

# DoD Logistics Human Capital Strategy (HCS)



**DoD Core Logistics Competencies and Proficiencies Booklet**

June 1, 2008

Version 1.1



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# Competency-Based Workforce Management

- **This booklet supports the competency pillar of the HCS document dated May 12, 2008**
- It includes the fifteen core technical competencies for all DoD Logisticians and their associated proficiencies. It also includes the 6 fundamental and 25 leadership and management competencies that OPM has defined that are consistent across all career fields.

A competency is defined as a measurable pattern of knowledge, skill, abilities, behaviors, and other characteristics that are needed to successfully perform work-related tasks. *(source: OPM)*

- These competencies are arranged in a progression from individual focus to organizational focus; as logisticians advance through the five proficiency levels, they are expected to have an increasingly broad, enterprise-wide perspective as well as joint experience.

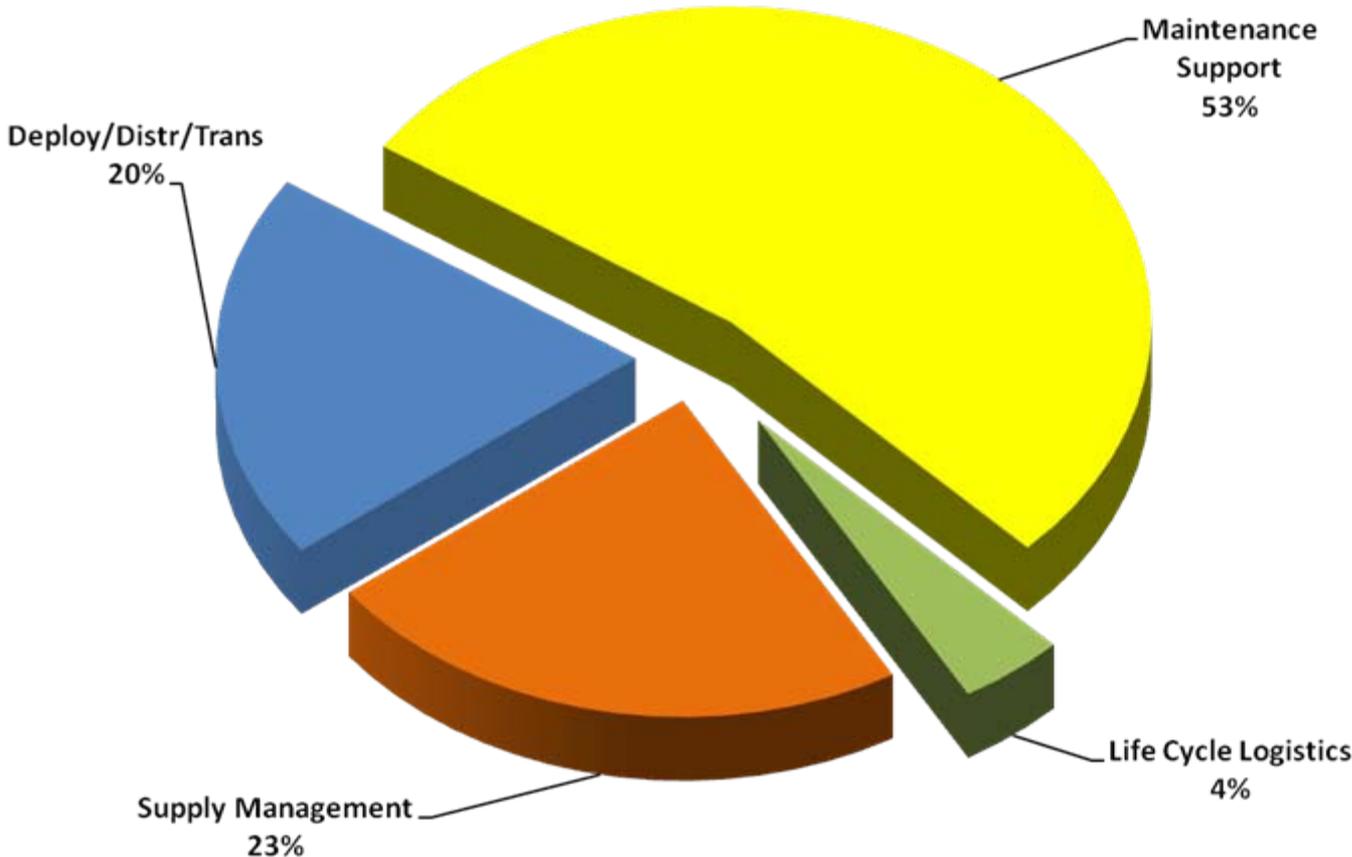
The proficiencies offer guidance as to the work, skills, knowledge, and abilities necessary to be competent across a career.

- This is version 1.1, as of June 1, 2008



# The DoD Logistics Community Comprises Over 285,000 Civilians

**DoD Civilians Sized by Logistics Workforce Category**



	GS	WG
SM	49,861 17%	16,447 6%
DDT	30,599 11%	26,511 9%
MS	55,220 19%	98,256 34%
LCL	11,843 4%	



The workforce categories were set by consensus across the Services, Agencies, and COCOMs and holistically represent the entire logistics workforce.

## Workforce Categories with Abbreviated Definitions

### **SUPPLY MANAGEMENT**

Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.

### **DISTRIBUTION/TRANSPORTATION**

Distribution Operations is defined as the transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements to move and sustain the force.

### **MAINTENANCE SUPPORT**

Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

### **LIFE CYCLE LOGISTICS**

Defense Life Cycle Logistics is defined as the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.

## Workforce Competencies:

### **SUPPLY MANAGEMENT**

- Forecasting and Demand Planning
- Supply Planning
- Sourcing
- Inventory Management

### **DISTRIBUTION/TRANSPORTATION**

- Deployment Planning
- Physical Distribution/Transportation Operations

### **MAINTENANCE SUPPORT**

- Maintenance Operations  
(includes depot maintenance)
- Production & Support

### **LIFE CYCLE LOGISTICS**

- Logistics Design Influence
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability and Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis



# Background on the Development of the Technical Competencies for the Logistics workforce

The Services, Agencies, and COCOMs came together in a cohesive, focused effort to identify and define the competencies that will be necessary in the future. Nearly 50 subject matter experts (SMEs), senior DoD staff, civilian and military, with strong backgrounds in logistics, were selected to fully represent the logistics work of their Services, Agencies, and COCOMs.

A facilitated, week-long workshop focused on defining current and future work performed as competencies unique to the logistics career field. With the competencies identified and defined, the SMEs then began the process of writing proficiencies to support each competency. Additional workshops were held to refine the proficiencies for each competency. With each iteration, the competencies were enhanced to fully communicate their depth and breadth

Following OPM's lead, the more detailed technical competencies are assessed at five levels. The overarching competencies (Fundamental and Leadership and Management) are assessed according to best practices at three levels: Foundation, Experience, and Advanced.





# Understanding the Structure of the Technical Competencies

**WORKFORCE CATEGORY – Life Cycle Logistics:** Life Cycle Logistics is the development, implementation, and management of a comprehensive, affordable, and effective systems support system that encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The work translates force provider performance specifications for system operational availability and readiness into tailored product support, designed to deliver specified and evolving logistics support performance capability parameters. Life Cycle Logistics shapes all the functions of logistics into product support that spans the entire system life cycle. It extends optimal logistics support across all potential joint and enterprise-wide applications.

**Identifies and defines the Workforce Category**

**COMPETENCY – Reliability & Maintainability Analysis:** A process used to determine an item/system's failure modes and frequencies, wear characteristics, maintenance methods, etc. This information becomes a major input to the Logistics processes to build the logistics support system that will ensure that an item/system will be available for its intended purpose.

**Identifies and defines the individual competency**

**PROFICIENCY LEVEL 1:** The supervisor defines the activities to be performed to accomplish assigned tasks. The supervisor provides direction on a daily or step-by-step regular basis. The supervisor's performance is checked against a timetable on a regular basis.

**Identifies and defines the proficiency level. There are five levels of proficiency illustrating an individual's development.**

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Recognize the uses of reliability, availability, and maintainability (RAM) analysis tools and techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Recognize RAM standards and processes
<b>Information Collection &amp; Analysis</b>	Support the collection of data for analysis of the system
<b>Problem Identification &amp; Resolution</b>	Identify and resolve problems related to the system
<b>Collaboration, Partnering, &amp; Relationships</b>	Establish and maintain a working relationship between the logistician and the system engineer in RAM analysis
<b>Process/System Application, Assessment, &amp; Integration</b>	Apply RAM analysis, including Failure Modes and Effect Analysis (FMEA) and Failure Modes Effects processes and techniques, and their respective roles in the maintenance planning process

**Proficiencies depict the work, skills, knowledge, and abilities necessary to demonstrate competency by level.**

**Measures of Knowledge group the proficiencies into easy to understand categories to facilitate understanding.**



# DoD Core Technical Competencies and Proficiencies

## **Workforce Category: Supply Management**

**Competencies:** Forecasting and Demand Planning  
Supply Planning  
Sourcing  
Inventory Management

**WORKFORCE CATEGORY – Supply Management:** The ability to accurately forecast requirements, identify and select supply sources, schedule deliveries, receive, verify, and transfer product and authorize supplier payments. It includes the ability to see and manage inventory levels, capital assets, business rules, supplier networks, and agreements (to include import requirements) as well as assessment of supplier performance. It includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements. This includes spares, repairables, and repair parts in support of defense systems, as well as consumable materials such as ordnance, fuel, food, clothing, and medical supplies. In the theater, this could include Food Service, Water and Ice Service, Basecamp Services, and Hygiene Services.

**COMPETENCY – Forecasting and Demand Planning:** Determines demand plans to satisfy future requirements – by applying forecasting techniques, evaluating the operational environment, and using collaborative input from customers – to achieve improved materiel availability and weapons systems readiness. This competency includes the determination of returns and retrograde requirements.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Support forecasting, demand planning, analytical techniques, data sources, and tools, allowing for the ability to maintain accountability and set retention levels of materiel and equipment Define customer needs, operating environments and metrics using Supply Chain Operational Reference (SCOR) Model
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Define supply management concepts to include, Performance Based Logistics, provisioning support , inventory management theory and concepts, interrelationship of component, commodity, end item and weapons system supportability, technical and configuration management, supply management regulations, policy, and business rules
<b>Information Collection &amp; Analysis</b>	Identify factors of risk on forecasts/demand plans
<b>Problem Identification &amp; Resolution</b>	Define demand planning impacts on customer satisfaction
<b>Collaboration, Partnering, &amp; Relationships</b>	Support a working relationship with Supply Planning and Sourcing
<b>Process/System Application, Assessment, &amp; Integration</b>	Define system notifications to gain familiarity with required task performance Define SCOR, DoD, and organization end-to-end state processes Define supplier capabilities, customer needs, the operating environment, and measures of success

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer sessions to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Demonstrate forecasting and demand planning analytical techniques, data sources, and tools, allowing for the ability to maintain accountability and set retention levels of materiel and equipment Respond to customer needs, operating environments and metrics using Supply Chain Operational Reference (SCOR) Model
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<b>COMPETENCY – Forecasting and Demand Planning:</b> Determines demand plans to satisfy future requirements – by applying forecasting techniques, evaluating the operational environment, and using collaborative input from customers – to achieve improved materiel availability and weapons systems readiness. This competency includes the determination of returns and retrograde requirements.	
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Demonstrate supply management concepts, to include Performance Based Logistics, provisioning support , inventory management theory and concepts, interrelationship of component, commodity, end item and weapons system supportability, technical and configuration management, supply management regulations, policy, and business rules
<b>Information Collection &amp; Analysis</b>	Create demand plans considering customer needs and operating environments Provide input and recommendations to forecasting/supply/demand requirements planning
<b>Problem Identification &amp; Resolution</b>	Describe factors of risk on forecasts/demand plans Understand and respond to demand planning constraints on customer satisfaction
<b>Collaboration, Partnering, &amp; Relationships</b>	Maintain a working relationship with Supply Planning, Sourcing, and Inventory Management
<b>Process/System Application, Assessment, &amp; Integration</b>	Review system notifications and work required task Describe SCOR, DoD, and organization-specific end-to-end supply chain processes Describe supplier capabilities, customer needs, the operating environment, and measures of success Understand the correlation between the demand plan and budget/resources
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Apply forecasting and demand planning analytical techniques, data sources, and tools, allowing for the ability to maintain accountability and set retention levels of materiel and equipment
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply Supply Management concepts to include, Performance Based Logistics, provisioning support , inventory management theory and concepts, interrelationship of component, commodity, end item and weapons system supportability, technical and configuration management, supply management regulations, policy, and business rule Apply demand planning concepts, knowledge, and experience to assist coworkers at lower proficiency levels
<b>Information Collection &amp; Analysis</b>	Execute demand plans considering customer needs and operating environments Develop recommendations to improve forecasting/supply/demand requirements planning Analyze demand planning data for future problem avoidance
<b>Problem Identification &amp; Resolution</b>	Develop integrated enterprise/weapons system demand plans Implement mitigation strategies for forecasts/supply/demand plans Provide demand planning input on the development of business case analysis used for strategic sourcing

<b>COMPETENCY – Forecasting and Demand Planning:</b> Determines demand plans to satisfy future requirements – by applying forecasting techniques, evaluating the operational environment, and using collaborative input from customers – to achieve improved materiel availability and weapons systems readiness. This competency includes the determination of returns and retrograde requirements.	
<b>Collaboration, Partnering, &amp; Relationships</b>	Collaborate demand planning with customers to meet outcome-based measures for success Develop the working relationship with Supply Planning, Sourcing, and Inventory Management
<b>Process/System Application, Assessment, &amp; Integration</b>	Apply SCOR, DoD, and organization-specific end-to-end supply chain processes Review and resolve system notifications and work required tasks Prepare recommendations for resource and budget requirements Decide the positioning of inventory
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Research new tools and best practices across Services and/or Industry for application Identify gaps and make recommendations to improve current tools and/or processes
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Identify and recommend updates to governing documents, policy, and procedure to improve demand planning processes
<b>Information Collection &amp; Analysis</b>	Collect global forecasting and demand planning data to conduct end-to-end supply chain health analysis
<b>Problem Identification &amp; Resolution</b>	Assess organizational or enterprise forecasting/demand plans for accuracy and compliance Mitigate implications of forecasting/demand planning decisions on other areas within logistics and/or supply chain Assess risk mitigation strategies on forecasts/demand plans Leverage information technology to optimize readiness
<b>Collaboration, Partnering, &amp; Relationships</b>	Ensure collaborative demand planning with internal and external customers to improve supply chain performance Cognizant of Services and/or Industry forecast/demand planning processes
<b>Process/System Application, Assessment, &amp; Integration</b>	Provide guidance for the forecasting/demand planning process Provide demand planning input for strategic sourcing decisions Cognizant of forecasting/demand planning's impact on force capabilities Prepare and make recommendations for resource and budget requirements

**COMPETENCY – Forecasting and Demand Planning:** Determines demand plans to satisfy future requirements – by applying forecasting techniques, evaluating the operational environment, and using collaborative input from customers – to achieve improved materiel availability and weapons systems readiness. This competency includes the determination of returns and retrograde requirements.

**PROFICIENCY LEVEL 5:** The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Establish and influence Service/Agency and DoD policy, procedure, and guidance Create vision and provide strategic leadership for forecasting and demand planning
<b>Information Collection &amp; Analysis</b>	Evaluate supply chain performance in support of weapons systems readiness Recommend and determine appropriate solutions based on the analysis of enterprise-wide performance metrics
<b>Problem Identification &amp; Resolution</b>	Oversee forecasting and demand planning performance metrics and trends, and ensure corrective actions are implemented and sustained
<b>Collaboration, Partnering, &amp; Relationships</b>	Resolve multidisciplinary/cross-organizational issues through engagement with internal and external leaders Influence and establish customer-based relationships across the enterprise Advocate the integration of forecasting/demand planning and supply planning to the decision making process Orchestrate and synchronize collaborative demand planning with customers, suppliers, and other Services/Agencies
<b>Process/System Application, Assessment, &amp; Integration</b>	Approves demand planning input on the development of business case analysis for strategic sourcing Champion process improvement initiatives Support and defend recommendations for resource and budget requirements

**WORKFORCE CATEGORY – Supply Management:** The ability to accurately forecast requirements, identify and select supply sources, schedule deliveries, receive, verify, and transfer product and authorize supplier payments. It includes the ability to see and manage inventory levels, capital assets, business rules, supplier networks, and agreements (to include import requirements) as well as assessment of supplier performance. It includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements. This includes spares, repairables, and repair parts in support of defense systems, as well as consumable materials such as ordnance, fuel, food, clothing, and medical supplies. In the theater, this could include Food Service, Water and Ice Service, Basecamp Services, and Hygiene Services.

