

PROGRAM/PROJECT MANAGEMENT DEVELOPMENT MODEL			
Levels of Project Leadership			
Level 1: Team Members or Technical Engineers	Level 2: Small Project Managers or Subsystem Leads	Level 3: Large Project Managers or Major Systems Managers	Level 4: Program Managers or Managers of Very Large Projects
Experience Requirements			
At least one year* of project management experience within the last five years. Project management experience includes experience constructing a work breakdown structure, preparing project analysis documents, tailoring acquisition documents to ensure that quality, effective, efficient systems or products are delivered, analyzing and/or developing requirements, monitoring performance, assisting with quality assurance, and budget development.	At least two years* of program or project management experience within the last five years that includes experience at the entry level as well as experience performing market research, developing documents for risk and opportunity management, developing and applying technical processes and technical management processes, performing or participating in source selection, preparing acquisition strategies, managing performance based service agreements, developing and managing a project budget, writing a business case, and strategic planning.	At least four years* of program and project management experience on federal projects and/or programs, including managing and evaluating agency acquisition investment performance, developing and managing a program budget, building and presenting a successful business case, reporting program results, strategic planning, and high-level communication with internal and external stakeholders.	Typically fifteen years or more* of performing management of complex project or program setting the organizational climate for the overall program effort while effectively adapting to political and strategic realities to ensure success.
Examples of What Practitioners Should Know at This Level			
<p>Individuals should have developed the following capabilities acquiring underlying competencies through training, experience, and other development activities:</p> <ul style="list-style-type: none"> • Knowledge and skills to perform as a project team member • Ability to manage low risk and relatively simple projects or to manage more complex projects under direct supervision of a more experienced manager • Overall understanding of project management practices, including performance-based acquisition • Recognition of an agency's requirements development processes • Ability to define and construct various project documents, under supervision • Understanding of and involvement in the definition, initiation, conceptualization or design of project requirements 	<p>Individuals should have developed the following capabilities acquiring underlying competencies through training, experience, and other development activities:</p> <ul style="list-style-type: none"> • Knowledge and skills to manage projects or program segments of low to moderate risks with little or no supervision • Ability to apply management processes, including requirements development processes and performance-based acquisition principles, to support the agency's mission to develop an acquisition program baseline from schedule requirements, plan technology developments and demonstrations and apply agency policy on interoperability • Ability to identify and track actions to initiate an acquisition program or project using cost/benefit analysis • Ability to understand and apply the process to prepare information for a baseline review and can assist in development of life-cycle costs • Ability to manage projects as well as program segments and distinguish between program and project work 	<p>Individuals should have developed the following capabilities acquiring underlying competencies through training, experience, and other development activities:</p> <ul style="list-style-type: none"> • Knowledge and skills to manage and evaluate moderate to high-risk programs or projects that require significant acquisition investment and agency knowledge and experience • Ability to manage and evaluate a program and create an environment for program success • Ability to manage and evaluate the requirements development process, overseeing junior level team members in creation, development, and implementation • Expert ability to use, manage, and evaluate management processes, including performance-based management techniques • Expert ability to manage and evaluate the use of earned value management as it relates to acquisition investments 	<p>Individuals should have developed the following capabilities acquiring underlying competencies through training, experience, and other development activities:</p> <ul style="list-style-type: none"> • Able to contribute to Agency goals and demonstrated their effectiveness in managing programmatic, systems engineering and strategic interfaces both internal and external to the Agency • Ability to demonstrate superior results in the formulation and implementation of all program/project management activities • Ability to lead multiple activities and develop the organization and team leaders to better perform and operate

**The timeframes suggested represent what is believed to be reasonable amounts of time for individuals to gain the necessary knowledge and skills to be recognized at each professional competency level. Some individuals may take more time and others less. The timeframes are not to be used to prevent the advancement of individuals with the necessary knowledge and skill to perform successfully in more complex and responsible assignments even though they have not met the suggested time requirements.*