

## **Interdisciplinary Executive-Level DoD Product Support Manager (PSM) Competencies**

### **Product Support Policy and Statutory Requirements (PSP&SR) Competencies**

- PSP&SR 1. Develop and implement a comprehensive product support strategy for a weapon system
- PSP&SR 2. Use appropriate predictive analysis and modeling tools as part of a strategy to improve material availability and reliability, increase operational availability rates, and reduce operation and sustainment costs
- PSP&SR 3. Conduct appropriate cost analyses to validate the product support strategy, including cost-benefit analyses?
- PSP&SR 4. Develop and implement appropriate product support arrangements (PSAs) to ensure achievement of desired product support outcomes
- PSP&SR 5. Optimize implementation of the product support strategy by adjusting performance requirements and resource allocations across product support integrators (PSIs) and product support providers (PSPs)
- PSP&SR 6. Periodically review product support arrangements (PSAs) between the product support integrators (PSIs) and product support providers (PSPs) to ensure the arrangements are consistent with the overall product support strategy
- PSP&SR 7. Revalidate a business-case analysis prior to each change in the product support strategy or every five years
- PSP&SR 8. Ensure that the product support strategy maximizes small business participation at the appropriate tiers?
- PSP&SR 9. Provide weapon systems product support subject matter expertise to the PM, for the execution of the PM's duties as the Total Life Cycle Systems Manager
- PSP&SR 10. Promote opportunities to maximize competition while meeting the objective of best-value long-term outcomes to the war fighter
- PSP&SR 11. Seek to leverage enterprise opportunities across programs and DoD Components
- PSP&SR 12. Document the product support strategy in the Life Cycle Sustainment Plan (LCSP) in accordance with LCSP Outline
- PSP&SR 13. Understand applicable Title 10 statutes and DoD policies governing depot maintenance and related product support management activities

### **Program Management (PM) Competencies**

- PM 1. Understand and translate War fighter requirements into the product support strategy or plan
- PM 2. Understand the life cycle product support processes, procedures, documents, capabilities and decisions required in a Joint Urgent Operational Need (JUON) and/or a rapid acquisition environment?
- PM 3. Develop and implement long-term plans to minimize risks to the achievement of performance based outcomes (i.e., reliability, availability, affordability) over the life of the program
- PM 4. Understand the major roles and responsibilities of the Program Manager (PM), Product Support Manager (PSM), Product Support Integrator (PSI), Product Support Provider (PSP) as outlined in the DoD Product Support Business Model.
- PM 5. Execute the product support manager responsibilities as the program advocate and champion to ensure all integrated product support elements are considered and addressed in the life cycle sustainment of the system
- PM 6. Establish metric traceability to performance drivers and incentives throughout the

- program
- PM 7. Supervise technical processes; manage human resources, financial resources, and facilities; and manage contracts according to documented plans for a complex project
- PM 8. Describe an effective measurement process, including outcome-based performance measures, to assess progress toward established goals
- PM 9. Describe how contractors develop and implement strategies for priming, subcontracting, and teaming, and how those strategies reflect a variety of desired outcomes
- PM 10. Understand and implement the Joint Capabilities Integration and Development System (JCIDS) process
- PM 11. Identify, plan for, and implement those functions necessary when system life extension is required
- PM 12. Recognize how total life cycle systems management (TLCSM) is applied to achieve system readiness requirements and implement cost-effective, long-term, performance-based life cycle (PBL) product support strategies
- PM 13. Execute product support manager responsibilities to ensure successful fielding/site activation, including: developing a fielding plan and a fielding schedule; obtain required fielding authorizations, certifications, and approvals; and planning for interim support

