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PMT 360 - Program Management Office Course, Part B

170501

Course Learning/Performance Objectives followed by its enabling learning objectives on separate lines if specified.

(Highligted obectives are address in PMT 355)

1	Summarize the Planning, Programming, Budgeting and Execution (PPBE) process.
	Analyze the financial structure and the movement of funds within the PPBE.
2	Given a scenario, develop an appropriate PMO structure.
	Apply the 5000 series and the tenets of Integrated Product and Process Development (IPPD) and Integrated Product Teams (IPT) to assign responsibilities for future PMO/IPT missions.
	Develop an organizational structure tailored to meet PMO needs.
	Examine the duties and membership of the Corrosion Prevention Advisory Team (CPAT).
	Examine the duties and membership of the Corrosion Control Team (CCT).
3	Given a scenario using an ATD as a technology transition mechanism, formulate a technology transition strategy that has the impact, roles and opportunities of the DoD Science & Technology process throughout the defense acquisition system lifecycle.
	Describe the role of Science and Technology as it relates to the systems acquisition process.
	Deduce technology and product maturity to transition an ATD into an acquisition program.
	Determine what general design and technical considerations should be explored as part of a corrosion prevention and control (CPC) program.
	Explain the basics of Defense S&T Strategic planning.
	Differentiate the key similarities and differences between acquisition program, Advanced Technology Demonstrations (ATDs), and Joint Capability Technology Demonstrations (JCTDs).
	Identify challenges in transitioning a technology demonstration into formal acquisition process.
	Recognize the planning basis for defense science and technology and the continuum of science and technology development from the university environment to advanced technologies.
	Recognize practices and activities that support the rapid and effective transition from science and technology to products.
	Identify DoD policies and practices that affect technology transition mechanisms.
	Identify how S&T links to the formal acquisition process.
4	Given a scenario, formulate a top-level strategy and program structure that addresses requirements and is compliant with the DoD 5000 series.
	Discuss the applicability of an evolutionary acquisition strategy.
	Given acquisition reform initiatives, apply new policies and initiatives in the development of a transition strategy.
	Apply joint and international policy considerations to the formulation of an acquisition program.
	Analyze joint considerations in the formulation of an evolutionary strategy.
	Explain "confirmation," "certification," and other key requirements of the Clinger-Cohen Act (CCA) as it applies to information technology (IT) and acquisition programs.
5	Given a scenario with users and their requirements and plans, formulate appropriate strategies to implement into a program.
	Analyze the relationship between developing and refining operational requirements and implementing an evolutionary acquisition strategy with supporting funding profile.
	Given design trade studies, interpret the results to recommend the most cost-effective concept for development.
6	Given a situation, identify risks in the formulation of a transition or acquisition strategy.
	Given a contract, prepare an integrated risk assessment in response to a government solicitation.
	Analyze risk items regarding cost, schedule and technical maturity.
	Recognize the technology transition mechanisms and their roles.
	Recognize four practices that support the rapid and effective transition from science and technology to products.
	Given program requirements, the acquisition strategy and risk management software, analyze the program's risks.
7	Given a scenario,determine the appropriate use of modeling and simulation in a program.
	Determine a recommended alternative using modeling and simulation as a tool.
	Determine best value through the use of modeling and simulation tools in combination with test data in a Simulation Based Acquisition program environment.
	Formulate M&S as part of a test strategy.
	Identify major test stakeholders to include them from the beginning in conversations with users and developers.
8	Given a scenario, analyze various options for meeting user requirements.
	Given a major test failure, analyze how interoperability requirements may be addressed as part of an evolutionary acquisition strategy.
	Analyze the Net-Ready Key Performance Parameter (NR-KPP)
9	Categorize the specific administrative and programmatic requirements of the DoD oversight and review structure.
	Develop programmatic review briefings throughout the program lifecycle.
	Determine the necessary data and documentation to support and defend review briefings.
10	Given a program scenario, evaluate the impact of contract type and contract payment methodologies on the contractor and the program.

