Recall how to identify problems, determining accuracy and relevance of information and using sound judgment when offering solutions.	Select: ▾	Select: ▾
7d. Relate the various techniques to adapt behavior or work methods in response to new information or changing conditions.	Select: ▾	Select: ▾
7e. Describe methods to hold self and others accountable for measurable, high-quality, timely, and cost-effective results.	Select: ▾	Select: ▾
7f. Comprehend the tenets of effectively communicating information in a succinct and organized manner, orally and in writing.	Select: ▾	Select: ▾
7g. Recognize the value of a customer-oriented approach when assessing needs, resolving conflict, and satisfying expectations.	Select: ▾	Select: ▾
7h. Recognize how Continuous Process Improvement (CPI) is used to enhance an organization's performance and identify key CPI methodologies.	Select: ▾	Select: ▾
7i. Define the principles of ethics and values inherent to the systems acquisition process and identify the core ethical values associated with acquisition decision making.	Select: ▾	Select: ▾
7j. Recognize the roles organizational culture and leadership play in establishing an ethical work environment.	Select: ▾	Select: ▾
7k. Recognize how interpersonal and organizational conflict impacts the program management office and select relevant conflict management techniques and methods to address that conflict.	Select: ▾	Select: ▾

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Expert: I am capable of handling all assignments involving this competency/skill and may serve as a role model and/or coach for others.

Time Spent

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Extensive: I spend a large portion of my time on this competency/skill in my normal work activities.

***If a competency or aligned skill is not performed as part of your current position, select "None" from the "Time Spent" drop-down.**

	Proficiency Level	Time Spent
1. Requirements Development and Management Process	Select: ▾	Select: ▾
1a. Illustrate the criticality of user/mission requirements in performing project management functions.	Select: ▾	Select: ▾
1b. Apply government and agency acquisition policies to meet user/mission requirements.	Select: ▾	Select: ▾
1c. Relate how acquisition programs exist in size and scope along a continuum of increasing complexity, mission criticality, cost and level of control and oversight.	Select: ▾	Select: ▾
1d. Discover the scope and purpose of systems acquisition management as an integration of the primary functions of: (1) requirements development and management; (2) systems engineering; (3) test and evaluation; (4) life-cycle logistics; (5) contracting; (6) business, cost estimating and financial management; and (7) leadership.	Select: ▾	Select: ▾
1e. Formulate an Acquisition Strategy that incorporates risk mitigation strategies.	Select: ▾	Select: ▾
1f. Clarify alternative concepts that efficiently meet mission capability gaps.	Select: ▾	Select: ▾
1g. Determine requirements and assist in the planning for technology and business management throughout the acquisition process.	Select: ▾	Select: ▾
1h. Prepare an Integrated Master Plan that reflects the tenets of total life cycle system management.	Select: ▾	Select: ▾
1i. Assist in the development of an estimate of TOC in agency format.	Select: ▾	Select: ▾
1j. Formulate the key features of a risk/opportunity management process.	Select: ▾	Select: ▾
1k. Apply effective oral and written capabilities to communicate project needs and expectations.	Select: ▾	Select: ▾
1l. Form and lead working groups as Integrated Project/Product Teams.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
