

# TECHNICAL COMPETENCIES

## PROGRAM/PROJECT MANAGER TECHNICAL COMPETENCIES

COMPETENCY	DEFINITION
Benefit-Cost Analysis	<ul style="list-style-type: none"> <li>• Knowledge of cost-benefit analysis methods, concepts and processes</li> </ul>
Budget Execution	<ul style="list-style-type: none"> <li>• Knowledge of systems and processes for tracking actions affecting the budget</li> </ul>
Contract Administration	<ul style="list-style-type: none"> <li>• Knowledge of contract administration methods and techniques</li> </ul>
Contractor Performance Management	<ul style="list-style-type: none"> <li>• Knowledge of contractor performance requirements and appropriate remedies</li> </ul>
Cost Estimating	<ul style="list-style-type: none"> <li>• Knowledge of the types and methods of cost estimating</li> </ul>
Development of Supportability Requirements	<ul style="list-style-type: none"> <li>• Knowledge of performance-based logistic efforts that optimize total system life cycle availability, supportability and reliability/maintainability while minimizing cost, logistic footprint and interoperability</li> </ul>
Earned Value Management (EVM)	<ul style="list-style-type: none"> <li>• Knowledge of and skill in applying EVM techniques</li> </ul>
Financial Planning	<ul style="list-style-type: none"> <li>• Knowledge of financial planning methods, tools and processes</li> </ul>
Formulation of Financial Programs and Budget	<ul style="list-style-type: none"> <li>• Knowledge of established budgeting systems and tools. Knowledge of financial and budget terms and key financial guidance</li> </ul>
Life-Cycle Logistics Strategy Development	<ul style="list-style-type: none"> <li>• Knowledge of performance-based logistic efforts that optimize total system life cycle availability, supportability and reliability/maintainability while minimizing cost, logistic footprint and interoperability</li> </ul>
Market Analysis	<ul style="list-style-type: none"> <li>• Knowledge of government and non-government sources. Knowledge of the business implications relevant to documenting requirements</li> </ul>

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Organizational Awareness	<ul style="list-style-type: none"> <li>• Knowledge of the organizational structure and governance system, including the “chain of command,” key actors, and decision makers</li> <li>• Knowledge of the climate and culture of the agency and how its social, political, and technological systems work</li> </ul>
Performance-Based Logistics	<ul style="list-style-type: none"> <li>• Knowledge of performance-based logistic efforts that optimize total system life cycle availability, supportability and reliability/maintainability while minimizing cost, logistic footprint and interoperability</li> </ul>
Procurement Planning	<ul style="list-style-type: none"> <li>• Knowledge of contracting strategies and approaches. Skill in developing and implementing acquisition strategies needed to assure that supplies and services are available when needed to meet mission requirements</li> </ul>
Program/Project Management Processes	<ul style="list-style-type: none"> <li>• Knowledge of the principles, methods, and tools for developing, scheduling, coordinating, and managing programs/projects and resources</li> <li>• Specific knowledge of portfolio, program and project management systems and tools</li> <li>• Knowledge of the tools and processes used to assess the progress of programs and projects</li> </ul>
Program/Project Planning Processes	<ul style="list-style-type: none"> <li>• Knowledge of specific methods for planning and organizing work to achieve program/project goals</li> <li>• Knowledge of FAA’s acquisition policies and procedures</li> </ul>
Requirements Management	<ul style="list-style-type: none"> <li>• Knowledge of the principles and methods used to identify, analyze, design, and manage functional requirements, including translating functional requirements into technical requirements</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>• Knowledge of methods and tools used for risk assessment and mitigation</li> </ul>
Source Identification and Selection	<ul style="list-style-type: none"> <li>• Knowledge of the potential sources for specific acquisitions</li> </ul>
Stakeholder Management	<ul style="list-style-type: none"> <li>• Knowledge of stakeholder considerations and their impact on planning</li> </ul>

