

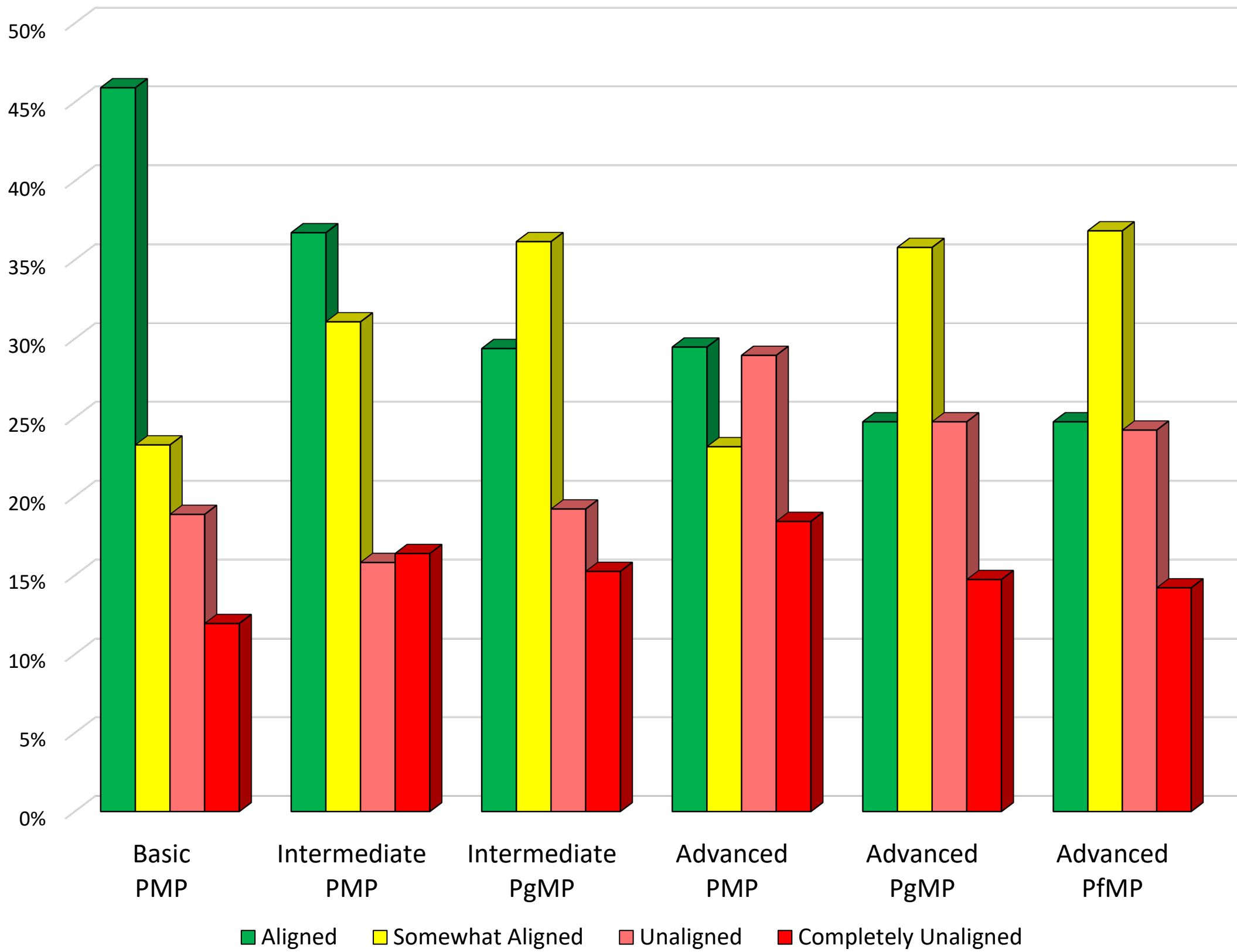
# Aligning DoD Program Management Competencies to the Project Management Institute Standards