**COMPETENCY – Supply Planning:** Evaluates and analyzes the ability to execute the demand plan based on resource limitations and capacity constraints. Identifies, prioritizes, allocates, and manages inventory to sustain planned operational requirements and to optimize materiel availability and weapons systems readiness. This competency includes establishing business rules for returns and retrograde management.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Support supply planning, analytical techniques, data sources, and processes using supply planning tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Define supply management concepts to include, Performance Based Logistics, provisioning support , inventory management theory and concepts, interrelationship of component, commodity, end item and weapons system supportability, technical and configuration management, supply management regulations, policy, and business rules
<b>Information Collection &amp; Analysis</b>	Identify factors of risk on supply plans
<b>Problem Identification &amp; Resolution</b>	Define financial and budgeting impacts on requirements satisfaction
<b>Collaboration, Partnering, &amp; Relationships</b>	Support a working relationship with Forecasting/Demand Planning and Sourcing
<b>Process/System Application, Assessment, &amp; Integration</b>	Define system notifications to gain familiarity with required task performance Define SCOR, DoD, and organization end-to-end state processes Describe supplier capabilities, customer needs, operating environment, and measures of success

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Demonstrate supply planning, analytical techniques, data sources, and processes using supply planning tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Demonstrate supply management concepts, to include Performance Based Logistics, provisioning support , inventory management theory and concepts, interrelationship of component, commodity, end item and weapons system supportability, technical and configuration management, supply management regulations, policy, and business rules

<b>COMPETENCY – Supply Planning:</b> Evaluates and analyzes the ability to execute the demand plan based on resource limitations and capacity constraints. Identifies, prioritizes, allocates, and manages inventory to sustain planned operational requirements and to optimize materiel availability and weapons systems readiness. This competency includes establishing business rules for returns and retrograde management.	
<b>Information Collection &amp; Analysis</b>	Create supply plans considering requirements, customer needs, resources, and industrial capabilities Provide input and recommendations to requirements planning
<b>Problem Identification &amp; Resolution</b>	Describe factors of risk to the supply plan Understand and respond to supply constraints on or to customer satisfaction Recognize customer/ vendor collaboration requirements
<b>Collaboration, Partnering, &amp; Relationships</b>	Maintain a working relationship with Forecast/Demand Planning, Sourcing, and Inventory Management
<b>Process/System Application, Assessment, &amp; Integration</b>	Review system notifications and work required tasks Describe SCOR, Supply Chain and DoD processes as well as organization-specific end-to-end supply chain processes Describe supplier capabilities, customer needs, operating environment, and measures of success Understand the correlation between the supply plan and budget/resources
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Apply supply planning, analytical techniques, data sources, and processes using supply planning tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply Supply Management concepts to include, Performance Based Logistics, provisioning support , inventory management theory and concepts, interrelationship of component, commodity, end item and weapons system supportability, technical and configuration management, supply management regulations, policy, and business rules Apply supply planning concepts, knowledge, and experience to assist coworkers at lower proficiency levels
<b>Information Collection &amp; Analysis</b>	Manage the balance of inventory storage (location, quantity) by viewing all nodes throughout the supply chain Develop recommendations to improve requirements planning Analyze supply planning data for future problem avoidance
<b>Problem Identification &amp; Resolution</b>	Provide supply planning input on the development of business case analysis used for strategic sourcing Recommend mitigation strategies for financial or industrial constraints Develop integrated enterprise/weapons system supply plans
<b>Collaboration, Partnering, &amp; Relationships</b>	Develop, collaborate and execute an adaptive plan in support of dynamic customer and supplier environments Collaborate on input into the development of business case analysis for strategic sourcing Assist in customer/supplier interfaces, and optimize the supplier/distribution interactions between suppliers, distribution nodes (transportation point) and modes, and end users

<b>COMPETENCY – Supply Planning:</b> Evaluates and analyzes the ability to execute the demand plan based on resource limitations and capacity constraints. Identifies, prioritizes, allocates, and manages inventory to sustain planned operational requirements and to optimize materiel availability and weapons systems readiness. This competency includes establishing business rules for returns and retrograde management.	
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Apply of SCOR, DoD, and organization-specific end-to-end supply chain processes</p> <p>Demonstrate an understanding of weapon system supply chain management</p> <p>Decide the positioning of inventory</p>
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	<p>Research new tools and best practices across Services and/or Industry for application</p> <p>Identify gaps and make recommendations to improve tools and/or processes</p>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Identify and recommend updates to governing documents, policy, and procedure to improve supply planning processes
<b>Information Collection &amp; Analysis</b>	<p>Interpret outcome-based measures of success</p> <p>Evaluate resource and budget requirements</p>
<b>Problem Identification &amp; Resolution</b>	<p>Manage complex support issues through strategic thinking, action research, and problem-solving to develop recommendations and solutions</p> <p>Create industrial and customer-base relationships addressing and resolving issues related to long-term supply support strategies</p> <p>Mitigate implications of supply planning decisions on other areas within logistics and/or supply chain</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Synchronize decisions across all levels of supply chain to evaluate inventory at each point in supply chain when determining placement of goods and tie these decisions together with feedback loops for changes</p> <p>Ensure transformation efforts support supply/distribution/sustainment planning</p>
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Evaluate the integration of supply/distribution/sustainment planning decisions across other areas within logistics</p> <p>Manage complex cost, schedule and performance issues</p> <p>Provide guidance for the supply planning process</p> <p>Cognizant of supply planning's impact on force capabilities</p> <p>Justify and defend resource and budget requirements</p>

**COMPETENCY – Supply Planning:** Evaluates and analyzes the ability to execute the demand plan based on resource limitations and capacity constraints. Identifies, prioritizes, allocates, and manages inventory to sustain planned operational requirements and to optimize materiel availability and weapons systems readiness. This competency includes establishing business rules for returns and retrograde management.

**PROFICIENCY LEVEL 5:** The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Establish and influence Service/Agency and DoD policy, procedure, and guidance Create vision and provide strategic leadership for supply planning
<b>Information Collection &amp; Analysis</b>	Evaluate supply chain performance in support of weapons systems readiness Recommend and determine appropriate solutions based on the analysis of enterprise-wide performance metrics
<b>Problem Identification &amp; Resolution</b>	Oversee supply planning performance metrics and trends, and ensure corrective actions are implemented and sustained
<b>Collaboration, Partnering, &amp; Relationships</b>	Resolve multidisciplinary/cross-organizational issues through engagement with internal and external leaders Influence and establish customer-based relationships across the enterprise Advocate the integration of forecasting/demand planning and supply planning to the decision making process Orchestrate and synchronize collaborative demand planning with customers, suppliers, and other Services/Agencies
<b>Process/System Application, Assessment, &amp; Integration</b>	Use information collected and analysis performed to develop improved processes and systems that are integrated with other supply chain segments Approves supply planning input on the development of business case analysis for strategic sourcing Champion process improvement initiatives Support and defend recommendations for resource and budget requirements

**WORKFORCE CATEGORY – Supply Management:** The ability to accurately forecast requirements, identify and select supply sources, schedule deliveries, receive, verify, and transfer product and authorize supplier payments. It includes the ability to see and manage inventory levels, capital assets, business rules, supplier networks, and agreements (to include import requirements) as well as assessment of supplier performance. It includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements. This includes spares, repairables, and repair parts in support of defense systems, as well as consumable materials such as ordnance, fuel, food, clothing, and medical supplies. In the theater, this could include Food Service, Water and Ice Service, Basecamp Services, and Hygiene Services.

**COMPETENCY – Sourcing:** Develops and executes support acquisition vehicles or methodologies to most effectively satisfy routine and surge requirements. Performs market research (supplier base) and analyzes future requirements. Evaluates and assesses commercial and organic suppliers, source qualifications, and contracting. Analyzes the industrial base of commodities and/or suppliers to achieve best value sourcing arrangements that improve supplier performance for a group of commodities and/or end items. Conducts spend analysis to achieve the most efficient cost management, and reduce supply complexity.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**[There are no proficiencies at this level] – Prerequisite of Level 1 in Forecasting/Demand Planning and Supply Planning**

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**[There are no proficiencies at this level] – Prerequisite of Level 2 in Forecasting/Demand Planning or Supply Planning**

**PROFICIENCY LEVEL 3:** The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Use the Commodity Council Management tool (CCMT); familiar with Commodity Council Compliance Database
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply the eight highly-integrated steps that begin and end with the customers' business needs
<b>Information Collection &amp; Analysis</b>	Collect information for evaluation of spiral determination/implementation and Business Case Analysis Assist in development of well-defined work products developed at every stage of the process, including the Commodity Management Plan and Commodity Acquisition Management plan
<b>Problem Identification &amp; Resolution</b>	Identify needed support for determining the best application of contractor support and best use of innovative sourcing techniques for resolution
<b>Collaboration, Partnering, &amp; Relationships</b>	[intentionally left blank]
<b>Process/System Application, Assessment, &amp; Integration</b>	[intentionally left blank]

<b>COMPETENCY – Sourcing:</b> Develops and executes support acquisition vehicles or methodologies to most effectively satisfy routine and surge requirements. Performs market research (supplier base) and analyzes future requirements. Evaluates and assesses commercial and organic suppliers, source qualifications, and contracting. Analyzes the industrial base of commodities and/or suppliers to achieve best value sourcing arrangements that improve supplier performance for a group of commodities and/or end items. Conducts spend analysis to achieve the most efficient cost management, and reduce supply complexity.	
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Use the Commodity Council Management tool (CCMT); Commodity Council Compliance Database, AF SMART. Best practices maintain contact with other commodity councils and HQ GLSC or HQ AFMC
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply the eight highly-integrated steps that begin and end with the customers' business needs Perform the duties and responsibilities of an Action officer when needed Apply knowledge of Commodity Management Plan & Commodity Management Acquisition Plan Guide and other Commodity Council/Transformation Specific guidelines/policy
<b>Information Collection &amp; Analysis</b>	Evaluate current market and assess future demands Assist in development of well-defined work products developed at every stage of the process, including the Commodity Management Plan and Commodity Acquisition Management plan and Business Case Analysis
<b>Problem Identification &amp; Resolution</b>	Assist in management of complex cost, schedule, and performance issues
<b>Collaboration, Partnering, &amp; Relationships</b>	Collaborate with the ACE and Partnering offices; this would include maintenance business offices
<b>Process/System Application, Assessment, &amp; Integration</b>	Ensure the strategy developed aligns with key metrics analysis Leverage information technology to optimize readiness and attain best value in supply chain operations Apply past experiences and knowledge of successful strategies as a basis for the identification of areas for improvement Manage the health support for the full range of military operations and sustaining the health of the Total Force
<b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Use the Commodity Council Management tool (CCMT); Commodity Council Compliance Database, AF SMART, PRPS, and best practices to maintain contact with other commodity councils and HQ GLSC or HQ AFMC Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply the eight highly-integrated steps that begin and end with the customers' business needs Establish and influence Service/Agency and DoD policy, procedure, and guidance Create vision and provide strategic leadership for sourcing

**COMPETENCY – Sourcing:** Develops and executes support acquisition vehicles or methodologies to most effectively satisfy routine and surge requirements. Performs market research (supplier base) and analyzes future requirements. Evaluates and assesses commercial and organic suppliers, source qualifications, and contracting. Analyzes the industrial base of commodities and/or suppliers to achieve best value sourcing arrangements that improve supplier performance for a group of commodities and/or end items. Conducts spend analysis to achieve the most efficient cost management, and reduce supply complexity.

<p><b>Information Collection &amp; Analysis</b></p>	<p>Perform risk analysis and develop overall strategy and savings</p> <p>Develop well-defined work products at every stage of the process, and ultimately result in the execution of supply agreements</p> <p>Recommend and determine appropriate solutions based on the analysis of enterprise-wide performance metrics</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Approve solutions to solve logistics issues</p> <p>Develop alternate sourcing options for stakeholders</p> <p>Manage complex cost, schedule, and performance and resolve issues</p> <p>Oversee sourcing performance metrics and trends, and ensure corrective actions are implemented and sustained</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Collaborate with the ACE and Partnering offices and Depot maintenance business offices</p> <p>Maintain relationships with other Commodity Councils, Bases, MAJCOMs, DLA and other stakeholders</p> <p>Influence and establish customer-based relationships across the enterprise</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Approve the performance of the order fulfillment process on customer support and other logistics processes/areas</p> <p>Use information collected and analysis performed to develop improved processes and systems that are integrated with other supply chain segments</p> <p>Champion process improvement initiatives</p> <p>Support and defend recommendations for resource and budget requirements</p>

**WORKFORCE CATEGORY – Supply Management:** The ability to accurately forecast requirements, identify and select supply sources, schedule deliveries, receive, verify, and transfer product and authorize supplier payments. It includes the ability to see and manage inventory levels, capital assets, business rules, supplier networks, and agreements (to include import requirements) as well as assessment of supplier performance. It includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements. This includes spares, repairables, and repair parts in support of defense systems, as well as consumable materials such as ordnance, fuel, food, clothing, and medical supplies. In the theater, this could include Food Service, Water and Ice Service, Basecamp Services, and Hygiene Services.

**COMPETENCY – Inventory Management:** The ability to control, cataloging, requirements forecasting, procurement scheduling, distribution, and overhaul (DX/RX) and disposal of materiel. Executes replenishment strategies to meet enterprise supply planning objectives in order to satisfy customer requirements. Perform inventory reconciliation. Receives, enters, and validates requisition order. Issues material release order to Distribution.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Define accurate order fulfillment and expediting techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Understand the impact maintenance of inventory records has on supply planning and forecasting/demand planning Define inventory management theory and concepts, as well as technical and configuration management Understand Defense Logistics Management System (DLMS) formerly known as MILSTRIP/MILSTRAP
<b>Information Collection &amp; Analysis</b>	Recognize inventory accuracy and customer wait time management objective/goals
<b>Problem Identification &amp; Resolution</b>	Define inventory management impacts on customer satisfaction
<b>Collaboration, Partnering, &amp; Relationships</b>	Support a working relationship with supply planning and distribution Support customer accounts
<b>Process/System Application, Assessment, &amp; Integration</b>	Define SCOR, DoD, and organization-specific end-to-end supply chain processes

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Describe accurate order fulfillment and expediting techniques Describe inventory accuracy/reconciliation analysis techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Describe the impact maintenance of inventory records has on supply planning and forecasting/demand planning Demonstrate inventory management theory and concepts, as well as technical and configuration management Describe Defense Logistics Management System (DLMS) formerly known as MILSTRIP/MILSTRAP

<b>COMPETENCY – Inventory Management:</b> The ability to control, cataloging, requirements forecasting, procurement scheduling, distribution, and overhaul (DX/RX) and disposal of materiel. Executes replenishment strategies to meet enterprise supply planning objectives in order to satisfy customer requirements. Perform inventory reconciliation. Receives, enters, and validates requisition order. Issues material release order to Distribution.	
<b>Information Collection &amp; Analysis</b>	Apply inventory accuracy and customer wait time issues
<b>Problem Identification &amp; Resolution</b>	Recommend actions to alleviate inventory management impacts and improve customer satisfaction
<b>Collaboration, Partnering, &amp; Relationships</b>	Maintain customer accounts Maintain a working relationship with supply planning and distribution
<b>Process/System Application, Assessment, &amp; Integration</b>	Control inventory of materials and process orders Demonstrate concepts of inventory monitoring and audits, stock rotation requirements and order expediting processes
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Implement accurate order fulfillment and expediting techniques Execute inventory accuracy/reconciliation analysis techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Analyze the impact maintenance of inventory records has on supply planning and forecasting/demand planning
<b>Information Collection &amp; Analysis</b>	Analyze the impact of inventory management decisions on customer support and other logistics processes/areas Conduct inventory accuracy/reconciliation analysis
<b>Problem Identification &amp; Resolution</b>	Recommend solutions to improve customer support and inventory accuracy Recommend order validation rules Recommend alternate order fulfillment solutions
<b>Collaboration, Partnering, &amp; Relationships</b>	Collaborate with the customer, supply planning, and distribution stakeholders to improve supply chain effectiveness and efficiency
<b>Process/System Application, Assessment, &amp; Integration</b>	Provide direct input of mission requirements to support supply planning efforts Establish organizational business rules for the ability to control release of available inventory Establish processes for inventory monitoring and audits, stock rotation requirements and order expediting