2. Systems Engineering	Select: ▾	Select: ▾
2a. Apply quantitative and qualitative analytical techniques for decision making.	Select: ▾	Select: ▾
2b. Justify and explain the benefits of using balanced and goal oriented performance measures in managing a system design effort.	Select: ▾	Select: ▾
2c. Develop and demonstrate effective technical performance measures to monitor system performance.	Select: ▾	Select: ▾
2d. Develop and apply a viable risk/opportunity management plan in the context of systems engineering (SE).	Select: ▾	Select: ▾
2e. Administer and assess technical assessment plans and decision analysis methods.	Select: ▾	Select: ▾
2f. Apply key technical management processes and tools used in the SE process, including: configuration management, technical performance measures, and technical design reviews.	Select: ▾	Select: ▾
2g. Structure an effective requirements development and management process that traces engineering and technical specification requirements back to the user's system requirements.	Select: ▾	Select: ▾
2h. Develop and apply a process for monitoring and selecting a balanced systems design solution.	Select: ▾	Select: ▾
2i. Apply best practice processes for monitoring and selecting a systems design accounting for: environmental, safety and occupational health (ESOH); human factors; and security requirements.	Select: ▾	Select: ▾
2j. Comprehend the systems life-cycle management concepts used for information technology (IT) systems.	Select: ▾	Select: ▾
2k. Illustrate the main causes of software program problems.	Select: ▾	Select: ▾
2l. Comprehend the major provisions of the Information Technology Management Reform (Clinger-Cohen) Act.	Select: ▾	Select: ▾
2m. Compare and contrast the common software acquisition strategies and software development paradigms.	Select: ▾	Select: ▾
2n. Recognize the best practices used in the Federal Government to improve efficiency and effectiveness of software acquisitions.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
3. Test & Evaluation	Select: ▾	Select: ▾
3a. Select and apply efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.	Select: ▾	Select: ▾
3b. Comprehend the differences in type and scope of test and evaluation required for different program types, including commercial-off-the-shelf, non-developmental, and developmental programs.	Select: ▾	Select: ▾
3c. Formulate the test and evaluation strategy for a program, accounting for the differences in hardware centric and information technology centric systems, that demonstrates system performance requirements and progressively reduces program risk.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
4. Life Cycle Logistics	Select: ▼	Select: ▼
4a. Analyze the product support elements and apply the concept of integrated product support in the formulation of a product support plan.	Select: ▼	Select: ▼
4b. Administer performance-based logistic efforts that optimize total system life cycle cost while maintaining system readiness.	Select: ▼	Select: ▼
4c. Analyze a systems design for availability, supportability, and reliability/maintainability and link this analysis to how the design balances the need to minimize cost, reduce the logistic footprint, provide operational readiness and account for interoperability requirements.	Select: ▼	Select: ▼
4d. Propose appropriate alternative logistics support strategies and practices.	Select: ▼	Select: ▼
4e. Track and act upon logistic analysis results early in the system development process so that balanced adjustments in the system design can be enacted which reduce the required support resources and overall life cycle costs.	Select: ▼	Select: ▼