### **Technical Management (TM) Competencies**

- TM 1. Demonstrate how the System Engineering Plan (SEP), Test and Evaluation Master Plan (TEMP), and Life Cycle Support Plan (LCSP) are used to integrate S&E, T&E, and life-cycle logistics / sustainment planning activities in support of a program's acquisition strategy
- TM 2. Translate warfighter readiness, availability, and sustainment requirements into product support attributes, affordable life cycle product support, and reduced logistics footprint
- TM 3. Explain how product support attributes can change and evolve over the product's life cycle as the system's operating environment and operational requirements change, and devise a product support strategy that accounts for this evolution
- TM 4. Engage in the system design and engineering processes to ensure logistics requirements are identified early in the acquisition life cycle, optimizing reliability, availability, and affordability and ensure a producible and supportable system
- TM 5. Articulate the importance of designing for supportability in successfully achieving product support and sustainment requirements and meeting the DoD availability KPP and reliability and cost KSAs
- TM 6. Establish a design for reliability, availability, maintainability, and supportability in meeting warfighter product support and sustainment requirements across a system's life cycle to ensure a moderate-level of risk during system testing and a higher probability of fielding success
- TM 7. Recognize the definition, importance, application, and oversight of DoD life cycle sustainment metrics (including sustainment KPPs and KSAs) as key drivers of system performance and key factors in system design trade-off decisions
- TM 8. Describe and establish a configuration management process to ensure the consistency of a product's design, functional and physical attributes, and performance throughout its life cycle and evaluating the success of that process
- TM 9. Assess the impact that configuration changes may have on reliability, maintainability, supportability, performance, operational needs, and system logistics requirements
- TM 10. Describe long-term product support and sustainment strategies to achieve weapon system reliability, availability, and affordability
- TM 11. Recognize how the Supportability Analysis process is used to determine a system's product support and sustainment needs and preferred support methods
- TM 12. Recognize how logistics support data collected during T&E can sufficiently and accurately support the evaluation framework in the TES and TEMP, and how test results relate to operational suitability and supportability
- TM 13. Provide input to a product's Test & Evaluation Master Plan (TEMP) to ensure supportability and logistics-related requirements are represented in the product's T&E strategy

- TM 14. Identify and understand post-production support activities and being able to articulate how the PQM functions of inventory control, distribution support, production line restart/shutdown, and failure/defect investigation help provide the user with supportable systems
- TM 15. Explain integrated Supply Chain Management (SCM), depot maintenance planning and statutory requirements (10 USC 2460, 2464, 2466), depot source of repair determination (DSOR), and public-private partnerships (PPP) as key system sustainment activities, and their role in delivering life cycle product support to include production line design and execution
- TM 16. Oversee the development and implementation of proactive obsolescence and DMSMS mitigation planning, funding, and execution strategies throughout a system's life cycle in order to maximize system readiness, availability, performance, and life cycle cost reductions
- TM 17. Advocate for an open systems architecture during design and development and engage in the implementation and oversight of sustaining engineering processes to ensure support and sustainment requirements are addressed in product improvement initiatives (system upgrades, modifications, modernization, retrofit, service life extensions, etc.) throughout the system life cycle to improve performance, readiness, and affordability
- TM 18. Effectively manage the various forms of life cycle technical/product data, from requirements and specifications used in design and procurement to maintenance manuals and parts lists used in sustainment; analyze the government and contractor rights under the various categories of data rights to include software licensing agreements, patent, and data rights
- TM 19. Prevent (as a key member of the program leadership team) the introduction of counterfeit material at any level of the DoD supply chain; implementing prevention programs for counterfeit material, malicious hardware and software, and unauthorized technology transfer

