



Aligning DoD Program Management Competencies with the Project Management Institute Standards

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Introduction

- **National Defense Authorization Act for Fiscal Year 2020 (NDAA). Section 861, “Defense Acquisition Workforce Certification, Education, and Career Fields” subsection (c), “Professional Certification.” It states,**
 - “The Secretary of Defense shall implement a certification program to provide for a professional certification requirement for all members of the acquisition workforce ... the certification requirement for any acquisition workforce career field shall be based on standards developed by a third-party accredited program based on nationally or internationally recognized standards.”



DoD PM Competencies

- **DAWIA certification requirements and have been broken down into three levels:**
 - **Level I:** basic or entry level
 - **Level II:** intermediate or journeyman level
 - **Level III:** advanced or senior level. Additional training standards are required for unique positions, including program executive officers and PMs of major defense acquisition programs or major automated information systems.



DoD PM Competencies

- **DOD PM functional career field competencies**
 - Acquisition Management
 - Business Management
 - Technical Management
 - Executive Leadership (Level III education for unique positions)



Acquisition Management		Technical Management
Capability Integration Planning	Program Execution	Engineering Management
Requirements Management (Mgmt)	Risk/Opportunity Mgmt	Technical Planning
Acquisition Program Strategic Planning	Program Planning	Requirements Decomposition
Business Case Development	Teaming	Technical Assessment
Acquisition Law and Policy	Program Oversight	Decision Analysis
Acquisition Policy and Best Practice	Resource Mgmt	Configuration Mgmt
Contractual Laws, Regulations, and Obligations	Technology Mgmt	Technical Data Mgmt
Financial Mgmt Laws, Directives, and Policies	Services Acquisition	Interface Mgmt
Program Support Laws, Directives, and Policies	Business Management	Defense Business Systems
Technical and Engineering Laws, Directives and Policies	Contract Management	DBS Certification
Information Technology Laws, Policy, Best Practices	Market Research	DBS Acquisition Approach Preparation
International Acquisition and Exportability	Pre-Solicitation Planning and Execution	Test and Evaluation Mgmt
International Cooperative Programs	Source Selection and Negotiations	Test Planning
Sales and Transfers	Contract Administration	Test Execution
Technology Security and Foreign Disclosure	Contract Closeout	Manufacturing Mgmt
Defense Exportability Integration	Financial Mgmt	Manufacturing Planning and Transition
	Financial Planning	Manufacturing Shutdown
Stakeholder Mgmt	Programming	Product Support Mgmt
Political Savvy	Budget Formulation	Product Support Planning
External Situational Awareness	Budget Execution	Product Support Mgmt
Media Relationships	Cost estimates	Supply Chain Mgmt
Executive Leadership		
Foundational Competencies	Leading Change	Results Driven
Interpersonal Skills	Creativity & Innovation	Accountability
Integrity / Honesty	Vision	Decisiveness
Communicate Effectively	Flexibility	Entrepreneurship
Continual Learning	Resilience	Customer Service
Public Service Motivation	Leading People	Problem Solving
Technical Credibility	Conflict Management	
Building Coalitions	Leveraging Diversity	
Influencing / Negotiating	Developing Others	
Partnering	Team Building	