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***If a competency or aligned skill is not performed as part of your current position, select "None" from the "Time Spent" drop-down.**

	Proficiency Level	Time Spent
5. Contracting	Select: ▼	Select: ▼
5a. Examine the leadership and management processes associated with acquisition planning.	Select: ▼	Select: ▼
5b. Interpret the differences in business processes between industry and the Federal government as they relate to contracting.	Select: ▼	Select: ▼
5c. Correlate the relationship between the Acquisition Strategy and the Acquisition Plan.	Select: ▼	Select: ▼
5d. Formulate an Acquisition Strategy which includes a comprehensive contracting approach that incorporates risk mitigation strategies.	Select: ▼	Select: ▼
5e. Illustrate the basis for building and maintaining effective contract incentive relationships.	Select: ▼	Select: ▼
5f. Differentiate the key features of pre-award actions, contracting methods, and policy required by FAR.	Select: ▼	Select: ▼
5g. Conduct market research, including considerations for using nondevelopmental and commercial items, and incorporating socioeconomic considerations.	Select: ▼	Select: ▼
5h. Account for the factors that determine how commercial-off-the-shelf (COTS) products may affect a program during acquisition planning.	Select: ▼	Select: ▼
5i. Formulate the key features of a comprehensive program/project specification and SOW.	Select: ▼	Select: ▼
5j. Clarify source selection criteria including risk analysis methods, FAR Part 15/15.3.	Select: ▼	Select: ▼
5k. Apply and track contract administrative actions in collaboration with the program COR.	Select: ▼	Select: ▼
5l. Administer a negotiated baseline of performance with operational users, and the corresponding commercial and/or organic support providers.	Select: ▼	Select: ▼
5m. Assist the contracting officer in the negotiations with industry for the required level of contract performance.	Select: ▼	Select: ▼
5n. Demonstrate and apply the knowledge and skills required to perform the responsibilities of a COR.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
6. Business, Cost, & Financial Management	Select: ▼	Select: ▼
6a. Integrate the common forms of cost estimating and cost analysis into the formulation of financial programs and budgets, budget analysis and execution.	Select: ▼	Select: ▼
6b. Apply the basic concepts of EVM, including cost and schedule program status indicators, and illustrate how EVM relates to managing program risk.	Select: ▼	Select: ▼
6c. Formulate and use cost estimating processes, methods, techniques and analytical principles.	Select: ▼	Select: ▼
6d. Employ techniques to adjust program strategies when EVM indicators indicate high risk or threaten a breach of a program threshold.	Select: ▼	Select: ▼
6e. Assist in the preparation for, and participate in an Integrated Baseline Review (IBR) or similar review for performance measurement.	Select: ▼	Select: ▼
6f. Track program compliance with applicable Federal and agency EVM policies and processes.	Select: ▼	Select: ▼
6g. Analyze and allocate funds within the appropriation categories and correctly commit and obligate funds from each appropriation.	Select: ▼	Select: ▼
6h. Apply and track the program according to applicable agency policy for financial planning, programming, budget development, budget execution, and OMB A-11 application.	Select: ▼	Select: ▼
6i. Construct and present for evaluation a viable business case based on sound cost-benefit analysis, and containing both qualitative and quantitative decision criteria.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
7. Leadership	Select: ▼	Select: ▼
7a. Lead and facilitate an integrated project team (IPT) to satisfactory achievement of program/project goals.	Select: ▼	Select: ▼
7b. Apply an effective communications approach that builds networks and fosters professional alliances.	Select: ▼	Select: ▼
7c. Resolve interpersonal conflicts, grievances and confrontations to minimize negative personal and organizational impact.	Select: ▼	Select: ▼
7d. Identify and effectively leverage the internal and external political environment that impacts the work of the organization.	Select: ▼	Select: ▼
7e. Construct effective and timely decisions, adjusting for timesensitive situations or when relevant information is limited.	Select: ▼	Select: ▼
7f. Demonstrate the ability to develop new insights, question conventional approaches; encourage new ideas and innovations; and design and implement new or cutting edge plans and processes.	Select: ▼	Select: ▼
7g. Foster the talent of others to perform by providing ongoing, effective feedback.	Select: ▼	Select: ▼
7h. Persuade others to accept recommendations, cooperate or change their behavior, work with others towards an agreement, and negotiate to find mutually acceptable solutions.	Select: ▼	Select: ▼
7i. Determine the impact that stakeholder relations have on programmatic success.	Select: ▼	Select: ▼

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***If a competency or aligned skill is not performed as part of your current position, select "None" from the "Time Spent" drop-down.**