<b>COMPETENCY – Inventory Management:</b> The ability to control, cataloging, requirements forecasting, procurement scheduling, distribution, and overhaul (DX/RX) and disposal of materiel. Executes replenishment strategies to meet enterprise supply planning objectives in order to satisfy customer requirements. Perform inventory reconciliation. Receives, enters, and validates requisition order. Issues material release order to Distribution.	
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Research new tools and best practices across Service and/or Industry for application Identify gaps and make recommendations to improve current tools and/or processes
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Identify and recommend updates to governing documents, policy, and procedure to improve inventory accuracy and customer satisfaction
<b>Information Collection &amp; Analysis</b>	[intentionally left blank]
<b>Problem Identification &amp; Resolution</b>	Evaluate and mitigate the impact of inventory management decisions on customer support and other logistics processes/areas
<b>Collaboration, Partnering, &amp; Relationships</b>	Ensure collaboration with the customer, supply planning, and distribution stakeholders to improve supply chain effectiveness and efficiency
<b>Process/System Application, Assessment, &amp; Integration</b>	Held accountable for the performance of order fulfillment process Held accountable for inventory accuracy
<b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	[intentionally left blank]
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Ensure compliance with policies and guidance for order fulfillment Shape logistics doctrine, policies and guidance and influences DoD and service policies
<b>Information Collection &amp; Analysis</b>	[intentionally left blank]
<b>Problem Identification &amp; Resolution</b>	Manage complex support issues through strategic thinking, action research, and problem-solving to develop recommendations and solutions Advocate solutions to solve logistics issues
<b>Collaboration, Partnering, &amp; Relationships</b>	Orchestrate and synchronize inventory management with other customers, suppliers, and other Services/Agencies Provide strategic senior level, enterprise-wide leadership, direction, coordination, and oversight

**COMPETENCY – Inventory Management:** The ability to control, cataloging, requirements forecasting, procurement scheduling, distribution, and overhaul (DX/RX) and disposal of materiel. Executes replenishment strategies to meet enterprise supply planning objectives in order to satisfy customer requirements. Perform inventory reconciliation. Receives, enters, and validates requisition order. Issues material release order to Distribution.

**Process/System Application,  
Assessment, & Integration**

- Support efforts for configuring the end-to-end supply chain processes
- Champion process improvement initiatives
- Support and defend recommendations for resource and budget requirements



# DoD Core Technical Competencies and Proficiencies

**Workforce Category: Deployment / Distribution / Transportation**

**Competencies:** Deployment Planning  
Physical Distribution/Transportation Operations

**WORKFORCE CATEGORY – Deployment / Distribution / Transportation:** Deployment/Distribution/Transportation is defined as the ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations. Deployment/Distribution/Transportation includes the ability to strategically and operationally move forces and sustainment to the point of need and operate in the Joint Enterprise. It includes the ability to transport units, equipment, and initial sustainment from the point of origin to the point of need and provide resources to augment or support operational movement requirements. Additionally, it includes the ability to deliver supplies, equipment and personnel replacements to the joint force. It includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements to move and sustain the force. It encompasses the management of deployment planning and the execution of the physical distribution/transportation of personnel and materiel and forecasting the requirements for transportation for shipping and receiving material.

**COMPETENCY – Deployment Planning:** Develops, directs and fuses the formulation, planning, execution, monitoring, management, and evaluation of deployment and sustainment operations (supporting peacetime, deploying and deployed forces). Provides the capability to rapidly establish command and control capabilities for new or emerging missions and facilitates command and control activities. Enhances the ability to communicate and share knowledge among mission partners across physical, technological, and policy boundaries in any mission environment.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Define logistics planning tools (for example: JOPES) related to distribution, transportation, contingency, deployment, and redeployment Describe capacity tools to identify constraints (for example: JFAST, CFAST, etc.)
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Define policy and procedures in DoD and Joint Staff issuances related to distribution, transportation, contingency, deployment, and redeployment operations Basic understanding of scheduling, allocation, and manifesting procedures Define adaptive, infrastructure, and sustainment planning (deliberate planning & crisis action planning)
<b>Information Collection &amp; Analysis</b>	Describe time-phase force and deployment data (TPFDD) requirements and performance metrics
<b>Problem Identification &amp; Resolution</b>	Describe how various changes and threats affect movement schedules
<b>Collaboration, Partnering, &amp; Relationships</b>	Demonstrate awareness of working relationships related to agreements (Host Nation Support, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to contingency contracting Demonstrate awareness of Civil Reserve Air Fleet (CRAF) and Voluntary Intermodal Sea-Lift Agreement (VISA) programs
<b>Process/System Application, Assessment, &amp; Integration</b>	Describe deployment processes related to Reception, Staging, Onward Movement, and Integration (RSO&I) Describe organic and commercial transportation options to meet DoD Force projection requirements Describe visibility of world-wide movement (for example: JOPES, SMS, GTN, etc.)

**COMPETENCY – Deployment Planning:** Develops, directs and fuses the formulation, planning, execution, monitoring, management, and evaluation of deployment and sustainment operations (supporting peacetime, deploying and deployed forces). Provides the capability to rapidly establish command and control capabilities for new or emerging missions and facilitates command and control activities. Enhances the ability to communicate and share knowledge among mission partners across physical, technological, and policy boundaries in any mission environment.

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	<p>Demonstrate logistics planning tools (for example: JOPES) related to distribution, transportation, contingency, deployment, and redeployment</p> <p>Demonstrate capacity tools to identify constraints (for example: JFAST, CFAST, etc.)</p>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Describe policy and procedures in DoD and Joint Staff issuances related to distribution, transportation, contingency, deployment, and redeployment operations</p> <p>Demonstrate understanding of scheduling, allocation, and manifesting procedures</p> <p>Describe adaptive, infrastructure, and sustainment planning (deliberate planning &amp; crisis action planning)</p>
<b>Information Collection &amp; Analysis</b>	<p>Collect information to support time-phase force and deployment data (TPFDD) requirements and performance metrics</p>
<b>Problem Identification &amp; Resolution</b>	<p>Make recommendations to mitigate the impact of various changes and threats on movement schedules</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Describe Civil Reserve Air Fleet (CRAF) and Voluntary Intermodal Sea-Lift Agreement (VISA) programs</p> <p>Support working relationships related to agreements (Host Nation Support, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to contingency contracting</p> <p>Support communication between Services and internal and external organizations on related deployment issues</p> <p>Demonstrate awareness of the implications of deployment planning decisions on other logistics areas</p>
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Identify deployment processes related to Reception, Staging, Onward Movement, and Integration (RSO&amp;I)</p> <p>Identify organic and commercial transportation options to meet DoD Force projection requirements</p> <p>Maintain visibility to monitor world-wide movement (for example: JOPES, SMS, GTN, etc.)</p> <p>Describes time-phased force deployment data/lists, operational and concept plans that drive execution activities</p>

**PROFICIENCY LEVEL 3:** The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	<p>Utilize and interpret logistics planning tools (for example: JOPES) related to distribution, transportation, contingency, deployment, and redeployment</p> <p>Utilize and interpret capacity tools to identify constraints (for example: JFAST, CFAST, etc.)</p>
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<b>COMPETENCY – Deployment Planning:</b> Develops, directs and fuses the formulation, planning, execution, monitoring, management, and evaluation of deployment and sustainment operations (supporting peacetime, deploying and deployed forces). Provides the capability to rapidly establish command and control capabilities for new or emerging missions and facilitates command and control activities. Enhances the ability to communicate and share knowledge among mission partners across physical, technological, and policy boundaries in any mission environment.	
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply policy and procedures in DoD and Joint Staff issuances related to distribution, transportation, contingency, deployment, and redeployment operations Apply scheduling, allocation, and manifesting procedures
<b>Information Collection &amp; Analysis</b>	Analyze performance metrics and determine appropriate solutions Create Time-Phased Force Deployment Data (TPFDD), operational and concept plans that drive execution activity
<b>Problem Identification &amp; Resolution</b>	Troubleshoot errors in the planning and capacity tools to determine cause Mitigate the impact of various changes and threats on movement schedules Resolve problems related to visibility of world-wide movement (for example: JOPES, SMS, GTN, etc.)
<b>Collaboration, Partnering, &amp; Relationships</b>	Discuss working relationships related to agreements (Host Nation Support, intra-Service/Agency, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to contingency contracting Initiate and facilitate communication between Services and internal and external organizations on related deployment issues Consider implications of deployment planning decisions on other logistics areas
<b>Process/System Application, Assessment, &amp; Integration</b>	Consider Civil Reserve Air Fleet (CRAF) and Voluntary Intermodal Sea-Lift Agreement (VISA) programs for execution Execute deployment processes related to Reception, Staging, Onward Movement, and Integration (RSO&I) Utilize organic and commercial transportation options to meet DoD Force projection requirements Execute adaptive, infrastructure, and sustainment planning (deliberate planning & crisis action planning)
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Identify gaps and make recommendations to improve current tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Identify and recommend updates to governing documents, policy, and procedure to improve deployment planning and execution processes
<b>Information Collection &amp; Analysis</b>	Collect global performance metrics for analysis and recommendations
<b>Problem Identification &amp; Resolution</b>	Develop recommendations and solutions to solve deployment issues

<b>COMPETENCY – Deployment Planning:</b> Develops, directs and fuses the formulation, planning, execution, monitoring, management, and evaluation of deployment and sustainment operations (supporting peacetime, deploying and deployed forces). Provides the capability to rapidly establish command and control capabilities for new or emerging missions and facilitates command and control activities. Enhances the ability to communicate and share knowledge among mission partners across physical, technological, and policy boundaries in any mission environment.	
<b>Collaboration, Partnering, &amp; Relationships</b>	Maintain working relationships related to agreements (Host Nation Support, intra-Service/Agency, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to contingency contracting Consider/integrate Joint capabilities into deployment planning and execution
<b>Process/System Application, Assessment, &amp; Integration</b>	Improve processes related to deployment planning and execution Prepare and make recommendations deployment planning and execution strategies Prepare and make recommendations for resource/budget requirements Provide guidance for comprehensive deployment planning
<b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Create vision and provide strategic leadership for deployment planning management and oversight Establish and/or influence Service/Agency and DoD policy, procedure, and guidance
<b>Information Collection &amp; Analysis</b>	Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions
<b>Problem Identification &amp; Resolution</b>	Oversee performance metrics and trends, and ensure corrective actions are implemented and sustained
<b>Collaboration, Partnering, &amp; Relationships</b>	Leads transformation efforts to support deployment efforts Develop, negotiate and execute agreements (Host Nation Support, intra-Service/Agency, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to contingency contracting Integrate Joint capabilities into deployment planning management Orchestrate and synchronize collaborative deployment strategies
<b>Process/System Application, Assessment, &amp; Integration</b>	Support and defend recommendations deployment planning and execution strategies Support and defend recommendations for resource/budget requirements

**WORKFORCE CATEGORY – Deployment / Distribution / Transportation:** Deployment/Distribution/Transportation is defined as the ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations. Deployment/Distribution/Transportation includes the ability to strategically and operationally move forces and sustainment to the point of need and operate in the Joint Enterprise. It includes the ability to transport units, equipment, and initial sustainment from the point of origin to the point of need and provide resources to augment or support operational movement requirements. Additionally, it includes the ability to deliver supplies, equipment and personnel replacements to the joint force. It includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements to move and sustain the force. It encompasses the management of deployment planning and the execution of the physical distribution/transportation of personnel and materiel and forecasting the requirements for transportation for shipping and receiving material.

**COMPETENCY – Physical Distribution / Transportation Operations:** Manages the end-to-end delivery and return of personnel, fuel, and materiel; materiel movement commences at the source of supply and terminates with commodity receipt by the consuming unit. Develops policies, guidance, and procedures for efficient and effective port operations, load planning, vehicle and equipment operations, personal property management, packaging, and hazmat transportation using both government and commercial resources. Coordinates, sustains, and improves distribution process; ensures total asset visibility; coordinates creation of new processes, where appropriate, and is accountable for their outcomes. Forecasts the requirements for transportation for shipping and receiving materiel. Identifies opportunities to reduce total costs and increase service levels through consolidation or alternate transportation solutions. Receives, stores, issues and cares for stock.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Define automated material handling, distribution, and traffic management tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Define policy and procedures in DoD issuances related to distribution and transportation operations (for example: household goods, cargo, and personnel) Basic understanding the parties (i.e., supplier, plant, warehouse, transporter, and customer) involved in the distribution network Basic understanding of scheduling, allocation, and manifesting procedures
<b>Information Collection &amp; Analysis</b>	Describe performance outcomes
<b>Problem Identification &amp; Resolution</b>	Define impacts on customer satisfaction
<b>Collaboration, Partnering, &amp; Relationships</b>	Demonstrate awareness of working relationships related to agreements (Host Nation Support, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to materiel and personnel movement Demonstrate awareness of internal collaboration with Inventory Management, Sourcing, and Maintenance Demonstrate awareness of industry partnerships

**COMPETENCY – Physical Distribution / Transportation Operations:** Manages the end-to-end delivery and return of personnel, fuel, and materiel; materiel movement commences at the source of supply and terminates with commodity receipt by the consuming unit. Develops policies, guidance, and procedures for efficient and effective port operations, load planning, vehicle and equipment operations, personal property management, packaging, and hazmat transportation using both government and commercial resources. Coordinates, sustains, and improves distribution process; ensures total asset visibility; coordinates creation of new processes, where appropriate, and is accountable for their outcomes. Forecasts the requirements for transportation for shipping and receiving materiel. Identifies opportunities to reduce total costs and increase service levels through consolidation or alternate transportation solutions. Receives, stores, issues and cares for stock.

<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Basic understanding of distribution and transportation processes</p> <p>Describe organic and commercial transportation options to meet DoD sustainment requirements</p> <p>Describe visibility of world-wide movement (for example: GTN)</p> <p>Basic understanding of a specialized function (i.e., fuel operations, water operations, munitions operations, packaging operations, container management, and hazmat management, asset accountability, personal property management, hazardous material movement)</p> <p>Basic understanding of distribution / transportation network management, warehouse management, load planning, and return procedures</p> <p>Define in-transit visibility / asset visibility</p>
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**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<p><b>Use of Tools and Best Practices</b></p>	<p>Demonstrate use of automated material handling, distribution, and traffic management tools</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Demonstrate awareness of policy and procedures in DoD issuances related to distribution and transportation operations (for example: household goods, cargo, and personnel)</p> <p>Define the roles and responsibilities of the parties (i.e., supplier, plant, warehouse, transporter, and customer) involved in the distribution network</p> <p>Define safety, security, and quality assurance applications</p> <p>Basic understanding of the impacts of environmental, legislative and regulatory compliance, intellectual property, taxes and duties, shipping, receiving, freight, customs and export control (legal aspects)</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Measure performance outcomes</p> <p>Describe scheduling, allocation, and manifesting procedures</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Identify issues with customer satisfaction</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Support working relationships related to agreements (Host Nation Support, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to materiel and personnel movement</p> <p>Support internal collaboration with Inventory Management, Sourcing, and Maintenance</p> <p>Support industry partnerships</p>

**COMPETENCY – Physical Distribution / Transportation Operations:** Manages the end-to-end delivery and return of personnel, fuel, and materiel; materiel movement commences at the source of supply and terminates with commodity receipt by the consuming unit. Develops policies, guidance, and procedures for efficient and effective port operations, load planning, vehicle and equipment operations, personal property management, packaging, and hazmat transportation using both government and commercial resources. Coordinates, sustains, and improves distribution process; ensures total asset visibility; coordinates creation of new processes, where appropriate, and is accountable for their outcomes. Forecasts the requirements for transportation for shipping and receiving materiel. Identifies opportunities to reduce total costs and increase service levels through consolidation or alternate transportation solutions. Receives, stores, issues and cares for stock.