Naval  
Postgraduate  
School

## Abstract

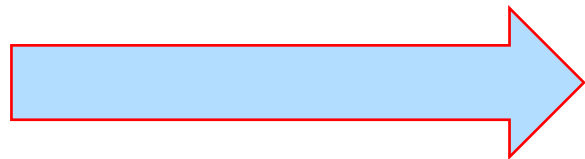
This research examines the level of alignment between the Department of Defense’s 2016 Program Management Functional Career Field Competencies and the Project Management Institute’s Guide to the Project Management Body of Knowledge, The Standard for Program Management, and The Standard for Portfolio Management. This alignment analysis seeks to offer Department of Defense (DOD) agencies like the Defense Acquisition University information and recommendations to effectively fulfill the fiscal year 2020 National Defense Authorization Act’s (NDAA) mandate to base all acquisition workforce certification requirements on nationally or internationally recognized third-party standards. As an American National Standards Institute–accredited third-party, the Project Management Institute serves as an optimal resource to base the DOD’s Program Management certification requirements. The research reviews each DOD Program Management competency element and compares it with the contents of the Project Management Institute’s standards to determine each element’s level of alignment. This competency mapping process and its subsequent analysis guide the research’s recommendations to the Defense Acquisition University.



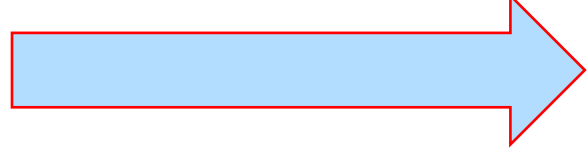
DOD PM Competency Alignment by DAWIA Level and PMI Standards

## Methods

1



2



3

Extensive literature review from DOD, PMI, and other academic sources



Mapped DOD PM competencies to PMI standards through qualitative, lexicographic analysis



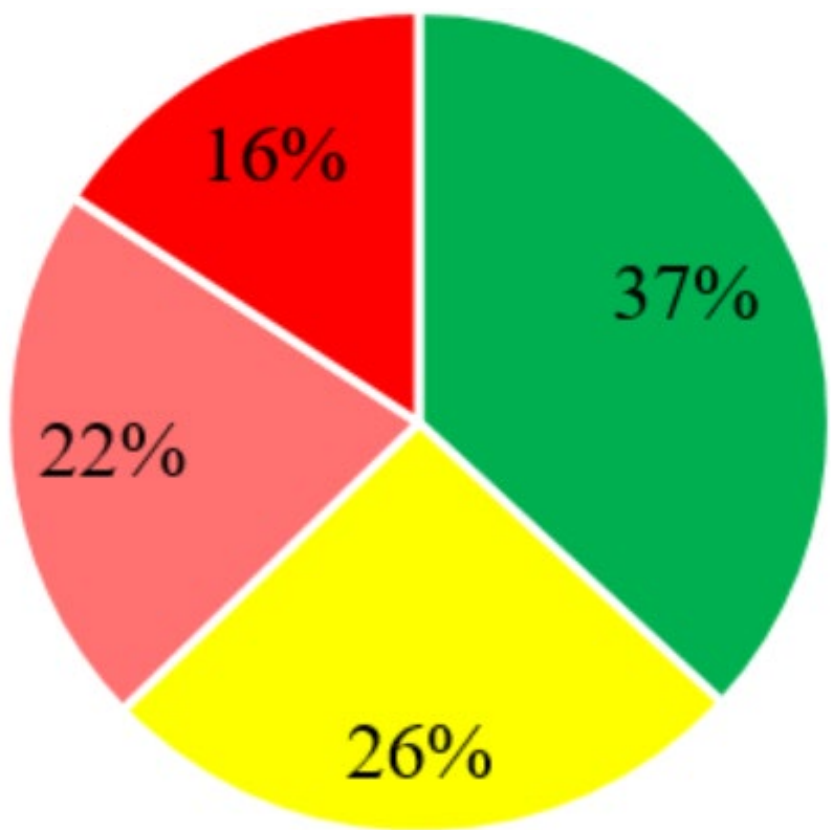
Organized and elaborated upon the resulting data through quantitative analysis