### **Executive Leadership (EL) Competencies**

- EL 1. Identify and analyze problems, weigh the relevance and accuracy of available information, generate and evaluate alternative solutions, and make appropriate recommendations
- EL 2. Rapidly evaluate and adapt to new information, changing conditions, or unexpected obstacles
- EL 3. Make well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences, and perceive the impact and implications of those decisions
- EL 4. Develop new insights into situations, questioning conventional approaches, encourage new ideas and innovations, and design and implement new or cutting edge programs/processes
- EL 5. Appraise the internal and external politics that impact the work of the organization, perceive the organizational and political reality, and act accordingly
- EL 6. Formulate and defend objectives and priorities, implementing plans consistent with the long-term interest of a global organization, capitalizing on opportunities, and managing risks
- EL 7. Persuade others, build consensus through give and take, gain cooperation from others to obtain information and accomplish goals
- EL 8. Apply the functions of, and membership in, working groups and project oriented teams, including Integrated Product and Process Teams, and comprehend the relationship between government, support contractors and system integrators on working groups and teams
- EL 9. Establish and manage interfaces and relationships with team members, customers, stakeholders, and partners; develop networks, build alliances, and collaborate across boundaries to build strategic relationships and achieve common goals
- EL 10. Develop relationships and implementing collaboration among the product support manager, program financial manager, contracting office, and program management to conduct program management analyses
- EL 11. Eliminate redundancies of capabilities, resources, and infrastructure within a life cycle product support portfolio to minimize a logistics footprint

## **Business Management (BM) Competencies**

- BM 1. Establish a repeatable process for forecasting and balancing cost, schedule, and performance goals within program funding to achieve performance-based outcomes
- BM 2. Understand the Cost Assessment and Program Evaluation (CAPE) O&S cost element structure and describe how these elements support achievement of the Ownership Cost Key System Attribute (KSA)
- BM 3. Leverage the Planning, Programming, Budgeting, and Execution (PPBE) process to fund a product support strategy; analyze requests, providing inputs, and prioritizing recommendations to support sound budget decisions; integrating fundamental aspects of life cycle cost estimating and budgeting to optimize long-term product support and sustainment costs
- BM 4. Understand, plan, and execute funding strategies, to include use of working capital funds
- BM 5. Develop business case analyses (BCAs) to support the identification of life cycle product support strategies that optimize cost, investment, and spending decisions
- BM 6. Identify support and sustainment cost drivers across the life cycle and understanding, developing, and conducting analyses for 'should cost' and 'will cost' determinations
- BM 7. Use earned value management (when appropriate) to evaluate and optimize implementation of a product support strategy
- BM 8. Understand the return on investment from Engineering Change Proposals (ECPs) and Value Engineering Change Proposals (VECPs)
- BM 9. Develop and implement product support arrangements (PSAs) with organic partners to achieve performance based outcomes
- BM 10. Develop sustainment strategies that include the best use of public and private partnerships (PPPs) to maximize efficiency and productivity; recognize the contract types commonly associated with PPPs
- BM 11. Improve requirements definition in order to reduce costs, promote effective competition, shorten acquisition lead times, and increase the effectiveness of a product support strategy through the development of effective performance work statements (PWSs)
- BM 12. Explain key factors that drive the contract strategy (i.e., small business participation requirements, use of competitive and non-competitive procurements, contract type selection)
- BM 13. Explain contract administration functions and responsibilities to include an understanding of when a contract modification is appropriate; the role of the contracting officer and the contracting officer's representatives; performance evaluation in CPARS (Contractor Performance Assessment Reporting System); and how to resolve contract performance problems to address customer concerns and the contractor's responsibilities for performance of the contract compliance with contract requirements
- BM 14. Understand what drives competition and promoting competition throughout the life cycle product support portfolio
- BM 15. Understand and incorporate the use of incentives for productivity and innovation in the public and private sectors
- BM 16. Understand the pre and post-award capabilities of the Defense Contract Management Agency (DCMA) and the Defense Contract Audit Agency (DCAA) and leveraging those capabilities in support of the development and management of effective product support contracts
- BM 17. Articulate how contracting rules and guidance (i.e., FAR and DFARS) are applied to performance based life cycle product support
- BM 18. Understand DoD policy and guidance as it relates to best value and developing, validating, and executing best value product support strategies