<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Identify distribution and transportation processes</p> <p>Identify organic and commercial transportation options to meet DoD sustainment requirements</p> <p>Maintain visibility of world-wide movement (for example: GTN)</p> <p>Demonstrate understanding of a specialized function (i.e., fuel operations, water operations, munitions operations, packaging operations, container management, and hazmat management, asset accountability, personal property management, hazardous material movement)</p> <p>Demonstrate understanding of distribution / transportation network management, warehouse management, load planning, and return procedures</p> <p>Explain in-transit visibility / asset visibility</p> <p>Identify movement requirements and movement resources, material handling and scheduling</p>
<p><b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.</p>	
<p><b>PROFICIENCY MEASURES OF KNOWLEDGE</b></p>	
<p><b>Use of Tools and Best Practices</b></p>	<p>Utilize automated material handling, distribution, and traffic management tools</p> <p>Identify functional requirements for IT system development</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Apply policy and procedures in DoD issuances related to distribution and transportation operations (for example: household goods, cargo, and personnel)</p> <p>Perform scheduling, allocation, and manifesting procedures</p> <p>Consider the impacts of environmental, legislative and regulatory compliance, intellectual property, taxes and duties, shipping, receiving, freight, customs and export control (legal aspects)</p> <p>Comply with domestic and international regulations standards for the movement of hazardous materials including munitions</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Interpret change based on performance metrics</p> <p>Analyze and influence safety, security, and quality assurance applications</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Identify and resolve in-transit and asset visibility issues</p> <p>Make recommendations to improve customer satisfaction</p>

**COMPETENCY – Physical Distribution / Transportation Operations:** Manages the end-to-end delivery and return of personnel, fuel, and materiel; materiel movement commences at the source of supply and terminates with commodity receipt by the consuming unit. Develops policies, guidance, and procedures for efficient and effective port operations, load planning, vehicle and equipment operations, personal property management, packaging, and hazmat transportation using both government and commercial resources. Coordinates, sustains, and improves distribution process; ensures total asset visibility; coordinates creation of new processes, where appropriate, and is accountable for their outcomes. Forecasts the requirements for transportation for shipping and receiving materiel. Identifies opportunities to reduce total costs and increase service levels through consolidation or alternate transportation solutions. Receives, stores, issues and cares for stock.

<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Facilitate working relationships related to agreements (Host Nation Support, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to customs clearance</p> <p>Support the development of Performance Based Logistics</p> <p>Facilitate internal collaboration with Inventory Management, Sourcing, and Maintenance</p> <p>Facilitate industry partnerships</p> <p>Consider the implications of distribution and transportation decisions on other logistics areas</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Utilize organic and commercial transportation options to meet DoD sustainment requirements</p> <p>Execute a specialized function (i.e., fuel operations, water operations, munitions operations, packaging operations, container management, and hazmat management, asset accountability, personal property management, hazardous material movement)</p> <p>Execute distribution / transportation network management, warehouse management, load planning, and return procedures</p> <p>Identify movement requirements and movement resources, material handling and scheduling</p> <p>Plan air / sea port operations - exercise planning command and control (C2) of global and theater air and sea distribution / transportation systems and processes</p>
<p><b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.</p>	
<p><b>PROFICIENCY MEASURES OF KNOWLEDGE</b></p>	
<p><b>Use of Tools and Best Practices</b></p>	<p>Research new tools and best practices across Services and/or Industry for application</p> <p>Identify gaps and make recommendations to improve current tools and/or processes</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Identify and recommend updates to governing documents, policy, and procedure to improve deployment planning and execution processes</p> <p>Assess and respond to domestic and international regulations standards for the movement of hazardous materials including munitions</p> <p>Assess and respond to global impacts of environmental, legislative and regulatory compliance, intellectual property, taxes and duties, shipping, receiving, and freight, and customs and export control (legal aspects)</p> <p>Develop inputs to organizations policies and guidance for distribution / transportation management</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Implement change based on performance metrics</p>

**COMPETENCY – Physical Distribution / Transportation Operations:** Manages the end-to-end delivery and return of personnel, fuel, and materiel; materiel movement commences at the source of supply and terminates with commodity receipt by the consuming unit. Develops policies, guidance, and procedures for efficient and effective port operations, load planning, vehicle and equipment operations, personal property management, packaging, and hazmat transportation using both government and commercial resources. Coordinates, sustains, and improves distribution process; ensures total asset visibility; coordinates creation of new processes, where appropriate, and is accountable for their outcomes. Forecasts the requirements for transportation for shipping and receiving materiel. Identifies opportunities to reduce total costs and increase service levels through consolidation or alternate transportation solutions. Receives, stores, issues and cares for stock.

<b>Problem Identification &amp; Resolution</b>	<p>Negotiate changes to improve customer satisfaction</p> <p>Assess risk mitigation strategies on distribution and transportation</p> <p>Mitigate implications of distribution and transportation decisions on other areas within logistics</p> <p>Develop recommendations and solutions to solve distribution / transportation management issues</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Maintain working relationships related to agreements (Host Nation Support, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to customs clearance</p> <p>Facilitate the development of Performance Based Logistics</p> <p>Ensure collaborative planning with internal and external customers to improve performance</p> <p>Lead transformation efforts to support distribution / transportation management</p> <p>Consider/integrate Joint capabilities into distribution / transportation management</p>
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Prepare and make recommendations for resource/budget requirements for a specialized function</p> <p>Execute and provide guidance for a specialized function (i.e., fuel operations, water operations, munitions operations, packaging operations, container management, and hazmat management, asset accountability, personal property management, hazardous material movement)</p> <p>Execute and provide guidance distribution / transportation network management, warehouse management, load planning, and return procedures</p> <p>Prioritize and aggregate movement requirements and movement resources, material handling and scheduling</p>
<p><b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD</p>	
<p><b>PROFICIENCY MEASURES OF KNOWLEDGE</b></p>	
<b>Use of Tools and Best Practices</b>	<p>Lead change through the adoption and integration of enterprise-wide best practices and tools</p>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Create vision and provide strategic leadership for deployment planning management and oversight</p> <p>Establish and/or influence Service/Agency and DoD policy, procedure, and guidance</p>
<b>Information Collection &amp; Analysis</b>	<p>Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions</p>
<b>Problem Identification &amp; Resolution</b>	<p>Oversee performance metrics and trends, and ensure corrective actions are implemented and sustained</p>

**COMPETENCY – Physical Distribution / Transportation Operations:** Manages the end-to-end delivery and return of personnel, fuel, and materiel; materiel movement commences at the source of supply and terminates with commodity receipt by the consuming unit. Develops policies, guidance, and procedures for efficient and effective port operations, load planning, vehicle and equipment operations, personal property management, packaging, and hazmat transportation using both government and commercial resources. Coordinates, sustains, and improves distribution process; ensures total asset visibility; coordinates creation of new processes, where appropriate, and is accountable for their outcomes. Forecasts the requirements for transportation for shipping and receiving materiel. Identifies opportunities to reduce total costs and increase service levels through consolidation or alternate transportation solutions. Receives, stores, issues and cares for stock.

<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Lead transformation efforts to support distribution and transportation</p> <p>Develop, negotiate and execute agreements (Host Nation Support, intra-Service/Agency, inter-Agency, multi-national partners, contractor and non-governmental organizations, etc.) related to customs clearance</p> <p>Integrate Joint capabilities into distribution and transportation management</p> <p>Orchestrate and synchronize collaborative distribution and transportation strategies</p> <p>Initiate and facilitate communication between Services and internal and external organizations</p> <p>Partner with industry to establish and utilize best business practices</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Support and defend recommendations distribution and transportation execution strategies</p> <p>Support and defend recommendations for resource/budget requirements</p>



# DoD Core Technical Competencies and Proficiencies

**Workforce Category: Maintenance Support**

**Competencies:** Maintenance Operations (includes depot maintenance)  
Production & Support

**WORKFORCE CATEGORY – Maintenance Support:** The ability to manufacture and retain or restore materiel in a serviceable condition to achieve world class, agile maintenance capabilities in support the full spectrum of military operations. It includes planning and executing maintenance, both scheduled and unscheduled, to weapon systems and defense system equipment. This involves inspecting, testing, servicing, repairing, rebuilding, overhauling, upgrading and manufacturing, and applies to organizational, intermediate and depot levels of maintenance to weapon systems, hardware, equipment, software, or any combination thereof.

**COMPETENCY – Maintenance Operations:** Manages and coordinates maintenance strategies and operations, e.g. work loading production organization, performance metrics, internal controls, policies and procedures, compliance and other business operations related services involved in the effective running of a maintenance process unit in support of the Joint or component commander.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Define supportability analysis tools and techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Define maintenance operations concepts, processes and procedures Define component, Joint, and inter-agency policy and processes (e.g. DMI, DSOR, DMISA, NIMSC, Depot MILCON, JTEG, etc) Define reliability, availability, and maintainability concepts
<b>Information Collection &amp; Analysis</b>	Have knowledge of logistics information systems (e.g. Standard Maintenance Management Information System (SMMIS))
<b>Problem Identification &amp; Resolution</b>	[intentionally left blank]
<b>Collaboration, Partnering, &amp; Relationships</b>	[intentionally left blank]
<b>Process/System Application, Assessment, &amp; Integration</b>	[intentionally left blank]

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Accomplish supportability analysis using tools and techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Describe maintenance operations concepts, processes and procedures Explain component, Joint, and inter-agency policy and processes (e.g. DMI, DSOR, DMISA, NIMSC, Depot MILCON, JTEG, etc) Discuss maintenance planning and scheduling (1 - 3 years out) Understand reliability, availability, and maintainability concepts

<b>COMPETENCY – Maintenance Operations:</b> Manages and coordinates maintenance strategies and operations, e.g. work loading production organization, performance metrics, internal controls, policies and procedures, compliance and other business operations related services involved in the effective running of a maintenance process unit in support of the Joint or component commander.	
<b>Information Collection &amp; Analysis</b>	Understand logistics information systems (e.g. Standard Maintenance Management Information System (SMMIS))
<b>Problem Identification &amp; Resolution</b>	Understand fundamental maintenance problem solving processes, techniques, and tools
<b>Collaboration, Partnering, &amp; Relationships</b>	Understand and begin to develop roles, relationships, and responsibilities in the logistics supportability framework
<b>Process/System Application, Assessment, &amp; Integration</b>	Understand and support maintenance operations concepts, processes, and procedures Understand and support maintenance planning and scheduling (1 - 3 years out)
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Apply reliability centered maintenance tools and processes Employ supportability tools and processes, capture performance metrics and trends
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply safety, environmental, quality, and training compliance guidelines based on ESOH Investigates technology developments, repair techniques, and procedures with potential maintenance applications Apply component, Joint, and inter-agency policy and processes (e.g. DMI, DSOR, DMISA, NIMSC, Depot MILCON, JTEG, etc)
<b>Information Collection &amp; Analysis</b>	Use output from logistics data analyses, engineering analyses, and program planning to create planning factors for maintenance activation and make recommendations for corrective actions Use supportability analysis tools and techniques to ensure the workload can be accomplished and make recommendations for corrective actions
<b>Problem Identification &amp; Resolution</b>	Apply critical maintenance problem solving techniques and tools, and make recommendations for corrective actions
<b>Collaboration, Partnering, &amp; Relationships</b>	Leverage relationships within the logistics supportability framework
<b>Process/System Application, Assessment, &amp; Integration</b>	Apply broad knowledge of maintenance operations concepts, processes, and procedures Apply maintenance planning and scheduling (1 - 3 years out)
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Train others in the appropriate use of reliability centered maintenance and supportability tools, processes, and metrics

<b>COMPETENCY – Maintenance Operations:</b> Manages and coordinates maintenance strategies and operations, e.g. work loading production organization, performance metrics, internal controls, policies and procedures, compliance and other business operations related services involved in the effective running of a maintenance process unit in support of the Joint or component commander.	
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Recommends maintenance business operations policy, procedure, and guidance</p> <p>Oversees programs to ensure enforcement of applicable regulatory guidance</p>
<b>Information Collection &amp; Analysis</b>	<p>Integrate technology insertion applications and repair technique improvements in support of maintenance modernization strategies</p> <p>Reviews output from logistics data analyses, engineering analyses, and program planning to support maintenance strategy applications</p>
<b>Problem Identification &amp; Resolution</b>	<p>Create and/or implement maintenance business strategies</p> <p>Review performance metrics and trends, and implement corrective actions</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Sustain and expand relationships within the logistics supportability framework</p>
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Formulate comprehensive maintenance operations policies, processes, and procedures</p> <p>Manage operational maintenance planning and scheduling</p>
<b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	<p>Lead change through the adoption and integration of enterprise-wide best practices and tools</p>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Manage complex cost, schedule, and performance related to maintenance issues</p> <p>Approve maintenance business policy, procedure, and guidance</p> <p>Oversee and enforce safety, security, environmental, quality, and training compliance</p>
<b>Information Collection &amp; Analysis</b>	<p>Approve and direct technology insertion applications, repair technique improvements, and maintenance modernization strategies</p> <p>Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions</p>
<b>Problem Identification &amp; Resolution</b>	<p>Approve maintenance business strategies based upon output from logistics data analyses, engineering analyses, and program plans</p> <p>Oversee performance metrics and trends, and ensure corrective actions are implemented</p>

<b>COMPETENCY – Maintenance Operations:</b> Manages and coordinates maintenance strategies and operations, e.g. work loading production organization, performance metrics, internal controls, policies and procedures, compliance and other business operations related services involved in the effective running of a maintenance process unit in support of the Joint or component commander.	
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Represent maintenance position at multi-Agency meetings and conferences</p> <p>Lead government and industry teams in the resolution of complex maintenance operations issues</p> <p>Orchestrate and synchronize the provision of integrated contract support and management of contractor personnel providing that support to the joint force</p> <p>Provide strategic senior level, enterprise-wide leadership, direction, coordination, and oversight</p>
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Exhibit mastery of maintenance operations concepts, processes, and procedures</p> <p>Assess and approve strategic maintenance planning and scheduling</p> <p>Ensure reporting and analysis are interpreted and applied across programs</p> <p>Support and defend recommendations for resource and budget requirements</p>

**WORKFORCE CATEGORY – Maintenance Support:** The ability to manufacture and retain or restore materiel in a serviceable condition to achieve world class, agile maintenance capabilities in support the full spectrum of military operations. It includes planning and executing maintenance, both scheduled and unscheduled, to weapon systems and defense system equipment. This involves inspecting, testing, servicing, repairing, rebuilding, overhauling, upgrading and manufacturing, and applies to organizational, intermediate and depot levels of maintenance to weapon systems, hardware, equipment, software, or any combination thereof.