	Proficiency Level	Time Spent
1. Requirements Development and Management Process	Select: ▾	Select: ▾
1a. Manage the analyses of user requirements to optimize system performance relative to cost and schedule.	Select: ▾	Select: ▾
1b. Facilitate the application of agency acquisition policies to meet user/mission requirements.	Select: ▾	Select: ▾
1c. Evaluate the preparation and implementation of an Acquisition Strategy with an on-going risk/opportunity management process.	Select: ▾	Select: ▾
1d. Identify, interpret and implement agency financial policies and directives that are applicable to the program.	Select: ▾	Select: ▾
1e. Evaluate analysis of alternative concepts that efficiently meet mission capability gaps.	Select: ▾	Select: ▾
1f. Facilitate the development of the program acquisition approach, define program scope, and coordinate an Integrated Master Plan.	Select: ▾	Select: ▾
1g. Originate and manage an estimate of ownership cost ensuring consistency with OMB A-94 and PART analysis.	Select: ▾	Select: ▾
1h. Construct, employ, and then modify based on changes in the acquisition environment, a risk/opportunity management process.	Select: ▾	Select: ▾
1i. Manage the integration of business and technology management strategies, accounting for cost, schedule and performance risks, that delivers best value and meets capability requirements.	Select: ▾	Select: ▾
1j. Design the charter and functions, select and assign membership, and lead integrated product/process teams and other program oriented working groups.	Select: ▾	Select: ▾
1k. Synthesize the efforts and output of functionally oriented product/process teams in preparation for and execution of milestone and stakeholder reviews of the program.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
2. Systems Engineering	Select: ▾	Select: ▾
2a. Formulate, implement and evolve a rigorous Systems Engineering (SE) management program that tracks engineering and specification requirements back to user/mission requirements.	Select: ▾	Select: ▾
2b. Evaluate technical management processes and tools used in the SE process, including configuration management, technical performance measures, and technical design reviews which ensure consistency of a product's attributes with its requirements and technical data information.	Select: ▾	Select: ▾
2c. Evaluate and evolve the process of developing technical solutions which link user requirements to technical performance and lead to the selection of a balanced design solution.	Select: ▾	Select: ▾
2d. Manage development and application of effective system performance measures that provide early indication the selected design solution will meet user requirements.	Select: ▾	Select: ▾
2e. Generate and appraise common decision analysis methods and tools.	Select: ▾	Select: ▾
2f. Assess and evolve products, plans and other documentation related to technical performance measurement, technical assessment, risk/opportunity management and technical data management.	Select: ▾	Select: ▾
2g. Interpret and oversee program implementation of the provisions of the Information Technology Management Reform (Clinger-Cohen) Act.	Select: ▾	Select: ▾
2h. Evaluate common SE management strategies for information technology programs.	Select: ▾	Select: ▾
2i. Plan for the key processes employed in interface management, including the ability to trace system requirements through the software architecture.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
3. Test & Evaluation	Select: ▾	Select: ▾
3a. Facilitate development of a comprehensive test and evaluation strategy, designed to reduce program risks as the program progresses through the acquisition life-cycle.	Select: ▾	Select: ▾
3b. Justify and communicate to program stakeholders, efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial or modified systems.	Select: ▾	Select: ▾
3c. Oversee a comprehensive test and evaluation program, adjusting to changes in program complexity and risk.	Select: ▾	Select: ▾
3d. Manage and critique a strategy for conducting user or operational testing that determines the operational effectiveness and suitability of a system under realistic operational conditions.	Select: ▾	Select: ▾
3e. Manage the programmatic and system impact and risk to program restructuring as a result of analysis and evaluation of developmental and operational test reports.	Select: ▾	Select: ▾

	Proficiency Level	Time Spent
4. Life Cycle Logistics	Select: ▼	Select: ▼
4a. Evaluate and implement appropriate, innovative alternative logistics support practices that evolve to optimize life cycle costs, maintain system readiness and reduce logistics footprint.	Select: ▼	Select: ▼
4b. Critique a product support strategy where interoperability is required and evolve the strategy to achieve a balance in system performance, system readiness and life-cycle cost.	Select: ▼	Select: ▼
4c. Formulate and defend a performance-based logistics strategy that optimizes total system life cycle costs.	Select: ▼	Select: ▼
4d. Synthesize logistic analysis results and risk mitigation issues early in the system development process and implement balanced adjustments in the system design to reduce the required support resources and overall life cycle costs.	Select: ▼	Select: ▼
4e. Organize and track materiel management actions involving the coordination of production, inventory, location, and transportation of program items of materiel (and associated information and financial transactions) to achieve optimum readiness among organizations employing the system.	Select: ▼	Select: ▼