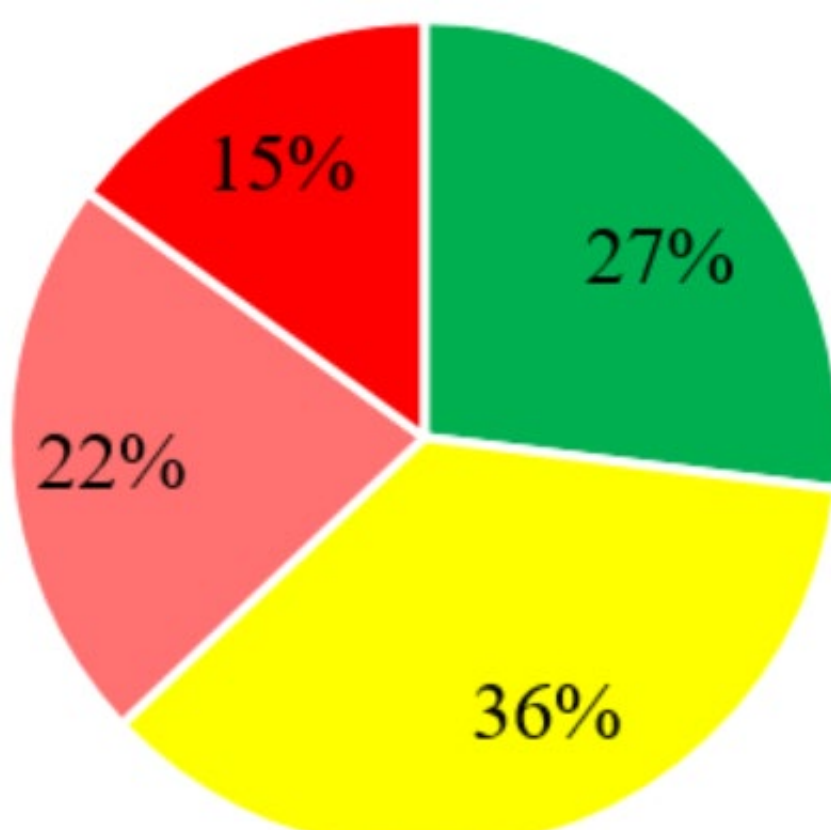
## Results

The DOD PM competencies are most aligned to PMI’s *PMBOK® Guide* (37% aligned), then *The Standard for Program Management* (27%), and then *The Standard for Portfolio Management* (25%).