**COMPETENCY – Production & Support:** Manages the planning, scheduling, execution, control, and resources of the production process in a maintenance activity.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Use management information systems (shop floor control and tracking, cost accounting, RFID, UID, requirements generation)
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Define maintenance production support concepts (planning, scheduling, resource analysis, capacity planning, and execution)</p> <p>Define maintenance policy, procedure, and guidance</p> <p>Define safety, security, environmental, and training compliance based on ESOH</p> <p>Identify quality inspections and certifications</p> <p>Define component, Joint, and inter-agency policy and processes (e.g. DMI, DSOR, DMISA, NIMSC, Depot MILCON, JTEG, etc)</p>
<b>Information Collection &amp; Analysis</b>	<p>Perform data collection, and develop, analyze, and present technical information</p> <p>Collect data to track performance to plan, and take production count on completion</p>
<b>Problem Identification &amp; Resolution</b>	Identify and request materiel, data, or process deviations
<b>Collaboration, Partnering, &amp; Relationships</b>	Work with customers and suppliers to identify, obtain, and process reparable assets and component repair parts
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Define product lines, end items, and technology processes</p> <p>Use work control documents and demonstrate their interrelation</p> <p>Identify necessary skill sets, processes, equipment, tooling, technical data, and facilities needed to accomplish production</p>

<b>COMPETENCY – Production &amp; Support:</b> Manages the planning, scheduling, execution, control, and resources of the production process in a maintenance activity.	
<b>PROFICIENCY LEVEL 2:</b> The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Use management information systems (shop floor control and tracking, cost accounting, RFID, UID, requirements generation) to accomplish work load Create and/or modify work control documents
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply maintenance production support concepts (planning, scheduling, resource analysis, capacity planning, and execution) Apply maintenance policy, procedure, and guidance Document safety, security, environmental, and training compliance based on ESOH Explain component, Joint, and inter-agency policy and processes (e.g. DMI, DSOR, DMISA, NIMSC, Depot MILCON, JTEG, etc) Develop bills of materiel, repair costs, and standards (labor, materiel, and flowdays) Perform quality inspections and certifications
<b>Information Collection &amp; Analysis</b>	Collect data and develop, analyze, and present technical information Identify and request materiel, data or process deviations Induct work load, monitor work in progress, and take production count on completion
<b>Problem Identification &amp; Resolution</b>	Evaluate materiel, data, or process deviations, and make recommendations for corrective action
<b>Collaboration, Partnering, &amp; Relationships</b>	Develop relationships with customers and suppliers to identify, obtain and process reparable assets and component repair parts
<b>Process/System Application, Assessment, &amp; Integration</b>	Demonstrate knowledge of product lines, end items, and technology processes Track performance to plan Make recommendations for skill sets, processes, equipment, tooling, technical data, and facilities needed to accomplish production
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Create statements of objectives, statements of work, and materiel requirements lists Measure production performance and trends, and recommend/implement corrective actions

<b>COMPETENCY – Production &amp; Support:</b> Manages the planning, scheduling, execution, control, and resources of the production process in a maintenance activity.	
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Develop programs to track and ensure enforcement of statutory and regulatory guidance Review and recommend changes to maintenance policy, procedure, and guidance Ensure safety, security, environmental, and training compliance based on ESOH
<b>Information Collection &amp; Analysis</b>	Monitor quality inspections and certifications, and take corrective action Perform capability, capacity, and cost-benefit analyses
<b>Problem Identification &amp; Resolution</b>	Monitor financial results (Net Operating Results/WCF, P&L, etc) and recommend/implement corrective actions Monitor materiel, data, or process deviations, and recommend/implement corrective actions
<b>Collaboration, Partnering, &amp; Relationships</b>	Operate a production organization or sub-process work group(s) Monitor maintenance contractor/vendor performance Leverage relationships with customers and suppliers to identify, obtain and process reparable assets and component repair parts
<b>Process/System Application, Assessment, &amp; Integration</b>	Formulate maintenance production processes to include planning, scheduling, execution, control, and resources Evaluate recommendations for skill sets, processes, equipment, tooling, technical data, and facilities needed to accomplish production
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Evaluate production performance, trends, and approve recommended corrective actions
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Manage programs to track and ensure enforcement of statutory and regulatory guidance Implement maintenance policy, procedure, and guidance Manage safety, security, environmental, and training compliance based on ESOH Influence materiel management support policy
<b>Information Collection &amp; Analysis</b>	Evaluate capability, capacity, and cost-benefit analyses, and recommend corrective action Analyze and assess materiel management support
<b>Problem Identification &amp; Resolution</b>	Assess maintenance production support policy, procedure, and guidance, and make recommended to changes Manage production performance and trends, and implement corrective actions Analyze and assess financial results (Net Operating Results/WCF, P&L, etc) and implement appropriate actions

<b>COMPETENCY – Production &amp; Support:</b> Manages the planning, scheduling, execution, control, and resources of the production process in a maintenance activity.	
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Manage a production organization or sub-process work group(s)</p> <p>Manage maintenance contractor/vendor performance</p> <p>Sustain and expand relationships with customers and suppliers to identify, obtain and process reparable assets and component repair parts</p>
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Evaluate and manage maintenance production processes to include planning, scheduling, execution, control, and resources</p> <p>Assess maintenance approaches and methods, and implement life cycle logistics element support plans</p> <p>Manage system design techniques and the applicability to operational effectiveness</p>
<b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Oversee and approve programs to track and enforce statutory and regulatory guidance</p> <p>Approve maintenance policy, procedure, and guidance</p> <p>Direct safety, security, environmental, quality, and training compliance based on ESOH</p> <p>Appraise materiel management support policy</p>
<b>Information Collection &amp; Analysis</b>	Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions
<b>Problem Identification &amp; Resolution</b>	<p>Oversee production and support performance metrics and trends, and ensure corrective actions are implemented and sustained</p> <p>Oversee maintenance contractor/vendor performance</p> <p>Oversee and approve financial results (Net Operating Results/WCF, P&amp;L, etc), and implement appropriate actions</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Represent maintenance position at multi-Agency meetings and conferences</p> <p>Direct a production organization</p> <p>Lead government and industry teams in the resolution of complex production and support issues</p> <p>Orchestrate and synchronize the provision of integrated contract support and management of contractor personnel providing that support to the joint force</p> <p>Provide strategic senior level, enterprise-wide leadership, direction, coordination, and oversight</p>

<b>COMPETENCY – Production &amp; Support:</b> Manages the planning, scheduling, execution, control, and resources of the production process in a maintenance activity.	
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Demonstrate mastery of maintenance production processes to include planning, scheduling, execution, control, and resources</p> <p>Support and defend recommendations for resource and budget requirements</p>



# DoD Core Technical Competencies and Proficiencies

## Workforce Category: Life Cycle Logistics

**Competencies:** Logistics Design Influence  
Integrated Logistics Support Planning  
Product Support & Sustainment  
Configuration Management  
Reliability and Maintainability Analysis  
Technical/Product Data Management  
Supportability Analysis

**WORKFORCE CATEGORY – Life Cycle Logistics:** Life Cycle Logistics is defined as the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The work translates force provider performance specifications for system operational availability and readiness into tailored product support, designed to deliver specified and evolving logistics support performance capability parameters. Life Cycle Logistics shapes all the functions of logistics into product support that spans the entire system life cycle. It extends optimal logistics support across all potential joint and enterprise-wide applications.

**COMPETENCY – Logistics Design Influence:** Defined as the technical and management activities conducted to ensure supportability performance capabilities are considered early and throughout the acquisition process to optimize support costs while providing the user with the resources to support and sustain the system. Ensures the equitable and concurrent incorporation of specified supportability related performance, capability, design, and development criteria associated with systems design (both initial and modernization) of defense system programs.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**[There are no proficiencies at this level] – Prerequisite of Level 1 rating in Supportability Analysis, etc....**

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Use modeling and simulation to support logistics design influence decisions Identify those best practices associated with existing defense system performance capabilities that have influenced supportability designs and development, such as diagnostics, prognostics, and condition-based maintenance
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Explain logistics design influences, including: Availability of Technical and Product data, Designing for Support/Supportability and Reliability, Availability & Maintainability (RAM); Human Systems Integration (HSI); Environmental, Safety, and Occupational Health (ESOH); and Integrated Product and Processes Development (IPPD) ) & Evolutionary Acquisition Strategies
<b>Information Collection &amp; Analysis</b>	Identify supportability and readiness analyses tools, techniques, and processes used to influence product design
<b>Problem Identification &amp; Resolution</b>	Describe and explain system specific problems
<b>Collaboration, Partnering, &amp; Relationships</b>	Collaborate within and across organizations that provide technical guidance related to logistics design influence Identify the roles of other functional disciplines and stakeholders in satisfying user requirements
<b>Process/System Application, Assessment, &amp; Integration</b>	Recognize the scope of Systems Design and Operational Effectiveness (SDOE) model Recognize the Integrated Defense AT&L Life Cycle Management Process

**PROFICIENCY LEVEL 3:** The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Use analysis tools and techniques as appropriate to influence logistics design Leverage the commercial sector's methodologies for life cycle design and management
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**COMPETENCY – Logistics Design Influence:** Defined as the technical and management activities conducted to ensure supportability performance capabilities are considered early and throughout the acquisition process to optimize support costs while providing the user with the resources to support and sustain the system. Ensures the equitable and concurrent incorporation of specified supportability related performance, capability, design, and development criteria associated with systems design (both initial and modernization) of defense system programs.

<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Apply logistics design influences, including: Availability of Technical and Product data, Designing for Support/Supportability and Reliability, Availability &amp; Maintainability (RAM); Human Systems Integration (HSI); Environmental, Safety, and Occupational Health (ESOH); and Integrated Product and Processes Development (IPPD) ) &amp; Evolutionary Acquisition Strategies</p> <p>Apply and relate diagnostics, prognostics, and other condition based maintenance performance capability requirements to design influence</p> <p>Ensure that the acquisition strategy accommodates maintenance planning and capabilities for the system</p> <p>Integrate commercial and international standards and methodologies into logistics design influence</p> <p>Evaluate impacts to system supportability design, based on changes in policies, procedures, and tools</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Evaluate performance outcome metrics as reported and relate them to further logistics design influence</p> <p>Recognize shortfalls and deficiencies in existing program information and data (i.e., lessons learned)</p> <p>Perform data collection and analysis of representative systems failure data and supply usage rates to be used as rationale for logistics design influence</p> <p>Forecast probabilities of logistics support effectiveness and affordability, based on system design alternatives</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Recommend improvements/ modifications to optimize sustainability while minimizing life cycle costs and logistics' footprint</p> <p>Ensure that systems design evolution incorporates comprehensive and timely sustainment decision criteria</p> <p>Conduct and/or sponsor studies and research to anticipate sustainability challenges as they emerge in systems design</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Author initiatives and lead discussions among and across organizations engaged in logistics design influence</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Determine integrated supportability requirements in the system engineering process, to ensure logistics considerations are addressed in the system acquisition process</p> <p>Develop and implement product support strategies</p> <p>Apply systems engineering requirements analysis to logistics support planning</p> <p>Assess the impact of system design changes on supportability</p> <p>Monitor results of supportability and affordability analyses and apply those results to system sustainment planning and execution</p> <p>Incorporate Reliability Centered Maintenance (RCM) into systems design</p> <p>Adopt the Integrated Defense AT&amp;L Life Cycle Management Process</p> <p>Performs maintenance planning tasks, including functions such as Maintenance Task Analysis, Level of Repair Analysis, Core Workload Assessment, Depot Source of Repair, etc.</p>

**COMPETENCY – Logistics Design Influence:** Defined as the technical and management activities conducted to ensure supportability performance capabilities are considered early and throughout the acquisition process to optimize support costs while providing the user with the resources to support and sustain the system.  
Ensures the equitable and concurrent incorporation of specified supportability related performance, capability, design, and development criteria associated with systems design (both initial and modernization) of defense system programs.

**PROFICIENCY LEVEL 4:** The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	<p>Train and/or mentor others in the appropriate use of supportability analysis tools, as applicable</p> <p>Identify gaps and make recommendations to improve current tools and/or processes</p>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Synthesize logistics design influences, including: Availability of Technical and Product data, Designing for Support/Supportability and Reliability, Availability &amp; Maintainability (RAM); Human Systems Integration (HSI); Environmental, Safety, and Occupational Health (ESOH); and Integrated Product and Processes Development (IPPD) ) &amp; Evolutionary Acquisition Strategies</p> <p>Integrate supportability/sustainment objectives, resources and logistics product support requirements to develop a logistics life cycle sustainment plan</p> <p>Revise system logistics support requirements and documentation as changing policy and standards affect systems design</p> <p>Refine and defend life cycle sustainment analysis, planning and execution based on changes to applicable policy, directives, and standards</p>
<b>Information Collection &amp; Analysis</b>	<p>Evaluate supportability performance and associated life cycle costs risk assessments, appropriate to the acquisition phase</p> <p>Build and defend business cases analyses and use to recommend changes to evolve life cycle sustainment programs</p> <p>Influence performance outcome metrics related to supportability and life cycle costs analysis</p> <p>Mitigate shortfalls and deficiencies in existing program information and data (i.e., lessons learned)</p> <p>Customize forecasting models to support logistics decisions, such as system support and ownership cost impact</p>
<b>Problem Identification &amp; Resolution</b>	<p>Implement logistics footprint reduction strategies; life cycle cost reduction opportunities and monitoring “key” support metrics</p> <p>Refine supportability objectives and constraints</p> <p>Resolve technical or procedural deficiencies resultant from system and equipment performance data analysis</p> <p>Measure and monitor logistics support outcomes to update sustainment program risk profiles</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Establish and promote working relationships with pertinent stakeholders including industry partners</p> <p>Manage government and industry teams in the resolution of complex technical and business issues</p> <p>Advocate for initiatives among and across organizations engaged in the logistics design of defense systems</p>
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Apply knowledge of sustaining engineering principles, practices and techniques, to ensure logistics considerations are addressed throughout the system acquisition process, to include modifications</p> <p>Develop and defend product support strategies and establish associated resource requirements</p> <p>Mitigate the impact of system design changes on life cycle product support</p> <p>Tailor life cycle management principles/practices to the appropriate phase of acquisition or program life cycle</p> <p>Apply support parameter operational criteria towards achieving readiness objectives and minimal life cycle support costs</p>

**COMPETENCY – Logistics Design Influence:** Defined as the technical and management activities conducted to ensure supportability performance capabilities are considered early and throughout the acquisition process to optimize support costs while providing the user with the resources to support and sustain the system. Ensures the equitable and concurrent incorporation of specified supportability related performance, capability, design, and development criteria associated with systems design (both initial and modernization) of defense system programs.

**PROFICIENCY LEVEL 5:** The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Defend and advocate logistics design influences, including: Availability of Technical and Product data, Designing for Support/Supportability and Reliability, Availability &amp; Maintainability (RAM); Human Systems Integration (HSI); Environmental, Safety, and Occupational Health (ESOH); and Integrated Product and Processes Development (IPPD) ) &amp; Evolutionary Acquisition Strategies</p> <p>Create vision and provide strategic leadership for logistics design influence</p> <p>Manage complex life cycle costs, schedule, and performance related to DoD-wide policies affecting logistics design</p> <p>Establish and influence logistics design policy, procedure, and guidance</p> <p>Sponsor methodologies used to influence logistics systems design</p>
<b>Information Collection &amp; Analysis</b>	Recommend and determine appropriate solutions based on the analysis of enterprise-wide performance metrics
<b>Problem Identification &amp; Resolution</b>	<p>Oversee performance metrics and trends, for application towards ensuring corrective actions are implemented within systems design</p> <p>Ensure strong relative priority for logistics design influences and tradeoffs</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	Lead collaborative transformation efforts to support logistics design influence
<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Oversee management and currency of supportability and business case analyses to ensure the most suitable life cycle support strategy</p> <p>Ensure supportability reporting and analysis is interpreted and applied across programs, to provide the rationale for the influence of further systems design</p> <p>Support and defend recommendations for resource requirements associated with logistics system design</p>

**WORKFORCE CATEGORY – Life Cycle Logistics:** Life Cycle Logistics is defined as the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system’s life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The work translates force provider performance specifications for system operational availability and readiness into tailored product support, designed to deliver specified and evolving logistics support performance capability parameters. Life Cycle Logistics shapes all the functions of logistics into product support that spans the entire system life cycle. It extends optimal logistics support across all potential joint and enterprise-wide applications.

**COMPETENCY – Integrated Logistics Support (ILS) Planning:** Defined as the technical and management activities conducted to develop and deliver required system support to ensure achievement of warfighter required performance capabilities, while minimizing support costs, logistics footprint, and providing the user with the resources to sustain the system in the field.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

[There are no proficiencies at this level]

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<p><b>Use of Tools and Best Practices</b></p>	<p>Define the basic principles of the Supply Chain Operations Reference (SCOR) Model process            Use M&amp;S to support logistics planning decisions            Recognize the scope of Systems Design and Operational Effectiveness (SDOE) model            Recognize the scope of Net-Centric Operation Warfare (NCOW) model            Leverage lessons learned and best practices from legacy systems</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Explain integrated Logistics Support Element requirements to include: Maintenance Planning; Manpower and Personnel; Supply Support; Support &amp; Test Equipment, including Automatic Test Equipment (ATE); Training &amp; Training Support, including embedded training; Packaging, Handling, Storage &amp; Transportation (PHS&amp;T); Facilities; Computer Resources Support; Technical Data; and Design Interface            Define the roles of other functional disciplines and stakeholders in satisfying user requirements            Understand fundamental tenets of Integrated Product and Process Development (IPPD)            Understand the Joint Capabilities Integration and Development System (JCIDS) process            Understand the Planning, Programming, Budgeting, and Execution (PPBE) process</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Recognize analysis tools, techniques, and processes used to influence integrated logistics support requirements</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Recognize basic tenets of Risk Management</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Recognize opportunities for collaboration with pertinent stakeholders including industry partners            Collaborate within and across organizations to ensure that integrated logistics support requirements are considered</p>

**COMPETENCY – Integrated Logistics Support (ILS) Planning:** Defined as the technical and management activities conducted to develop and deliver required system support to ensure achievement of warfighter required performance capabilities, while minimizing support costs, logistics footprint, and providing the user with the resources to sustain the system in the field.