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Strategic Alignment	<ul style="list-style-type: none"> <li>• Knowledge of FAA and organizational mission, strategic plans, goals and objectives and their impact on NextGen</li> <li>• Knowledge of the vision, goals, objectives, and business case for the NextGen transition</li> <li>• Knowledge of program/project management strategies that support NextGen goals</li> <li>• Knowledge of the National Airspace System (NAS)</li> </ul>
System Safety	<ul style="list-style-type: none"> <li>• Knowledge, capabilities and practices associated with the use of formal approaches to analyze hazards that impact human, environment and mission assets in order to provide decision makers with recommendations on ways to eliminate the hazards or reduce their risk to acceptable levels</li> </ul>
Systems Thinking and Integration	<ul style="list-style-type: none"> <li>• Knowledge of the fundamental concepts of systems thinking, including an understanding of how actions and decisions in one area affect another</li> <li>• Knowledge of the role a system plays in the “system of systems” of which it is a part</li> <li>• Knowledge of the enterprise and technological environment in which systems engineering is conducted</li> <li>• Detailed knowledge of systems integration concepts and approaches used in the agency</li> </ul>
Test and Evaluation Management	<ul style="list-style-type: none"> <li>• Knowledge of the efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of prototype, new or modified systems or materiel</li> <li>• Skill in developing a thorough T&amp;E strategy to validate system performance</li> <li>• Skill in identifying testing needs and establishing and coordinating test conduct activities</li> </ul>
Technical Expertise	<ul style="list-style-type: none"> <li>• Knowledge of the technical disciplines and functions of the program</li> </ul>



# GENERAL LEADERSHIP COMPETENCIES

COMPETENCY	DEFINITION
Accountability and Measurement	<ul style="list-style-type: none"> <li>• Monitors own performance against established performance measures</li> <li>• Takes responsibility for achieving established performance objectives</li> <li>• Demonstrates accountability for achieving performance objectives</li> <li>• Reaches agreement with others on common goals and mutual accountability</li> <li>• Fulfills commitments</li> </ul>
Agility	<ul style="list-style-type: none"> <li>• Works effectively under pressure (e.g., flexible, adaptable, resilient)</li> <li>• Changes viewpoints, behavior and work methods in response to new information</li> <li>• Handles complex or ambiguous situations effectively</li> <li>• Demonstrates a positive attitude to achieving results</li> <li>• Recovers quickly from setbacks</li> <li>• Learns from experience (failures and successes)</li> </ul>
Building Alliances	<ul style="list-style-type: none"> <li>• Represents FAA and organizational positions effectively</li> <li>• Helps to build and maintain external stakeholder trust and confidence</li> <li>• Fosters networks, alliances, and other business relationships</li> <li>• Develops common ground among a wide range of stakeholders</li> <li>• Collaborates with others to achieve results</li> <li>• Stays informed of developments in other parts of the organization</li> </ul>
Building a Model EEO Program	<ul style="list-style-type: none"> <li>• Demonstrates commitment to FAA's EEO goals and values</li> <li>• Complies with all applicable EEO laws and regulations</li> <li>• Does not engage in or tolerate discrimination, harassment, retaliation and other behavior that is contrary to a positive work environment</li> <li>• Cooperates fully in authorized EEO complaint processing</li> <li>• Participates as appropriate in activities such as community outreach and recruitment programs</li> <li>• Seeks assistance and/or guidance from one's manager, the FAA Office of Civil Rights and other staff offices immediately as EEO questions arise or the need for EEO training is identified</li> </ul>

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Building Teamwork and Collaboration	<ul style="list-style-type: none"> <li>• Contributes to an environment in which people thrive and accomplish their best</li> <li>• Takes a team approach in achieving business results</li> <li>• Capitalizes on the full range of talent to enhance team performance</li> <li>• Expresses own opinions and respects the opinions of others</li> <li>• Demonstrates initiative and creativity within established boundaries</li> <li>• Helps others be effective team members</li> </ul>
Business Acumen	<ul style="list-style-type: none"> <li>• Identifies resources required to successfully accomplish performance objectives</li> <li>• Uses assigned resources effectively to achieve objectives</li> <li>• Provides timely and accurate data to cost tracking systems, i.e., LDR, Cru-X, etc</li> <li>• Takes corrective action to ensure that critical activities meet budget and schedule requirements</li> <li>• Looks for opportunities to enhance productivity</li> <li>• Helps identify and apply lessons learned from work unit successes and failures</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Communicates openly and honestly</li> <li>• Pays attention and communicates understanding</li> <li>• Effectively interprets intent, influence, and non-verbal elements of communications</li> <li>• Tailors communication style to fit different groups and circumstances</li> <li>• Presents information clearly and persuasively</li> <li>• Fosters open communication and exchange of ideas and knowledge</li> </ul>
Customer Focus	<ul style="list-style-type: none"> <li>• Seeks and uses customers' feedback and suggestions to enhance one's own effectiveness</li> <li>• Shares information and ideas with customers</li> <li>• Considers customers and stakeholders viewpoints when making decisions</li> <li>• Stays informed of customers' needs and challenges</li> <li>• Takes into account the impact of one's own performance on the stakeholders</li> <li>• Helps to build customer and stakeholder understanding of organizational policy, business, and operational issues</li> </ul>