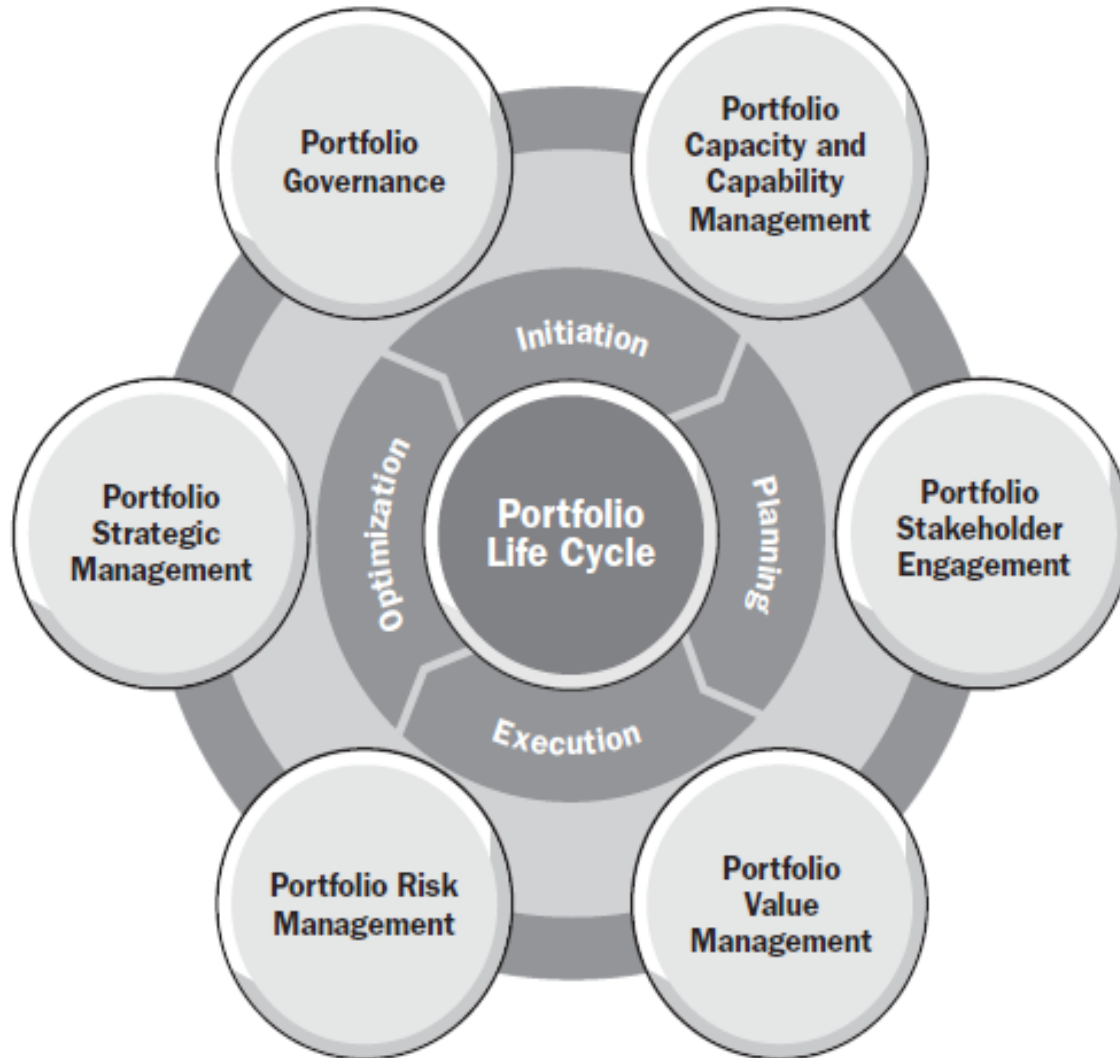


Industry Standards

- **Project Management Institute (PMI)**
 - **Project Management Professional (PMP):**
Guide to the Project Management Body of Knowledge® (PMBOK Guide)
 - **Program Management Professional (PgMP):**
The Standard for Program Management (TSPgM)
 - **Portfolio Management Professional (PfMP):**
The Standard for Portfolio Management (TSPfM)