<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Understand Independent Logistics Assessments (ILA)</p> <p>Describe assessment, execution and oversight of logistics support strategies to include Performance Based Logistics (PBL)</p> <p>Recognize the Integrated Defense Acquisition, Technology, and Logistics (AT&amp;L) Life Cycle Management Framework</p>
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	<p>Leverage the commercial sector’s capabilities in ILS planning</p> <p>Contribute to the development of test plans, concepts, and processes to test supportability concepts</p> <p>Understand the Net-Centric Operation Warfare (NCOW) model</p>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Apply applicable DoD and Service/Agency policy and procedures towards ILS planning</p> <p>Integrate standards and methodologies into ILS planning</p> <p>Evaluate impacts on ILS planning of changes to policies, procedures, and tools</p> <p>Apply tenets of Integrated Product and Process Development (IPPD)</p> <p>Apply Joint Capabilities Integration and Development System (JCIDS) document content to ILS planning</p> <p>Provide input into Planning, Programming, Budgeting, and Execution (PPBE) process</p>
<b>Information Collection &amp; Analysis</b>	<p>Apply forecasting and M&amp;S tools to estimate life cycle costs to support logistics decisions</p> <p>Evaluate performance outcomes related to supportability and life cycle costs analysis</p> <p>Synthesize and apply lessons learned to ILS planning</p> <p>Perform life cycle cost, schedule, performance, and supportability risk assessments</p> <p>Conduct Life Cycle Cost Analysis to determine life cycle costs at different levels of support, as well as baseline and total life cycle costs</p> <p>Provide supportability data to ensure inclusion in EVM tracking where appropriate</p> <p>Conduct alternative sources research (i.e., identify viable suppliers or sources of support)</p>
<b>Problem Identification &amp; Resolution</b>	<p>Analyze system readiness and life cycle cost data, and make recommendations to resolve technical or procedural deficiencies</p> <p>Develop and refine functional requirements, usage forecasts, failure rates, and initial repair and replacement factors</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Establish working relationships with pertinent stakeholders including industry partners</p> <p>Communicate with stakeholders to verify that logistics requirements are stated accurately in the system design</p> <p>Facilitate collaboration within and across organizations that provide technical and policy guidance related to integrated logistics support</p> <p>Identify and leverage economy of scale opportunities with existing systems</p> <p>Optimize logistics interoperability with existing systems</p>

**COMPETENCY – Integrated Logistics Support (ILS) Planning:** Defined as the technical and management activities conducted to develop and deliver required system support to ensure achievement of warfighter required performance capabilities, while minimizing support costs, logistics footprint, and providing the user with the resources to sustain the system in the field.

<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Perform assessment, execution and oversight of logistics product support strategies to include PBL</p> <p>Plan for maintenance, materiel fielding, field support, and site activation</p> <p>Plan, develop, and execute Integrated Logistics Support Elements</p> <p>Assess the impact of system design changes and technical analysis on ILS planning</p> <p>Develop maintenance approaches and methods and implement life cycle logistics element support plans</p>
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**PROFICIENCY LEVEL 4:** The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	<p>Validate the supportability content of test plans and their execution</p> <p>Train others in the appropriate tailoring of ILS and in the application of related ILS tools</p> <p>Identify gaps and make recommendations improvements to tools and/or processes that support ILS planning</p>
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<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Ensure uniform application of DoD and Service/Agency policy and procedures towards ILS planning</p> <p>Ensure uniform application of Integrated Product and Process Development (IPPD) tenets</p> <p>Originate Joint Capabilities Integration and Development System (JCIDS) document content for ILS planning</p> <p>Integrate inputs into the Planning, Programming, Budgeting, and Execution (PPBE) process</p>
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<b>Information Collection &amp; Analysis</b>	<p>Optimize performance outcomes related to supportability and life cycle cost analysis</p> <p>Validate and defend results and implications of life cycle cost, schedule, performance, and supportability risk assessments</p> <p>Validate and defend results of Life Cycle Cost Analysis to determine life cycle costs at different levels of support, as well as baseline and total life cycle costs</p> <p>Evaluate life cycle cost, schedule, performance, and supportability risk assessments</p>
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<b>Problem Identification &amp; Resolution</b>	<p>Resolve technical or procedural deficiencies based on system readiness and life cycle cost data analysis</p> <p>Refine ILS plans based on the assessment of functional requirements, usage forecasts, failure rates, and initial repair and replacement factors</p> <p>Evaluate and improve the planning and execution of Integrated Logistics Support Elements</p> <p>Refine supportability objectives and constraints</p> <p>Manage complex life cycle cost, schedule and performance issues</p> <p>Mitigate adverse impacts of system design changes and technical analysis on ILS planning</p>
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<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Sustain working relationships with pertinent stakeholders including industry partners</p> <p>Ensure the consistent and timely dissemination of product information and system configuration with appropriate stakeholders</p> <p>Incorporate Joint support opportunities/requirements in the supportability strategy</p>
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**COMPETENCY – Integrated Logistics Support (ILS) Planning:** Defined as the technical and management activities conducted to develop and deliver required system support to ensure achievement of warfighter required performance capabilities, while minimizing support costs, logistics footprint, and providing the user with the resources to sustain the system in the field.

<b>Process/System Application, Assessment, &amp; Integration</b>	<p>Plan, develop, and execute Integrated Logistics Support programs</p> <p>Construct logistics product support strategies, such as PBL, to sustain weapon systems and meet user capability requirements</p> <p>Plan for maintenance, materiel fielding, field support, and site activation</p> <p>Apply sustaining engineering principles, practices and techniques</p> <p>Manage and update product support strategy development and implementation</p> <p>Participate in Independent Logistics Assessments to ensure supportability requirements are met</p>
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**PROFICIENCY LEVEL 5:** The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Create vision and provide strategic leadership for logistics design influence</p> <p>Establish and/or influence logistics design policy, procedure, and guidance</p>
<b>Information Collection &amp; Analysis</b>	<p>Direct types/methodologies of logistics design influence</p> <p>Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions</p>
<b>Problem Identification &amp; Resolution</b>	<p>Adjudicate competing priorities for Integrated Logistics Support Planning resources</p> <p>Direct uniform application of ILS planning and execution</p> <p>Develop a risk management strategy to address uncertainty in logistics support</p> <p>Oversee performance metrics and trends, and ensure corrective actions are implemented</p>
<b>Collaboration, Partnering, &amp; Relationships</b>	<p>Advocate for sustainment project/program support with respect to developing new/alternative concepts for logistics requirements given existing and future resource constraints</p> <p>Optimize strategies through coordination with DoD, interagency, multinational, coalition and/or industry teams, as applicable</p> <p>Manage relationships with stakeholders</p> <p>Lead transformation efforts to support logistics design influence</p> <p>Represent the life cycle logistics position at multi-Agency meetings and conference</p>

**COMPETENCY – Integrated Logistics Support (ILS) Planning:** Defined as the technical and management activities conducted to develop and deliver required system support to ensure achievement of warfighter required performance capabilities, while minimizing support costs, logistics footprint, and providing the user with the resources to sustain the system in the field.

<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Set overarching Integrated Logistics Support Planning guidance, strategic direction, and management</p> <p>Oversee management and currency of supportability and business case analyses to ensure successful implementation of the most suitable life cycle support strategy</p> <p>Establish and translate performance capability requirements into ILS plans</p> <p>Strategically plan, manage, and oversee resource identification and implementation of product support across the acquisition lifecycle, including Obsolescence &amp; DMSMS mitigation, Supply Chain Management, Continuous Process Improvement, Technical Data Management, Configuration Management, Sustaining Engineering, Continuous Modernization, and Technology Insertion</p> <p>Strategically plan, manage, and implement life cycle logistics priorities, resource requirements, master schedules, and product support plans, and execution of system modernization, upgrade, modification, retirement, reutilization, and disposal activities, including but not limited to potential solutions and enhancements to user-identified supportability issues</p> <p>Ensure supportability reporting and analysis is interpreted and applied across programs</p> <p>Support and defend recommendations for resource and budget requirements</p>
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**WORKFORCE CATEGORY – Life Cycle Logistics:** Life Cycle Logistics is defined as the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system’s life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The work translates force provider performance specifications for system operational availability and readiness into tailored product support, designed to deliver specified and evolving logistics support performance capability parameters. Life Cycle Logistics shapes all the functions of logistics into product support that spans the entire system life cycle. It extends optimal logistics support across all potential joint and enterprise-wide applications.

**COMPETENCY – Product Support and Sustainment:** Defined as the total life cycle systems management of program support and sustainment activities to translate force provider-specified performance criteria and associated outcome metrics for defense system operational availability and readiness into affordable, total system/total life cycle support performance capabilities. Oversight of defense system logistics support planning and execution extends business case analyses to cross-program, logistics infrastructure considerations.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

[There are no proficiencies at this level]

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Describe market research & alternative sourcing Use M&S to support product support and sustainment decisions Recognize the uses and applications of diagnostics, prognostics, and other condition based maintenance capabilities
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Recognize applicable DoD and Service policies and processes related to product support and sustainment
<b>Information Collection &amp; Analysis</b>	Identify sources of information related to product support and sustainment
<b>Problem Identification &amp; Resolution</b>	[Intentionally left blank]
<b>Collaboration, Partnering, &amp; Relationships</b>	Recognize opportunities for collaboration with pertinent stakeholders including industry partners Collaborate within and across organizations that ensure product support and sustainment requirements are met
<b>Process/System Application, Assessment, &amp; Integration</b>	Explain sustaining engineering, including deficiency reporting, technology insertion & modernization Identify system retirement, demilitarization, reutilization, disposal planning & execution Understand the life cycle logistician’s role in maintaining system readiness and operational capability

**PROFICIENCY LEVEL 3:** The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Employ applicable tools and techniques of product support and sustainment Leverage organic and commercial sector capabilities in life cycle management
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**COMPETENCY – Product Support and Sustainment:** Defined as the total life cycle systems management of program support and sustainment activities to translate force provider-specified performance criteria and associated outcome metrics for defense system operational availability and readiness into affordable, total system/total life cycle support performance capabilities. Oversight of defense system logistics support planning and execution extends business case analyses to cross-program, logistics infrastructure considerations.

<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Identify resource requirements for all facets of a program’s logistics strategy and total systems/total life cycle aspects of logistics support programs</p> <p>Apply forecasting and M&amp;S data in support of product support and sustainment decisions</p> <p>Integrate standards, methodologies, policy, and procedures into planning and execution for product support and sustainment</p> <p>Explain product support and sustainment influences, including: Designing for Support/Supportability and Reliability, Availability &amp; Maintainability (RAM); Human Systems Integration (HSI); Environmental, Safety, and Occupational Health (ESOH); and Integrated Product and Processes Development (IPPD) ) &amp; Evolutionary Acquisition Strategies</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Perform life cycle cost, schedule, performance, and supportability risk assessments</p> <p>Incorporate warfighter performance criteria (requirements and their associated outcome-based metrics) into performance-based support strategies and plans</p> <p>Evaluate performance outcomes related to product support, sustainment, and life cycle cost</p> <p>Use appropriate types and methods for collection of logistics data</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Recognize conflicts and factors that limit product support plans and sustainment execution</p> <p>Analyze system and equipment performance data to resolve technical or procedural deficiencies</p> <p>Assess usage, failure rates, and repair and replacement data to identify problems and potential resolution</p> <p>Conduct studies and research to improve system support</p> <p>Develop Diminishing Manufacturing Sources and Material Shortages (DMSMS) and obsolescence mitigation plans</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Sustain working relationships with pertinent stakeholders including industry partners</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Plan product support across the lifecycle, including Obsolescence &amp; DMSMS mitigation, Supply Chain Management, Continuous Process Improvement, Technical Data Management, Configuration Management, Sustaining Engineering, Modernization, and Technology Insertion Perform assessment, execution and oversight of logistics product support strategies to include PBL</p> <p>Provide logistics support for the installation, modification, overhaul, and repair of weapons systems and equipment</p> <p>Identify the elements needed to maintain the readiness and operational capability of deployed systems</p> <p>Refine and revise maintenance approaches and methods and implement life cycle logistics element support plans</p> <p>Assess the impact of system design and configuration changes on product support and sustainment</p> <p>Incorporate Reliability Centered Maintenance (RCM) analysis outputs into product support and sustainment strategies</p> <p>Incorporate supportability metrics into Performance Based Agreements (PBA)</p>

**COMPETENCY – Product Support and Sustainment:** Defined as the total life cycle systems management of program support and sustainment activities to translate force provider-specified performance criteria and associated outcome metrics for defense system operational availability and readiness into affordable, total system/total life cycle support performance capabilities. Oversight of defense system logistics support planning and execution extends business case analyses to cross-program, logistics infrastructure considerations.

**PROFICIENCY LEVEL 4:** The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	<p>Train others in the appropriate application of product support and sustainment</p> <p>Identify gaps and make recommendations improvements to tools and/or processes that support product support and sustainment planning and execution</p> <p>Implement mechanisms to measure and monitor logistics performance on key supportability metrics</p>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<p>Apply the appropriate elements to maintain system readiness and operational capability</p> <p>Integrate standards and methodologies into system sustainment planning</p> <p>Oversee implementation and management of integrated supportability/sustainment objectives, resources and logistics product support requirements for developing a logistics life cycle sustainment plan</p> <p>Apply sustaining engineering principles, practices and techniques to product support and sustainment</p> <p>Manage and update product support and sustainment specifications and documentation based on usage data</p> <p>Interpret the principal regulations governing defense systems acquisition, life cycle management, and sustainment</p> <p>Refine and defend life cycle sustainment analysis, planning and execution based on changes to applicable policy, directives, and standards</p>
<b>Information Collection &amp; Analysis</b>	<p>Justify and support resource requirements based on actual and projected usage data</p> <p>Evaluate life cycle cost, schedule, performance, and supportability risk assessments</p> <p>Build and defend business case analyses and other changes to evolve life cycle support programs</p> <p>Extrapolate performance outcome metrics and use to refine product support and sustainment</p> <p>Translate logistics support requirements into performance outcome measures</p> <p>Apply forecasting and cost model outputs to product support and sustainment decisions</p> <p>Track product support and sustainment execution to established logistics sustainment plans, resources, and schedules</p>
<b>Problem Identification &amp; Resolution</b>	<p>Assess system and equipment performance data to resolve technical or procedural deficiencies</p> <p>Evaluate studies and research to improve system support and implement resolutions to supportability problems</p> <p>Update supportability analyses (objectives and constraints) to continually evaluate and improve product support capabilities, design tradeoffs, design interfaces, and modeling and simulation</p> <p>Develop and execute strategies to mitigate factors that limit product support and sustainment</p> <p>Influence decisions to improve readiness, and minimize life cycle costs</p> <p>Select appropriate supportability and technology insertion solutions, considering risks, life cycle costs, and performance during the modification, upgrade, and management of complex systems</p> <p>Assess contractor and/or Government capabilities to execute the product support and sustainment plan</p>

**COMPETENCY – Product Support and Sustainment:** Defined as the total life cycle systems management of program support and sustainment activities to translate force provider-specified performance criteria and associated outcome metrics for defense system operational availability and readiness into affordable, total system/total life cycle support performance capabilities. Oversight of defense system logistics support planning and execution extends business case analyses to cross-program, logistics infrastructure considerations.