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Developing Talent	<ul style="list-style-type: none"> <li>• Provides feedback to others to support their development</li> <li>• Supports the development of other employees through formal and informal coaching, mentoring, and OJT</li> <li>• Seeks training and development to address defined business priorities</li> <li>• Takes advantage of duty assignments that provide development opportunities</li> <li>• Considers the future needs of the unit or organization in identifying one's own career development needs</li> <li>• Uses feedback to identify and close one's own skill gap</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• Helps achieve operational or organizational change</li> <li>• Lends support to new ideas and innovative approaches</li> <li>• Challenges the status quo (e.g., seeks better efficiency, effectiveness)</li> <li>• Helps implement new systems and technology successfully</li> <li>• Identifies own resistance to change and seeks ways to overcome unfounded resistance</li> <li>• Uses approved methods to determine risks and benefits</li> </ul>
Integrity and Honesty	<ul style="list-style-type: none"> <li>• Demonstrates consistency, dignity, compassion, and integrity</li> <li>• Demonstrates and fosters high standards and ethical behavior</li> <li>• Presents viewpoints with courage and conviction</li> <li>• Makes tough decisions and stands behind them</li> <li>• Models commitment to public service and the mission of the FAA</li> </ul>
Interpersonal Relations and Influence	<ul style="list-style-type: none"> <li>• Supports key business strategies and initiatives</li> <li>• Helps build consensus</li> <li>• Consistently treats others with respect</li> <li>• Develops rapport with others</li> <li>• Handles emotionally charged or controversial issues responsibly</li> <li>• Helps to avoid or resolve conflicts in the workplace</li> </ul>

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Managing Organizational Performance	<ul style="list-style-type: none"> <li>• Provides products and services that meet or exceed expectations</li> <li>• Demonstrates a sense of responsibility, professionalism, and pride for individual and organizational performance</li> <li>• Identifies and helps resolve issues affecting individual performance</li> <li>• Keeps manager informed of changes impacting their work</li> <li>• Performs work in a safe manner and reports unsafe conditions</li> <li>• Shows appreciation for and acknowledges the contributions of others</li> </ul>
Problem Solving	<ul style="list-style-type: none"> <li>• Identifies and helps resolve problems and barriers that impede success</li> <li>• Defines decision-making criteria up front</li> <li>• Identifies root causes before seeking solutions</li> <li>• Takes into account a variety of complex factors</li> <li>• Seeks win-win solutions in the face of opposing viewpoints</li> <li>• Analyzes the potential effects of different options and determine appropriate course of action</li> <li>• Considers the impacts and consequences of decisions</li> <li>• Helps resolve problems that affect overall unit performance</li> </ul>
Strategy Formulation	<ul style="list-style-type: none"> <li>• Addresses short-term requirements while keeping longer-term mission and purpose in view</li> <li>• Recognizes immediate and longer range objectives for their work</li> <li>• Plans for changing trends that can affect their job</li> <li>• Implements realistic action plans to achieve goals and objectives</li> <li>• Supports the implementation of organizational change</li> </ul>
Vision	<ul style="list-style-type: none"> <li>• Stays abreast of changes that will impact their work activities</li> <li>• Prepares for changes that will affect their work activities in the future</li> <li>• Develops a shared vision with others across the organization</li> <li>• Helps translate organizational vision into work related action</li> <li>• Gains clear understanding of organizational direction and priorities</li> <li>• Demonstrates an understanding of the connection between their own effort and the mission of their unit</li> </ul>