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	Evaluate the effect on a contractor of different contract types.
	Determine under what circumstances Unique Identification is contractually required for property (tangible) assets delivered to the government.
11	Given the JRATS scenario, originate key parts of a solicitation that effectively communicates key program specifications, parameters and requirements, transition strategy and factors for award.
	Given a draft Capability Development Document (CDD), FAR/DFAR guidance and a contracting strategy, construct a solicitation that contains effective provisions for assessing the responses/offers.
12	Given an RFP, analyze opportunities to team with a foreign industrial partner.
	Given the policies and procedures for international cooperation and sales, apply these policies to the JRATS transition strategy.
13	Given the concept design contract, determine a strategy for meeting government requirements in accordance with the terms of the contract.
	Given the concept demonstration contract, develop a strategy for meeting the government requirements in accordance with the contract terms and conditions.
	Given a scenario, appraise "Other Transaction Authority" and its appropriateness of use.
14	Recognize the role of Congress and its interaction/interface with DoD with regard to the budget, requirements, and acquisition processes for the management and execution of acquisition programs.
	Given the JRATS scenario, prepare a life cycle cost estimate for the JRATS program.
	Develop a response to a Congressional Inquiry.
	Point out the impact of Congressional inquiries on defense acquisition.
15	Given a scenario, differentiate government buying practices with commercial buying practices and potential impacts on program management.
	Analyze the practice of buying commercially and the cost impacts associated with deviating from standard commercial practices by including government specific requirements.
16	Given a partially completed market analysis and past market survey reports, apply market research techniques to complete the market analysis incorporating both business and technical issues related to commercial product availability and applicability.
	Discuss the impact of modifying requirements to promote use of commercial products.
17	Effectively apply software development principles within the acquisition management processes.
	Given appropriate laws and DoD policies on software development and acquisition, choose an appropriate set of required activities for a given DoD software-intensive system.
	Properly apply key “Best Practices” relevant to the acquisition of a given DoD software-intensive system.
	Illustrate how software logistics and post-production software support can be incorporated in to the systems acquisition lifecycle.
	Examine deployment support, service life extension, and transition/fielding issues for software-intensive systems.
	Determine the role of the various functional areas within a CR-IPT.
	Determine DoD policies for the software acquisition and development process.
	Determine DoD best practices for the software acquisition and development process.
	Examine software maturity levels and their impact on the software acquisition process.
	Examine software management, quality and process measures.
	Differentiate between government and industry roles regarding key software development & acquisition processes.
18	Given appropriate documentation, develop a process to ensure user requirements are met.
	Plan a T&E process.
	Develop a contractor T&E plan.
19	Synthesize tailoring of system supportability analysis.
	Explain the purpose, policies and practice governing DoD supportability analysis.
	Describe the general conduct of a supportability analysis and state some implications of putting the results into action.
	Evaluate a system’s supportability.
20	Given multiple prototype designs, relate the systems engineering technical and technical management processes to blend new and existing technologies ensuring the final design solution meets both current requirements and future needs.
	Given user organizations and system developers, develop operational requirements into design requirements.
	Develop a strategy to ensure that operational requirements are communicated effectively to system developers, emphasizing interoperability and ease of system modernization using an evolutionary system acquisition approach.
	Formulate a design solution that reflects the integrated inputs of the stakeholders involved such that the concerns of the broad community of specialty functional interests are balanced in the design solutions proposed.
	As test data becomes available, modify designs and program documentation to ensure balance between user requirements, functional requirements, cost and schedule.
	Apply the SE process to multiple options to develop a design solution.
21	Given a scenario with design decisions to document and ensure deliveries reflect a best-value balance among cost, schedule, performance and technical risk factors, relate appropriate system engineering technical management processes that assess alternatives and measure progress.

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	As testing progresses, modify technical risk plans to address unexpected results.
	Conduct trade studies to achieve appropriate balances between cost, schedule, performance, and risk.
	As testing progresses, revise design decisions as required to meet and exceed cost and performance requirements.
22	Given a selected design, explain its benefits and limitations.
	Given a government solicitation, synthesize design alternatives, risk, and requirements.
	Given problem solving techniques, analyze problems and make decisions related to system trade-offs.
	Analyze selected design progress and effectiveness given problem solving and decision-making tools and techniques.
	Given the selected design, analyze results of prototype testing.
23	Given a scenario, demonstrate communication skills in the areas of negotiation, writing and decision briefing.
	Given a program, compare critical thinking to other types of thinking and assess its utility in problem solving and decision making.
	Given a program, examine the key characteristics of critical thinking and how they are used in system acquisition problem solving.
	Given a program, produce a development plan which effectively conveys the rationale for the selection of an alternative design.
	Given an RFP, develop an oral proposal that meets government requirements for cost, schedule and performance.
	Given program status, discuss recommended programmatic changes at an information brief in the context of risk mitigation.
	Given changed program circumstances, determine the most appropriate approach for contract change.
24	Summarize the influence of supportability in system design and modernization.
	Identify key supportability performance measures used during the systems acquisition process.
	Given a system operational/usage concept(s), formulate a supportability analysis and support strategy for effective management of system supportability.
	Given a set of contractor system proposals, determine the proposal with most cost-effective system supportability.
	Given JRATS contractor T&E data, prescribe product and/or process improvements to increase system reliability.
	Analyze the logistic and supportability implications of an evolutionary acquisition approach.
	Explain appropriate methods of computing and using Reliability and Availability.
	Explain three different types of Availability.
	Explain the use of key supportability performance measures in implementing a performance based logistics (PBL) environment.
25	Given a scenario, evaluate tools and techniques to estimate, measure and predict software cost, schedule, quality and maturity.
	Formulate software lifecycle cost and schedule estimates.
	Assess software quality risks associated with software development for a given program.
	Given a scenario, develop appropriate mitigation strategies for software acquisition risks you identified.
	Explain PSM measures.
26	Given an operating JUGV prototype, analyze performance versus requirements.
	Given a scenario, analyze test data for a program.
27	Recognize opportunities to apply Performance Based solicitation principles.
	Given an acquisition strategy, selection criteria and operational requirements, formulate a solicitation for a system demonstration.
28	Given a scenario, present the implications of interoperability policy for the JRATS demonstration program.
	Explain appropriate policies regarding interoperability that govern the management of acquisition programs.
	Determine the appropriate C4I interoperability certification testing.
29	Given a scenario, develop a proposal pricing strategy from the contractor's perspective.
	Analyze the strategy and tactics to support the pricing process in bidding competitive contracts, including explaining how market factors and cost risk affect the price.
30	Given contractor proposals, employ techniques to evaluate contractor price, technical, management and past performance, for selection of a "Best Value" contractor.
	Examine techniques to evaluate contractor price, technical, management, and past performance.
	Given an analysis of each contractor's price, technical, management , and past performance, compare contractor proposals to determine "Best Value" contractor.
31	Evaluate government and contractor management of Life Cycle Cost (LCC).
	Given several contractor system proposals, evaluate which proposal should result in lowest LCC and LCC risk.
	Explain the PM's responsibility and techniques for continually improving system affordability through effective supportability planning and execution.
32	Examine system logistical and producibility costs and trade-offs.
	Given DoD policy, explain disposal tradeoffs impact on LCC.