<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Sustain working relationships with pertinent stakeholders including industry partners            Ensure the consistent and timely dissemination of product information and system configuration with appropriate stakeholders            Manage government and industry teams in the resolution of complex technical and business issues            Oversee product reviews to ensure supportability requirements are met            Match resource requirements with product support and sustainment execution            Oversee development of Performance Based Agreements (PBA)</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Implement and manage Performance Based Logistics (PBL) product support strategies to sustain weapon systems and meet user capability requirements            Conduct Independent Logistics Assessments (ILA)            Oversee product support capability to include footprint reduction, Supply Chain Management, and product support elements            Develop and manage product support across the lifecycle, including Obsolescence &amp; DMSMS mitigation, Supply Chain Management, Continuous Process Improvement, Technical Data Management, Configuration Management, Sustaining Engineering, Modernization, and Technology Insertion</p>
<p><b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD</p>	
<p><b>PROFICIENCY MEASURES OF KNOWLEDGE</b></p>	
<p><b>Use of Tools and Best Practices</b></p>	<p>Lead change through the adoption and integration of enterprise-wide best practices and tools</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Set standards for programmatic resource tradeoff decisions            Create vision and provide strategic leadership for logistics design influence            Establish and/or influence logistics design policy, procedure, and guidance            Ensure warfighter logistics supportability/sustainment requirements are met</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Direct types/methodologies of logistics design influence            Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Develop a risk management strategy to address uncertainty in logistics support            Oversee performance metrics and trends, and ensure corrective actions are implemented</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Set overarching guidance, strategic direction, and management for the implementation of product support and sustainment            Optimize strategies through coordination with DoD, Service/Agency, interagency, multinational, coalition and/or industry teams, as applicable            Manage relationships with stakeholders            Lead transformation efforts to support logistics design influence            Represent the life cycle logistics position at multi-Agency meetings and conference</p>

**COMPETENCY – Product Support and Sustainment:** Defined as the total life cycle systems management of program support and sustainment activities to translate force provider-specified performance criteria and associated outcome metrics for defense system operational availability and readiness into affordable, total system/total life cycle support performance capabilities. Oversight of defense system logistics support planning and execution extends business case analyses to cross-program, logistics infrastructure considerations.

**Process/System Application, Assessment, & Integration**

- Oversee resource identification and implementation of product support strategies to support systems and meet user product support and sustainment requirements
- Oversee management and currency of supportability and business case analyses to ensure successful implementation of the most suitable life cycle support strategy
- Ensure supportability reporting and analysis is interpreted and applied across programs
- Support and defend recommendations for resource and budget requirements

**WORKFORCE CATEGORY – Life Cycle Logistics:** Life Cycle Logistics is defined as the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system’s life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The work translates force provider performance specifications for system operational availability and readiness into tailored product support, designed to deliver specified and evolving logistics support performance capability parameters. Life Cycle Logistics shapes all the functions of logistics into product support that spans the entire system life cycle. It extends optimal logistics support across all potential joint and enterprise-wide applications.

**COMPETENCY – Configuration Management:** “A management process for establishing and maintaining consistency of a product’s performance, functional, and physical attributes with its requirements, design and operational information throughout its life.” (Source: ANSI/EIA-649)

Changes to configuration may have an effect on reliability, maintainability, supportability, performance, and operational needs. This consequently will have an effect on the logistics needs of an item/system.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

[There are no proficiencies at this level]

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	<ul style="list-style-type: none"> <li>Identify elements of a system-level configuration management program</li> <li>Express the fundamentals of a systems engineering process</li> <li>Identify government and commercial automated configuration status accounting systems and product lifecycle data management systems and products</li> <li>Identify government and commercial automated configuration change control / engineering change proposal systems</li> </ul>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<ul style="list-style-type: none"> <li>Describe the configuration management tasks throughout a system’s life cycle (concept design, development, production, sustainment and disposal)</li> <li>Identify policy and procedures in DoD and Service/Agency implementation of configuration management programs</li> <li>Identify commercial standards and practices related to configuration management</li> </ul>
<b>Information Collection &amp; Analysis</b>	<ul style="list-style-type: none"> <li>Identify data requirements for the implementation and maintenance of a product data management and/or configuration status accounting system</li> <li>Identify data requirements for engineering change proposal processing, implementation, and fielding</li> <li>Identify data requirements for the conduct of functional and physical configuration audits</li> </ul>
<b>Problem Identification &amp; Resolution</b>	<ul style="list-style-type: none"> <li>Describe configuration management process issues and recommend possible resolution</li> <li>Identify a system’s process to resolve engineering change proposal issues</li> </ul>
<b>Collaboration, Partnering, &amp; Relationships</b>	<ul style="list-style-type: none"> <li>Identify users of a system’s configuration management data systems</li> <li>Identify the cross-functional relationships pertaining to a system’s configuration control board</li> <li>Collaborate within and across organizations that provide technical input to configuration management</li> </ul>

**COMPETENCY – Configuration Management:** “A management process for establishing and maintaining consistency of a product's performance, functional, and physical attributes with its requirements, design and operational information throughout its life.” (Source: ANSI/EIA-649)  
 Changes to configuration may have an effect on reliability, maintainability, supportability, performance, and operational needs. This consequently will have an effect on the logistics needs of an item/system.

<b>Process/System Application, Assessment, &amp; Integration</b>	Identify all pertinent sources of, and uses for, configuration management data
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Apply the fundamentals of configuration management to life cycle sustainment and logistics
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Analyze the impact of the configuration management change process on life cycle sustainment
<b>Information Collection &amp; Analysis</b>	Confirm the adequacy of data for use in functional and physical configuration audits
<b>Problem Identification &amp; Resolution</b>	Propose resolution to conflicting engineering change proposal recommendations
	Assess results of configuration audit discrepancies and the impacts of needed configuration change on systems supportability and sustainment
<b>Collaboration, Partnering, &amp; Relationships</b>	Participate in government and industry teams in the resolution of complex configuration management issues
	Sustain working relationships within the configuration management process
<b>Process/System Application, Assessment, &amp; Integration</b>	Assess how proposed configuration management changes may impact systems sustainment and supportability
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>For a life cycle logistician, responsibilities do not rise to proficiency levels 4 and 5. This is seen as a function of systems engineering.</b>	
<b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD	
<b>For a life cycle logistician, responsibilities do not rise to proficiency levels 4 and 5. This is seen as a function of systems engineering.</b>	

**WORKFORCE CATEGORY – Life Cycle Logistics:** Life Cycle Logistics is defined as the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system’s life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The work translates force provider performance specifications for system operational availability and readiness into tailored product support, designed to deliver specified and evolving logistics support performance capability parameters. Life Cycle Logistics shapes all the functions of logistics into product support that spans the entire system life cycle. It extends optimal logistics support across all potential joint and enterprise-wide applications.

**COMPETENCY – Reliability & Maintainability Analysis:** A process used to determine an item/system’s failure modes and frequencies, wear characteristics, maintenance methods, etc. This information becomes a major input to the Logistics processes to build the logistics support system that will ensure that an item/system will be available for its intended purpose.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Recognize the uses of reliability, availability, and maintainability (RAM) analysis tools and techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Recognize RAM standards and processes
<b>Information Collection &amp; Analysis</b>	Support the collection of data for analysis of the RAM of systems
<b>Problem Identification &amp; Resolution</b>	[intentionally left blank]
<b>Collaboration, Partnering, &amp; Relationships</b>	Understand the roles and relationship between the logistician and the system engineer in RAM analysis
<b>Process/System Application, Assessment, &amp; Integration</b>	Understand the types of RAM analysis, including Failure Modes and Effect Analysis (FMEA) and Failure Modes Effects Criticality Analysis (FMECA) processes and techniques, and their respective roles in the maintenance planning process

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Recognize how RAM analyses and assessments are used to improve readiness and reduce life cycle costs Understand the types of metrics and incentives used to improve RAM in performance based logistics support strategies
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Incorporate RAM standards and methodologies into supportability planning Recognize the scope of RAM within the Systems Design and Operational Effectiveness (SDOE) model Recognize DoD and Service/Agency policies and procedures used for RAM analysis Recognize commercial standards and practices used in RAM analysis
<b>Information Collection &amp; Analysis</b>	Collect data for analysis of the RAM of systems
<b>Problem Identification &amp; Resolution</b>	Recognize potential problems that may occur in RAM data collection

**COMPETENCY – Reliability & Maintainability Analysis:** A process used to determine an item/system’s failure modes and frequencies, wear characteristics, maintenance methods, etc. This information becomes a major input to the Logistics processes to build the logistics support system that will ensure that an item/system will be available for its intended purpose.

<b>Collaboration, Partnering, &amp; Relationships</b>	Define the roles of other functional disciplines and stakeholders in RAM analysis
<b>Process/System Application, Assessment, &amp; Integration</b>	Understand the impact of RAM requirements determination on the Joint Capabilities Integration and Development System (JCIDS) process Explain RAM processes and techniques, including FMEA and FMECA Explain the impact of design changes on system RAM

**PROFICIENCY LEVEL 3:** The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Apply forecasting/decision models and simulation techniques to support logistics decisions
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply DoD and Service/Agency policies and procedures used for RAM analysis Apply commercial standards and practices used in RAM analysis
<b>Information Collection &amp; Analysis</b>	Analyze and/or interpret system RAM data Support system engineers in assessing validity and implications of RAM related test and evaluation data
<b>Problem Identification &amp; Resolution</b>	Apply RAM data to improve readiness and reduce life cycle costs
<b>Collaboration, Partnering, &amp; Relationships</b>	Participate in government and industry teams in the resolution of complex RAM issues Sustain working relationships with pertinent stakeholders in the RAM process Develop RAM requirements with the warfighter and other stakeholders
<b>Process/System Application, Assessment, &amp; Integration</b>	Apply RAM processes and techniques, including FMEA and FMECA Mitigate the impact of design changes on system RAM

**PROFICIENCY LEVEL 4:** The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Evaluate forecasting/decision models and simulation outputs Research and assess potential RAM analysis tools and techniques
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Influence change and improvements to DoD and Service/Agency policies and procedures used RAM analysis Tailor commercial standards and practices used in RAM analysis Develop guidelines, processes, and procedures for implementing RAM standards and policies
<b>Information Collection &amp; Analysis</b>	Apply system RAM data to programmatic decisions Evaluate implications of RAM related data on product support

**COMPETENCY – Reliability & Maintainability Analysis:** A process used to determine an item/system’s failure modes and frequencies, wear characteristics, maintenance methods, etc. This information becomes a major input to the Logistics processes to build the logistics support system that will ensure that an item/system will be available for its intended purpose.

<b>Problem Identification &amp; Resolution</b>	Analyze impacts and generate corrective actions resulting from RAM analysis, including FMEA and FMECA Analyze RAM test and evaluation results and generate corrective action plans as needed Evaluate RAM data to improve readiness and reduce life cycle costs
<b>Collaboration, Partnering, &amp; Relationships</b>	Create strategic relationships with pertinent stakeholders in the RAM process Reassess RAM strategy throughout life cycle
<b>Process/System Application, Assessment, &amp; Integration</b>	Integrate strategic RAM processes and techniques, including FMEA and FMECA
<b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Ensure the effectiveness of guidelines, processes, and procedures for implementing RAM standards and policies Establish and/or influence RAM policy, procedure, and guidance
<b>Information Collection &amp; Analysis</b>	Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions
<b>Problem Identification &amp; Resolution</b>	Oversee RAM performance metrics and trends, and ensure corrective actions are implemented and sustained
<b>Collaboration, Partnering, &amp; Relationships</b>	Lead government and industry teams in the resolution of complex RAM issues Lead transformation efforts to enhance RAM implementation
<b>Process/System Application, Assessment, &amp; Integration</b>	Ensure RAM reporting and analysis are interpreted and applied across programs Support and defend recommendations for resource and budget requirements

**WORKFORCE CATEGORY – Life Cycle Logistics:** Life Cycle Logistics is defined as the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system’s life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. The work translates force provider performance specifications for system operational availability and readiness into tailored product support, designed to deliver specified and evolving logistics support performance capability parameters. Life Cycle Logistics shapes all the functions of logistics into product support that spans the entire system life cycle. It extends optimal logistics support across all potential joint and enterprise-wide applications.

**COMPETENCY – Technical/Product Data Management:** Integrates and controls various forms of life cycle technical/product data. Technical/product data range from requirements and specifications used in design and procurement to maintenance manuals and parts lists used in sustainment. All aspects of defense systems incorporate technical/product data and require technical/product data management.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Describe principles of technical data management
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Identify the types of formats and deliverables associated with technical and product data
<b>Information Collection &amp; Analysis</b>	[intentionally left blank]
<b>Problem Identification &amp; Resolution</b>	[intentionally left blank]
<b>Collaboration, Partnering, &amp; Relationships</b>	Describe how product and technical data is used to support sustainment and logistics functions
<b>Process/System Application, Assessment, &amp; Integration</b>	[intentionally left blank]

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Discuss principles of technical data verification Identify software/databases and information technology associated within integrated digital data environments Identify the best uses for the various forms of technical and product data Identify the opportunities to use tools such as Integrated Electronic Tech Manuals (IETM)
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Identify data policy, guidance, format, and standardization associated with data management strategies and data rights
<b>Information Collection &amp; Analysis</b>	Identify software/databases and information technology associated with integrated digital data environments
<b>Problem Identification &amp; Resolution</b>	[intentionally left blank]
<b>Collaboration, Partnering, &amp; Relationships</b>	Describe the collaboration necessary to ensure uniform and consistent application of evolving product and technical support data

**COMPETENCY – Technical/Product Data Management:** Integrates and controls various forms of life cycle technical/product data. Technical/product data range from requirements and specifications used in design and procurement to maintenance manuals and parts lists used in sustainment. All aspects of defense systems incorporate technical/product data and require technical/product data management.

<b>Process/System Application, Assessment, &amp; Integration</b>	Describe the various uses of technical and product data to meet customer requirements
<b>PROFICIENCY LEVEL 3:</b> The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Compare and contrast various software/databases and information technology associated within integrated digital data environments
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Apply the principle regulations governing technical data acquisition, sustainment, and management Provide recommendations regarding data policy, guidance, format, and standardization Ensure the proper application of technical data rights
<b>Information Collection &amp; Analysis</b>	Employ technical data verification Ensure the availability of sufficient and appropriate technical data throughout the system life cycle
<b>Problem Identification &amp; Resolution</b>	Develop recommendations for resolving conflicts involving technical data rights
<b>Collaboration, Partnering, &amp; Relationships</b>	Coordinate the breadth and depth of technical and product data for the functions of sustainment
<b>Process/System Application, Assessment, &amp; Integration</b>	Ensure Commercial off-the-shelf (COTS) acquisitions consider product and technical data requirements and/or rights
<b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.	
<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	Evaluate software/databases and information technology associated with integrated digital data environments
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Interpret the principle regulations governing technical data acquisition, sustainment, and management Establish data policy, guidance, format, and standardization
<b>Information Collection &amp; Analysis</b>	[intentionally left blank]
<b>Problem Identification &amp; Resolution</b>	Resolve overarching technical data management issues
<b>Collaboration, Partnering, &amp; Relationships</b>	Coordinate enterprise-wide technical and product data policies and uniform applications
<b>Process/System Application, Assessment, &amp; Integration</b>	Ensure consistent application of technical data acquisition and management principles across systems and families of systems

**COMPETENCY – Technical/Product Data Management:** Integrates and controls various forms of life cycle technical/product data. Technical/product data range from requirements and specifications used in design and procurement to maintenance manuals and parts lists used in sustainment. All aspects of defense systems incorporate technical/product data and require technical/product data management.

**PROFICIENCY LEVEL 5:** The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD

**PROFICIENCY MEASURES OF KNOWLEDGE**

<b>Use of Tools and Best Practices</b>	Lead change through the adoption and integration of enterprise-wide best practices and tools
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	Originate policy and procedures or adapt higher echelon policy Create vision and provide strategic leadership for technical and product support data management
<b>Information Collection &amp; Analysis</b>	Analyze enterprise-wide performance metrics to recommend and determine appropriate technical and product data management strategies
<b>Problem Identification &amp; Resolution</b>	Oversee performance metrics and trends, and ensure corrective actions are implemented
<b>Collaboration, Partnering, &amp; Relationships</b>	Lead transformation efforts to support technical and product support data management Represent technical and product data management position at multi-Agency meetings and conference
<b>Process/System Application, Assessment, &amp; Integration</b>	Ensure the application of technical and product data management policies are uniformly interpreted and applied across life cycle management programs Support and defend recommendations for technical and product data management budget requirements

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**COMPETENCY – Supportability Analysis:** A process used to determine an item/system’s support needs and preferred support methods. Uses the reliability and maintainability, operational requirements, existing support systems and Integrated Logistics Support objectives as inputs and it outputs an integrated support plan for the item/system’s life cycle.