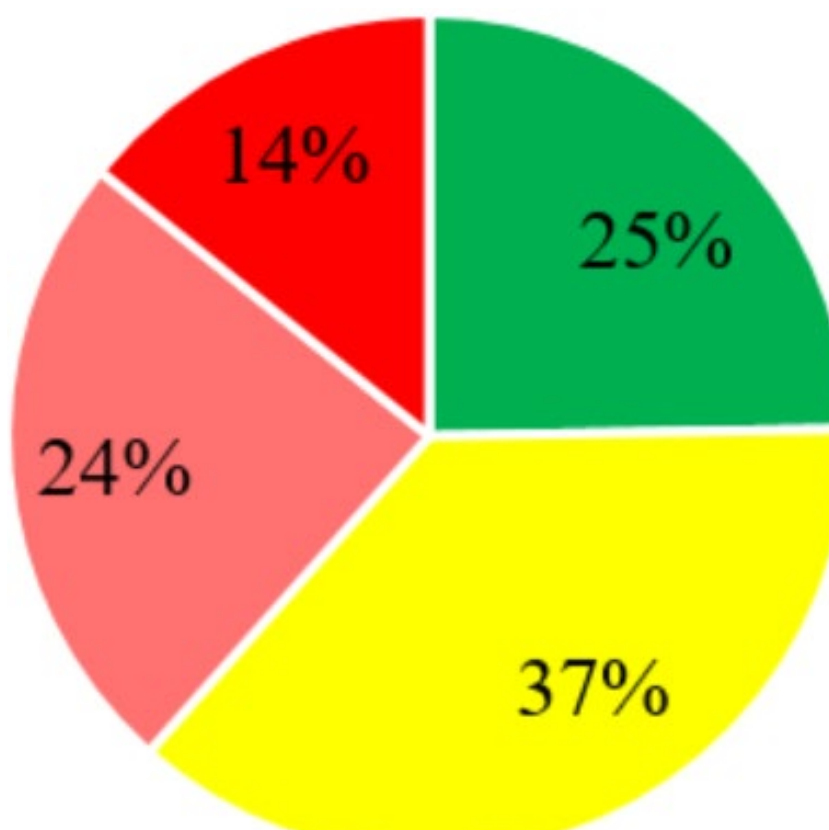
The least aligned DOD-*PMBOK® Guide* Knowledge Areas were those of Scope Management, Schedule Management, and Cost Management—the Iron Triangle of Project Management



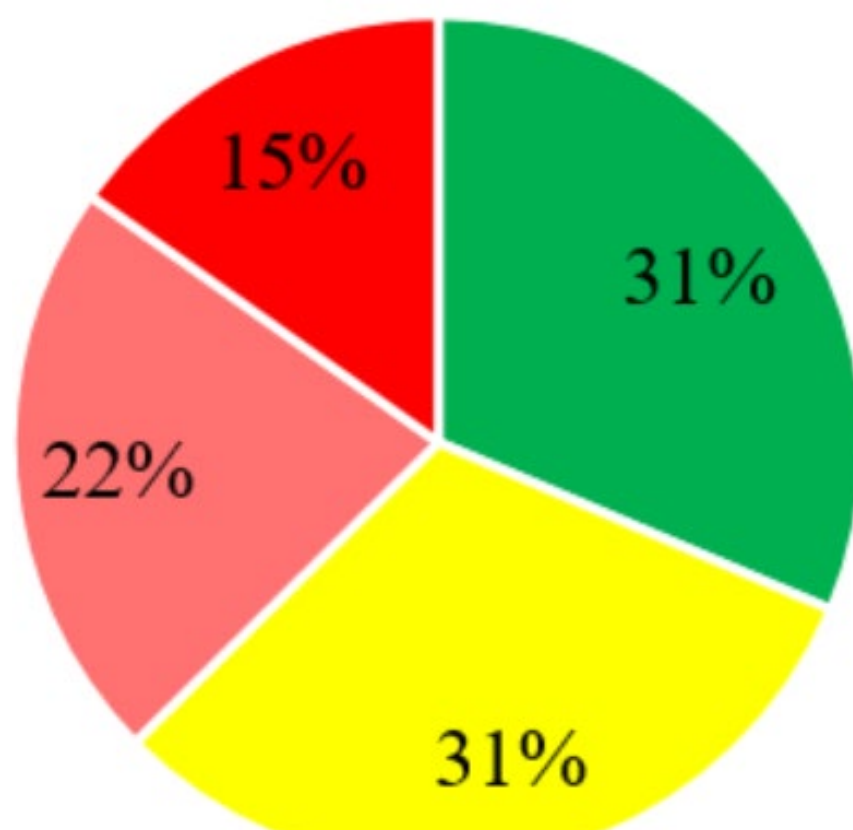
Alignment of DOD PM Competencies to the *PMBOK® Guide*



Alignment of DOD PM Competencies to *TSPgM*



Alignment of DOD PM Competencies to *TSPfM*



Alignment of DOD PM Competencies to all PMI Standards