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	Proficiency Level	Time Spent
5. Contracting	Select: ▼	Select: ▼
5a. Adapt pre-award actions required by FAR considering contract terms and conditions.	Select: ▼	Select: ▼
5b. Collaborate with the program contracting officer and orchestrate the source selection process commensurate with the complexity of the procurement.	Select: ▼	Select: ▼
5c. Assess the coordination actions for the preparation of a comprehensive program specification and the Statement of Objectives (SOO), or SOW, or Performance Based Statement of Work (PSPW).	Select: ▼	Select: ▼
5d. Manage the leadership and management processes associated with the integration of program planning and acquisition planning.	Select: ▼	Select: ▼
5e. Develop and defend the overall strategy for managing the coordination and development of the acquisition and contracting strategy, including origination of the exit criteria for each acquisition phase as they apply to contracting.	Select: ▼	Select: ▼
5f. Facilitate the contractual relationship with domestic and international buyers outside the agency which sponsors the program acquisition.	Select: ▼	Select: ▼
5g. Construct and facilitate a negotiated baseline of performance between the operational users, and corresponding commercial and/or organic support providers.	Select: ▼	Select: ▼
5h. Evaluate compliance with the application of Federal and agency acquisition policies to meet user/mission requirements when engaged in the acquisition of services.	Select: ▼	Select: ▼
5i. Orchestrate the preparation, implementation and justification of a contracting approach within the Acquisition Strategy, along with an on-going risk management process for that approach.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
6. Business, Cost, & Financial Management	Select: ▼	Select: ▼
6a. Manage the application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the program manager to base decisions on system-wide analyses and system performance and affordability, and manage the program risk of those decisions.	Select: ▼	Select: ▼
6b. Oversee and facilitate program application of the common cost estimation techniques, applications, and their underlying analytical principles.	Select: ▼	Select: ▼
6c. Evaluate program application of EVM, the criticality of the IBR or similar review process, and how to interpret the EVM indicators and resulting analysis.	Select: ▼	Select: ▼
6d. Forecast the need for and direct financial planning exercises, and understand the risks associated with the formulated financial plans from those exercise.	Select: ▼	Select: ▼
6e. Assess for merit a benefit-cost analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review.	Select: ▼	Select: ▼
6f. Manage the proper use of funds from each appropriation as well as interpret Appropriations law and the various appropriations categories.	Select: ▼	Select: ▼
6g. Identify, apply and integrate agency financial policies and directives relevant to the program.	Select: ▼	Select: ▼
6h. Evaluate relevance and make programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria.	Select: ▼	Select: ▼

	Proficiency Level	Time Spent
7. Leadership	Select: ▼	Select: ▼
7a. Identify, assess and resolve programmatic problems and use sound judgment to identify corrective courses of action.	Select: ▼	Select: ▼
7b. Demonstrate a high level of responsibility and accountability for effective use of program resources.	Select: ▼	Select: ▼
7c. Model well developed oral and written communications skills and foster their development in subordinates.	Select: ▼	Select: ▼
7d. Facilitate an effective business partnership with the contracting officer, chief acquisition officer, senior-level agency advisors, other business advisers and program stakeholders.	Select: ▼	Select: ▼
7e. Manage to a long-term organizational view that fosters a shared vision and acts as a catalyst for change.	Select: ▼	Select: ▼
7f. Foster an inclusive workplace where diversity and individual difference are valued and leveraged to achieve the vision and mission of the organization.	Select: ▼	Select: ▼
7g. Strategically position the organization to take advantage of new opportunities by developing or improving products or services.	Select: ▼	Select: ▼
7h. Evaluate and remain current on local, national and international policies and trends that affect the organization and shape stakeholders' views.	Select: ▼	Select: ▼
7i. Oversee the formulation of organizational objectives and priorities, and implement plans consistent with the long-term interests of the organization in a global environment.	Select: ▼	Select: ▼
7j. Manage effective and timely stakeholder relationships that generate buy-in to the business and technical management approach to the program.	Select: ▼	Select: ▼

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***Please indicate your current proficiency level related to each general business competency.**

Please indicate your current proficiency on the six general business competencies listed below. General business competencies are the fundamental skills that help support sound acquisition practices and are the same for all three program areas. Use the proficiency scale below when making your ratings.

Proficiency Scale

None: I do not possess proficiency in this competency.

Basic: I am capable of handling the simplest of assignments related to this competency, but need significant assistance beyond the easiest solutions.

Foundational: I am capable of handling some assignments involving this competency, but need assistance beyond routine situations.

Intermediate: I am capable of handling many day-to-day assignments involving this competency, but may seek assistance in difficult or new situations.

Advanced: I am capable of handling most day-to-day assignments involving this competency, though may seek expert assistance with particularly difficult or unique situations.

Expert: I am capable of handling all assignments involving this competency and may serve as a role model and/or coach for others.

Accountability	Select: ▼
Customer Service	Select: ▼
Decisiveness	Select: ▼
Flexibility	Select: ▼
Interpersonal Skills	Select: ▼
Oral Communication	Select: ▼
Problem Solving	Select: ▼
Resilience	Select: ▼
Technical Credibility	Select: ▼
Written Communication	Select: ▼

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***Please indicate the number of acquisition-related staff you directly supervise.**

Select:

Please indicate your level of agreement or disagreement with the supervisory questions listed below. The supervisory questions center on aspects of your acquisition office's culture.