**PROFICIENCY LEVEL 1:** The supervisor defines the actions, work products, and processes necessary for the employee to accomplish assigned tasks. The supervisor provides direction on a daily of step-by-step basis in order for the employee to complete tasks most effectively. Progress is checked against a timetable on a regular basis.

<b>PROFICIENCY MEASURES OF KNOWLEDGE</b>	
<b>Use of Tools and Best Practices</b>	<ul style="list-style-type: none"> <li>State the commercial sector’s role in acquisition</li> <li>Describe how supportability analysis tools and techniques are used in sustainment planning</li> <li>Describe forecasting and Modeling and Simulation (M&amp;S) models to support logistics decisions</li> <li>Identify fundamentals of contracting and strategic sourcing</li> <li>Identify fundamentals of systems engineering</li> </ul>
<b>Knowledge and application of Policy &amp; Standards &amp; other documents</b>	<ul style="list-style-type: none"> <li>Identify sustainment standards, systems, and methodologies</li> <li>Describe the elements needed to maintain system readiness and operational capability</li> <li>Define policy and procedures in DoD and Service/Agency implementation of supportability analysis</li> <li>Recognize how supportability analyses and assessments are used to improve readiness, life cycle cost and efficiency</li> <li>Describe the life cycle management process (concept , design, development, production, sustainment and disposal)</li> </ul>
<b>Information Collection &amp; Analysis</b>	Describe performance outcomes related to supportability and life cycle cost analysis
<b>Problem Identification &amp; Resolution</b>	Assist with the resolution of problems related to supportability
<b>Collaboration, Partnering, &amp; Relationships</b>	<ul style="list-style-type: none"> <li>Demonstrate awareness of pertinent stakeholder collaborations</li> <li>Demonstrate awareness of industry capabilities and partnerships</li> <li>Recognize DoD and Service/Agency organizations that provide technical guidance related to supportability analysis</li> </ul>
<b>Process/System Application, Assessment, &amp; Integration</b>	[Intentionally left blank]

**COMPETENCY – Supportability Analysis:** A process used to determine an item/system’s support needs and preferred support methods. Uses the reliability and maintainability, operational requirements, existing support systems and Integrated Logistics Support objectives as inputs and it outputs an integrated support plan for the item/system’s life cycle.

**PROFICIENCY LEVEL 2:** The employee prioritizes daily tasks with guidance from the supervisor. The supervisor takes the initiative in question and answer session to ensure issues are resolved and progress is maintained. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<p><b>Use of Tools and Best Practices</b></p>	<p>Identify the applicable tools and techniques of supportability analyses in the systems engineering process            Demonstrate how supportability analysis tools and techniques are used in sustainment planning            Explain the commercial sector’s role in life cycle management            Summarize sustainment planning using supportability analysis tools and techniques            Use forecasting and M&amp;S models to support logistics decisions            Contribute to contracting and strategic sourcing developments</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Explain the elements needed to maintain system readiness and operational capability            Execute policy and procedures in DoD and Service/Agency implementation of supportability analysis            Incorporate sustainment standards, systems, and methodologies into sustainment planning            Apply directed changes in policies, procedures, and tools</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Interpret performance outcomes related to supportability and life cycle cost analysis            Recognize the different types/methodologies of logistics and supportability analyses</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Assist in problem identification related to supportability and their resolution            Understand how supportability analysis helps define system support requirements and influences design decisions</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Collaborate with pertinent stakeholders including industry partners            Collaborate with DoD and Service/Agency organizations that provide technical guidance related to supportability analysis</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Intentionally left blank</p>

**PROFICIENCY LEVEL 3:** The employee takes the initiative, follow the work plan, check progress against objectives, and report any deviation to the supervisor. The employee works effectively and efficiently without constant checking by the supervisor. The employee seeks guidance as appropriate on key issues.

**PROFICIENCY MEASURES OF KNOWLEDGE**

<p><b>Use of Tools and Best Practices</b></p>	<p>Employ the applicable tools and techniques of supportability analyses in the systems engineering process            Use supportability analysis tools and techniques in sustainment planning            Leverage the commercial sector’s role in life cycle management            Evaluate and select appropriate supportability analysis tools</p>
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**COMPETENCY – Supportability Analysis:** A process used to determine an item/system's support needs and preferred support methods. Uses the reliability and maintainability, operational requirements, existing support systems and Integrated Logistics Support objectives as inputs and it outputs an integrated support plan for the item/system's life cycle.

<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Apply forecasting and M&amp;S data in support of logistics decisions          Apply the appropriate elements to maintain system readiness and operational capability          Apply policy and procedures in DoD and Service/Agency implementation of supportability analysis          Integrate standards and methodologies into system sustainment planning          Evaluate impacts of changes to policies, procedures, and tools</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Evaluate performance outcomes related to supportability and life cycle cost analysis          Select and implement appropriate types/methodologies of logistics and supportability analyses          Recognize shortfalls and deficiencies in existing programs (i.e., lessons learned)          Perform life cycle cost/schedule risk assessments</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Identify problems related to supportability and determine resolutions          Conduct supportability analysis to define system support requirements to influence design decisions, improve readiness, and minimize life cycle costs          Analyze system and equipment performance data in an effort to make recommendations to resolve technical or procedural deficiencies          Develop functional requirements, usage forecasts, failure rates, and initial repair and replacement factors          Conduct studies and research to improve system support</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Sustain working relationships with pertinent stakeholders including industry partners</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Assess the impact of system design changes and technical analysis on supportability          Interpret the results of supportability and affordability analysis on system sustainment planning and execution          Apply and monitor the Reliability Centered Maintenance (RCM) process</p>
<p><b>PROFICIENCY LEVEL 4:</b> The employee requires minimal supervision, addressing most issues and answering most questions about his/her own area of responsibility. The employee requires little supervision but keeps leadership apprised of project status in a timely manner, raising issues of risk to the appropriate level and at the appropriate time.</p>	
<p><b>PROFICIENCY MEASURES OF KNOWLEDGE</b></p>	
<p><b>Use of Tools and Best Practices</b></p>	<p>Train others in the appropriate use of supportability analysis tools, as applicable          Identify gaps and make recommendations to improve current tools and/or processes</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Interpret the principal regulations governing defense systems acquisition, life cycle management, and sustainment          Refine and defend life cycle sustainment analysis, planning and execution based on changes to applicable policy, directives, and standards          Recommend appropriate changes to design requirements in system specifications based on supportability analysis</p>

**COMPETENCY – Supportability Analysis:** A process used to determine an item/system's support needs and preferred support methods. Uses the reliability and maintainability, operational requirements, existing support systems and Integrated Logistics Support objectives as inputs and it outputs an integrated support plan for the item/system's life cycle.

<p><b>Information Collection &amp; Analysis</b></p>	<p>Evaluate life cycle cost/schedule risk assessments          Build and defend business cases analyses and other changes to evolve life cycle support programs          Influence performance outcome metrics related to supportability and life cycle cost analysis          Tailor types/methodologies of logistics and supportability analyses          Mitigate shortfalls and deficiencies in existing programs (i.e., lessons learned)          Customize forecasting models to support logistics decisions, such as system support and ownership cost impact</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Establish and validate supportability requirements based on the analysis of system and equipment performance and readiness data          Implement resolutions to supportability problems          Influence design decisions to improve readiness, and minimize life cycle costs based on supportability requirements          Resolve technical or procedural deficiencies resultant from system and equipment performance data analysis          Select appropriate supportability solutions considering risks, life cycle costs and performance during the planning, acquisition, fielding and management of complex systems</p>
<p><b>Collaboration, Partnering, &amp; Relationships</b></p>	<p>Establish and promote working relationships with pertinent stakeholders including industry partners          Manage government and industry teams in the resolution of complex technical and business issues</p>
<p><b>Process/System Application, Assessment, &amp; Integration</b></p>	<p>Mitigate the impact of system design changes and technical analysis on supportability          Apply the results of supportability and affordability analysis on system sustainment planning and execution          Align life cycle management principles/practices to the appropriate phase of acquisition or program life cycle          Translate support parameters in operational terms to achieve readiness objectives and minimize life cycle support costs</p>
<p><b>PROFICIENCY LEVEL 5:</b> The employee is a recognized expert in a particular area and often handles the most challenging situations. The employee takes responsibility for moving the business in a specific direction and are aware of external development in his/her area of expertise as well as how these can be leverage or addressed by DoD</p>	
<p><b>PROFICIENCY MEASURES OF KNOWLEDGE</b></p>	
<p><b>Use of Tools and Best Practices</b></p>	<p>Lead change through the adoption and integration of enterprise-wide best practices and tools</p>
<p><b>Knowledge and application of Policy &amp; Standards &amp; other documents</b></p>	<p>Originate policy and procedures or adapt higher echelon policy          Create vision and provide strategic leadership for logistics design influence          Establish and/or influence logistics design policy, procedure, and guidance          Ensure warfighter logistics supportability/sustainment requirements are met</p>
<p><b>Information Collection &amp; Analysis</b></p>	<p>Analyze enterprise-wide performance metrics to recommend and determine appropriate solutions</p>
<p><b>Problem Identification &amp; Resolution</b></p>	<p>Develop a risk management strategy to address uncertainty in logistics support          Oversee performance metrics and trends, and ensure corrective actions are implemented</p>

**COMPETENCY – Supportability Analysis:** A process used to determine an item/system's support needs and preferred support methods. Uses the reliability and maintainability, operational requirements, existing support systems and Integrated Logistics Support objectives as inputs and it outputs an integrated support plan for the item/system's life cycle.

<b>Collaboration, Partnering, &amp; Relationships</b>	Lead government and industry teams in the resolution of complex technical and business issues Manage relationships with stakeholders Lead transformation efforts to support logistics design influence Represent the life cycle logistics position at multi-Agency meetings and conference
<b>Process/System Application, Assessment, &amp; Integration</b>	Recommend overarching system capability performance requirements based on the supportability analysis Ensure supportability reporting and analysis is interpreted and applied across life cycle management programs Support and defend recommendations for resource and budge requirements



# **Fundamental Competencies**

## **Leadership and Management Competencies**



# OPM has defined Fundamental and Leadership & Management Competencies across all career fields

<i>Definition/Overview</i>	<i>Competency</i>
<p data-bbox="189 362 446 429"><b>FUNDAMENTAL COMPETENCIES</b></p> <p data-bbox="600 454 1199 558">Fundamental skills and abilities necessary for all personnel, regardless of specific workforce category.</p>	<p data-bbox="1402 337 1765 365">Public Service Motivation</p> <p data-bbox="1450 415 1721 444">Continual Learning</p> <p data-bbox="1437 494 1734 522">Oral Communication</p> <p data-bbox="1418 572 1754 601">Written Communication</p> <p data-bbox="1464 651 1707 679">Integrity/Honesty</p> <p data-bbox="1383 729 1789 758">Interpersonal Competencies</p>

<i>Definition/Overview</i>	<i>Professional Attribute Category (# of Competencies w/in Category)</i>
<p data-bbox="79 911 552 978"><b>LEADERSHIP &amp; MANAGEMENT COMPETENCIES</b></p> <p data-bbox="600 968 1238 1186">Skills and abilities required by leaders and managers, which are critical to assess leadership and management experience and potential needed to succeed in a variety of environments. Organized within six professional attribute categories.*</p> <p data-bbox="600 1250 1074 1279">* SES Executive Core Qualifications (ECQs)</p>	<p data-bbox="1431 886 1734 915">Building Coalitions (3)</p> <p data-bbox="1431 965 1734 993">Business Acumen (4)</p> <p data-bbox="1456 1043 1709 1072">Results Driven (6)</p> <p data-bbox="1450 1122 1715 1150">Leading People (4)</p> <p data-bbox="1445 1200 1721 1229">Leading Change (6)</p> <p data-bbox="1360 1279 1808 1308">Enterprise-Wide Perspective (2)</p>



# Fundamental Competencies

**Fundamental Competencies:** These are personal competencies that serve as the foundation for successful job performance

Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Oral Communication	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
Integrity/Honesty	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
Written Communication	Writes in a clear, concise, organized, and convincing manner for the intended audience.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Public Service Motivation	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.



# Leadership & Management Categories and Competencies

## Leadership & Management

These professional attributes are critical to assess leadership and management experience and potential – not technical expertise. They measure whether an individual has the broad skills needed to success in a variety of environments. *\*DoD Unique or Expanded Definitions (Italics)*

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-wide Perspective
<p>This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment.</p>	<p>This core competency involves the ability to lead <i>not only employees, but a multi-sector workforce</i>, toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates <i>effective delegation, empowerment, personal sacrifice and risk for the good of the mission, as well as cooperation and teamwork</i>, and supports constructive resolution of conflicts.</p>	<p>This core competency involves the ability to meet organizational goals and stakeholder expectations. Inherent to this competency is <i>stewardship of resources</i>, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.</p>	<p>This core competency involves the ability to manage human, financial, and information resources strategically.</p>	<p>This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.</p>	<p><i>This core competency involves understanding and consideration of the relationship of individual or organizational responsibilities vis a vis the larger DoD strategic priorities. It is shared by experience and education characterized by a strategic/top level focus on broad requirements, joint and multi-agency or multi-component experiences, integration of information both vertically and horizontally, and collaboration among partners across and outside the Department.</i></p>
Competencies					
<ul style="list-style-type: none"> <li>•Creativity &amp; Innovation</li> <li>•External Awareness</li> <li>•Strategic Thinking</li> <li>•Vision</li> <li>•Flexibility</li> <li>•Resilience</li> </ul>	<ul style="list-style-type: none"> <li>•Conflict Mgmt</li> <li>•Leveraging Diversity</li> <li>•Developing Others</li> <li>•Team Building</li> </ul>	<ul style="list-style-type: none"> <li>•Accountability</li> <li>•Decisiveness</li> <li>•Entrepreneurship</li> <li>•Customer Service</li> <li>•Problem Solving</li> <li>•Technical Credibility</li> </ul>	<ul style="list-style-type: none"> <li>•Financial Mgmt</li> <li>•Human Capital Mgmt</li> <li>•Technology Mgmt</li> <li>•Computer Literacy</li> </ul>	<ul style="list-style-type: none"> <li>•Political Savvy</li> <li>•Influencing / Negotiating</li> <li>•Partnering</li> </ul>	<ul style="list-style-type: none"> <li>•Joint Perspective               <ul style="list-style-type: none"> <li>–Mission Orientation</li> <li>–DoD Mission &amp; Culture</li> <li>–DoD Corporate Perspective</li> <li>–National Defense Integration</li> <li>–Global Perspective</li> </ul> </li> <li>•National Security               <ul style="list-style-type: none"> <li>–Nat Sec Foundation</li> <li>–Nat Sec Environment</li> <li>–Nat Sec Strategy</li> </ul> </li> </ul>



# Leading Change

**Definition:** This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment.

## Competencies *(As defined by OPM)*

Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
Vision	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.



# Leading People

**Definition:** This core competency involves the ability to lead not only employees, but a multi-sector workforce, toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice and risk for the good of the mission, as well as cooperation and teamwork, and supports constructive resolution of conflicts.

## **Competencies** *(As defined by OPM)*

Conflict Management	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.



# Results Driven

**Definition:** This core competency involves the ability to meet organizational goals and stakeholder expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.

## Competencies *(As defined by OPM)*

Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise



# Business Acumen

**Definition:** This core competency involves the ability to manage human, financial, and information resources strategically.

## **Competencies** *(As defined by OPM)*

Financial Mgmt	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
Technology Mgmt	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems



# Building Coalitions

**Definition:** This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

## **Competencies** *(As defined by OPM)*

Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Influencing / Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.



# Enterprise-Wide Perspective

Definition: This core competency involves understanding and consideration of the relationship of individual or organizational responsibilities vis a vis the larger DoD strategic priorities. It is shaped by experience and education characterized by a strategic/top level focus on broad requirements, joint and multi-agency or multi-component experiences, integration of information both vertically and horizontally, and collaboration among partners across and outside the Department

## Competencies

### Joint Perspective

- Mission Orientation
- DoD Mission & Culture
- DoD Corporate Perspective
- Global Perspective

### National Security

- Nat Sec Foundation
- Nat Sec Environment
- Nat Sec Strategy