Industry Standards



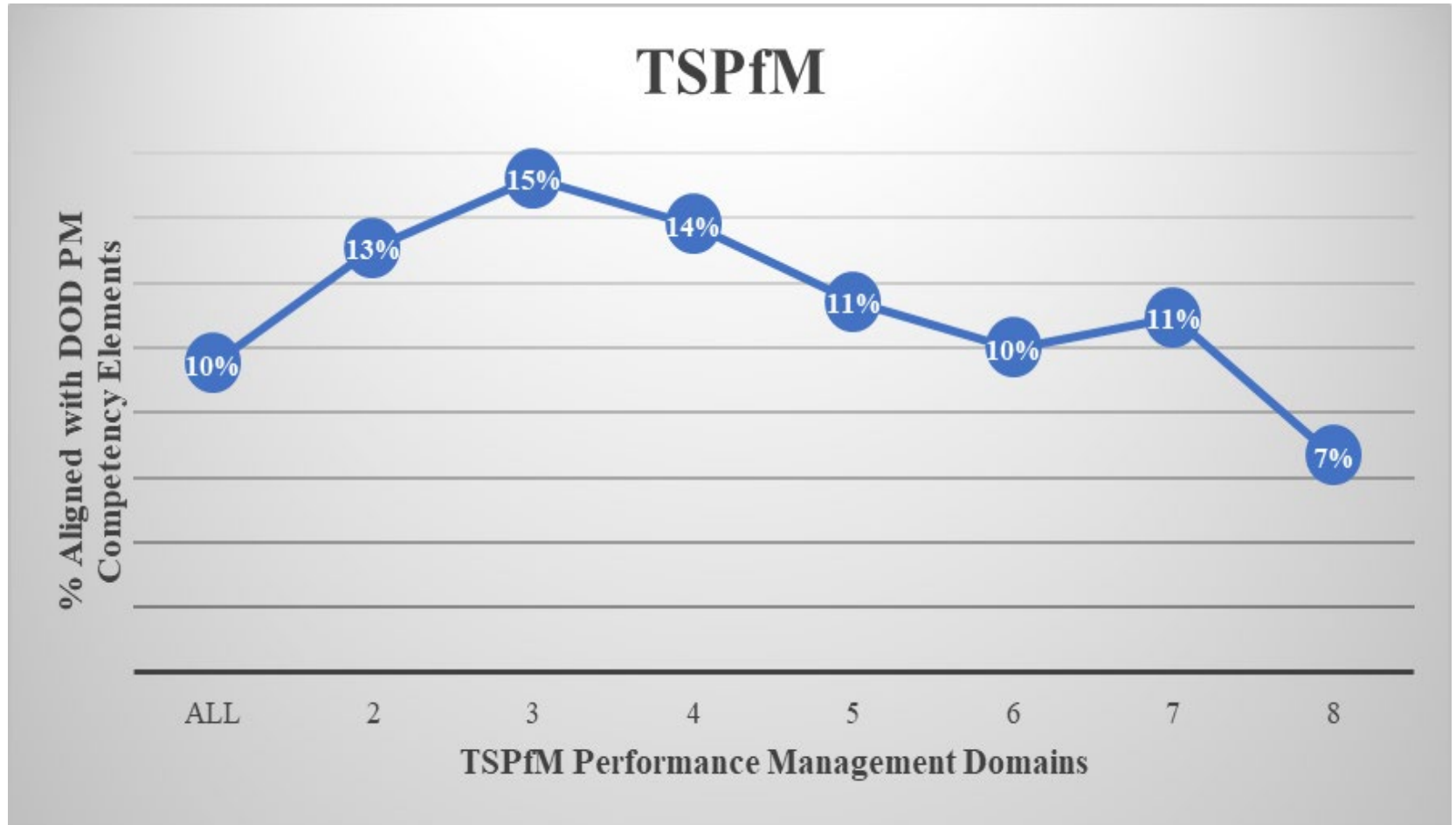


Research Questions

- **To what extent are the DoD's PM competency elements at the basic, intermediate, and advanced DAWIA levels aligned with PMI's PMBOK Guide, TSPgM, and TSPfM?**
- **To what extent are the knowledge areas and performance domains in PMI's PMBOK Guide, TSPgM, and TSPfM aligned with the DoD's PM competency elements at the basic, intermediate, and advanced DAWIA levels?**



Research Results



Alignment of TSPfM Portfolio Management Performance Domains to Advanced DoD Competency Elements



Summary Research Findings

1. To what extent are the DoD's 2016 program management competency elements aligned with the PMI's *PMBOK Guide*, *TSPgM*, and *TSPfM*? Which PMI standard is the most aligned?

<i>PMBOK Guide</i>	<i>TSPgM</i>	<i>TSPfM</i>	All PMI Standards
34% Aligned (Most Aligned)	26% Aligned	25% Aligned	61% Aligned

5. What PMI knowledge areas and performance domains are most and least aligned with the DoD program management functional career field competency elements?

PMBOK Guide Knowledge Areas

Most Aligned	Least Aligned
All – Elements Across All Knowledge Areas	6 – Project Schedule Management
4 – Project Integration Management	7 – Project Cost Management
13 – Project Stakeholder Management	10 – Project Communications Management

TSPgM Performance Domains

Most Aligned	Least Aligned
All – Elements Across All Performance Domains	N/A
3 – Program Strategy Alignment	

TSPfM Performance Domains

Most Aligned	Least Aligned
2 – The Portfolio Life Cycle	8 – Portfolio Risk Management
3 – Portfolio Strategic Management	4 – Portfolio Governance
4 – Portfolio Governance	



Recommendations

- 1. Base the new DAWIA PM training certification requirements on the *PMBOK Guide*, *TSPgM*, and *TSPfM*.**
- 2. Maintain the three-tiered certification model.**
 - DAWIA Level I (basic/project managers) – *PMBOK Guide*
 - DAWIA Level II (intermediate/PMs) – *TSPgM*
 - DAWIA Level III (advanced/program and portfolio managers) – *TSPfM*



Recommendations

3. Augment professional certifications with DoD-specific PM training.

– Acquisition Management

- Capability Integration Planning
- Acquisition Policy and Law
- International Acquisition and Exportability

– Business Management

- Contract Management: Pre-Solicitation Planning and Execution

– Technical Management

- Engineering Management: Technical Planning: understanding, applying, and ensuring program protection, cybersecurity, and counterintelligence



Recommendations

4. Consider all three components of auditability.
5. Revitalize the *U.S. Department of Defense Extension to: A Guide to the Project Management Body of Knowledge*.

Thank you and we look forward to your questions

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