Use the following scale when providing your ratings:

- 1 - Strongly Disagree**
- 2 - Disagree**
- 3 - Neither Agree nor Disagree**
- 4 - Agree**
- 5 - Strongly Agree**

	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
My acquisition staff members are appropriately trained to meet the day-to-day acquisition needs of my agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My acquisition staff members effectively apply their training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My acquisition staff members are effective in helping the agency fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My acquisition staff members have the necessary resources to effectively complete assigned tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The skill level of my staff members has improved based on the training and development they have completed in the last year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My acquisition staff members have an appropriate amount of time to complete operations and also participate in mentoring/coaching and on-the-job training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My staff members are not risk averse and manage risk effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My staff members look for innovative ways to accomplish their job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please indicate your satisfaction across the categories listed below.

For each section, use the following 5-point scale when providing your ratings:

- 1 - Very Dissatisfied**
- 2 - Dissatisfied**
- 3 - Neither Satisfied Nor Dissatisfied**
- 4 - Satisfied**
- 5 - Very Satisfied**

***Please indicate your level of satisfaction with the following statements related to compensation and awards.**

	Very Dissatisfied 1	2	Neither Satisfied Nor Dissatisfied 3	4	Very Satisfied
My salary relative to my contribution to the agency's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
My salary relative to what other employers in the Federal sector offer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
My salary compared to what employers in the private sector offer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

***Please indicate your level of satisfaction with the following statements related to your acquisition job/role.**

	Very Dissatisfied 1	2	Neither Satisfied Nor Dissatisfied 3	4	Very Satisfied
The fit between my skills and my job duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My sense of contribution to the agency's mission and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My opportunities to perform work that is personally meaningful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of my workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***Please indicate your level of satisfaction with the following statements related to your agency's senior leadership.**

	Very Dissatisfied 1	2	Neither Satisfied Nor Dissatisfied 3	4	Very Satisfied
The policies and decisions set by senior leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The adequacy of communication received from senior leaders regarding agency goals, priorities, and decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My ability to disclose a suspected violation of a law, rule or regulation without fear of reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leadership's promotion of diversity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***Please indicate your level of satisfaction with the following statements related to your immediate supervisor.**

	Very Dissatisfied		Neither Satisfied Nor Dissatisfied	
	1	2	3	4
My relationship with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The support from my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's ability to establish a productive work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's technical competence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of communication with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of communication with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's fairness towards his/her staff members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The adequacy of performance-related feedback provided by my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of recognition from my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's encouragement to broaden my skills and capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***Please indicate your level of satisfaction with the following statements related to your acquisition-related work environment.**

	Very Dissatisfied 1	2	Neither Satisfied Nor Dissatisfied 3	4
Availability of the necessary information and resources to achieve my assigned acquisition-related tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of the necessary people with the skills required to achieve my assigned acquisition-related tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The technical competence of my co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of work produced by my co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My co-workers willingness to share knowledge and resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My ability and encouragement to be innovative in accomplishing my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***Please indicate your level of satisfaction with the following statements related to professional training and development.**

	Very Dissatisfied 1	2	Neither Satisfied Nor Dissatisfied 3	4
Management's support to pursue professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My access to training and development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of training and development I have received.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity for a desirable career path.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***Please indicate your level of satisfaction with the following statements related to your work-life balance.**

	Very Dissatisfied 1	2	Neither Satisfied Nor Dissatisfied 3	4	Very
Opportunities for flexible, part-time, or alternative work schedules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Opportunities for telework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Work/life balance of my position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



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All survey participants are eligible to receive one Continuous Learning Point (CLP) upon completion of the survey. To obtain your 1 CLP print or take a screenshot of this page. Follow your agency CLP process to obtain credit.

PLEASE CLICK "Finish" BELOW TO COMPLETE THE SURVEY.

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Thank you for your participation in the FY 2018 Acquisition Workforce Competency Survey!
Your input is greatly appreciated, and will help to continue to improve acquisition-related developmental opportunities.

