

Abstract

The purpose of this study is to perform a gap analysis on the existing Department of Defense (DoD) program management competency standards to determine if changes are required to fully adopt product portfolio management (PPM) strategies in defense acquisitions. We do this by comparing the current DoD standards to the Project Management Institute's Portfolio Management Professional certification standards. We ask where the gaps in the standards exist and where the standards align and assign a Barrier to Implementation (BTI) score to each gap in the DoD standard. The study found that the DoD is on average 41% aligned with industry standards. In the higher weighted domains of Governance and Strategic Alignment, alignment percentages are significantly lower. The composite BTI score for the DoD is 1.45, indicating low to medium BTIs for most of the gaps. Results do not suggest that the DoD is incapable of conducting PPM, but rather that the current competency standards do not align with industry best practices. Defense acquisitions professionals should review our analysis and formulate Portfolio Management Career Field Functional Competencies to further professional standards, develop the necessary job skills and evaluation criteria, and further the process of achieving congressional mandates for portfolio management implementation.

Methods

Alignment Criteria:

- *No Discernible Alignment* indicated that no current DOD PM competency standard fit the description of a PMI-stated task and received an alignment score of 0.
- *Partial Alignment* indicated that one or more keywords or the general purpose of the DOD PM competency or sub-competencies are related to the PMI task and received an alignment score of 0.5.
- *Full Alignment* indicated that an existing DOD PM competency standard matched the PMI stated task to the degree that included several exact word matches or clearly aligned descriptions, purposes, or applications and received an alignment score of 1.

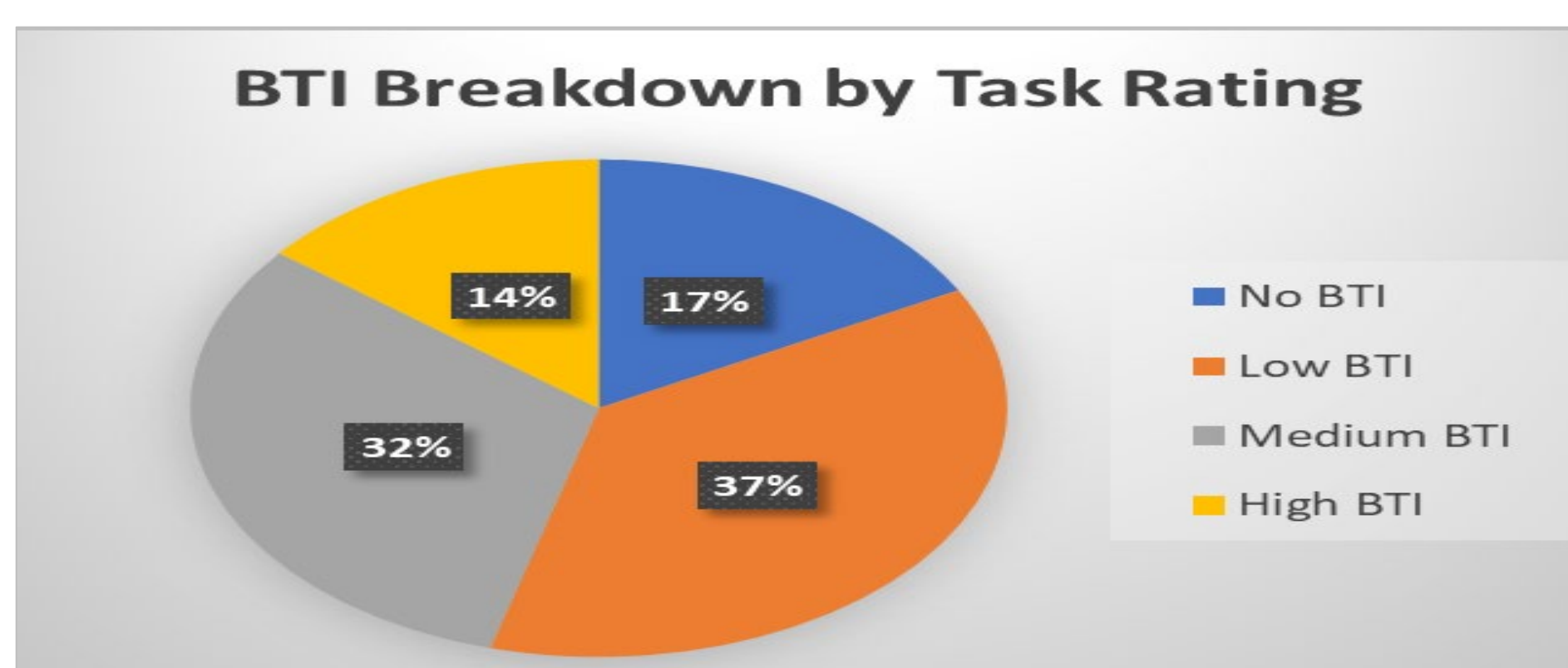
Barrier to Implementation (BTI) Criteria:

- *No BTI* is defined as practices that already occur within the DOD and received an implementation score of 0.
- *Low BTI* signifies changes that the DOD could implement immediately with little to no change in personnel structure or additional policy concerns and received an implementation score of 1.
- *Medium BTI* requires either significant policy or personnel structure changes and received an implementation score of 2.
- *High BTI* requires both significant personnel and policy changes and received an implementation score of 3.

Results

- The Defense Acquisitions Systems is not currently structured to provide the appropriate training, education, evaluation, and feedback for proper job performance within a portfolio management-centric strategy.

Domain	Alignment Score	Exam Weight
Strategic Alignment	19%	25%
Governance	0%	20%
Portfolio Performance	35%	25%
Portfolio Risk Management	50%	15%
Communications Management	100%	15%
Average Alignment	41%	36%



Recommendations

- Formulate either Portfolio Management Career Field Functional Competencies or Career Path Competencies to further DOD professional standards.
- The DOD and the DAU should modify their structure to recognize “portfolio manager” as either an official career field or career path.
- Select and fund acquisitions professionals to obtain PfMP certification from PMI. Use these individuals as core OPT to assist in portfolio management implementation across defense acquisitions.
- Form a commission to address funding authorities within defense acquisitions at the congressional level.