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	Given contractor logistics and production plan proposals, examine system costs and trade-offs and determine the proposal that provides the most cost effective approach.
33	Given proposal assessments, select a contractor.
	Given problem solving and decision making tools, analyze the merits of the contractor proposals.
34	Given a scenario, revise the acquisition strategy to address requirements and to be compliant with the DoD 5000 series.
	Given an acquisition strategy, revise the strategy to address significant changes, including international considerations.
	Given an acquisition strategy, revise the acquisition strategy to accommodate changes and incremental upgrade requirements.
35	Given a program scenario and the DoD 5000 series, determine the required program information elements (documents) necessary to describe and manage an acquisition program.
	Analyze impact of law, the DoD 5000 series, and other regulations on the acquisition oversight and review process, and required program information elements.
	Identify requirements for Clinger-Cohen Act (CCA) compliance as stated in DoDI 5000.2 and the associated metrics and concepts for IT program management.
	Examine modular contracting during the IT acquisition process.
	Identify the role of architectures in the management of IT programs.
	Examine the importance of capital planning and investment control in the IT acquisition process.
36	Using program documentation, prepare for a milestone review.
	Given a scenario and partial program documentation, prepare a presentation appropriate for a milestone review.
	Analyze program initiation and Milestone B decision in accordance with the fully-funded policy.
37	Identify the policies and procedures for international cooperation and sales that may impact a program acquisition strategy and funding.
	Define types of international programs.
	Explain the differences between and organizations responsible for Security Assistance Programs and Cooperative Acquisition.
	Identify the components of the Request for Approval to Develop process for International Agreements.
	Explain the framework for arms transfers in terms of legal authority, responsibilities, policy guidance, and implementation.
	Describe the various sources of funding for international cooperative projects.
	Describe the criteria and benefits of Foreign Comparative Testing.
	Determine where a PMO can obtain international acquisition program guidance and assistance at the Service and OSD level.
	Identify current international cooperative acquisition policy and procedures and the planning required for international involvement in an acquisition program.
	Analyze how the inclusion of international partners and an international cooperative agreement will impact an acquisition program.
	Explain the four parts of a Technical Assessment/Control Plan (TA/CP)
38	Given an acquisition program and the need for the appropriated funds to execute that program, prepare appropriate programming and budgeting submissions and estimates in accordance with (IAW) the PPBE process.
	Summarize the cost impact of a major event in the program.
	Summarize funding risks throughout the acquisition program's life cycle.
39	Given a program budget, justify programs and budget IAW the PPBE process.
	Determine the ability of a program to execute an acquisition strategy based on the submitted budget justification.
	Determine PPBE process windows to acquire funds to support a revised acquisition strategy.
40	Given a system's status and user feedback, re-evaluate program risk and revise mitigation plans.
	Propose a program's plan for risk mitigation.
	Given international and interoperability issues, revise risk management plan and risk handling/mitigation plan.
	Given production changes/challenges, assess a program's risk and associated risk handling options.
	Reorganize a program's fielding plan given an evolving situation.
	Develop the programmatic and contractual actions necessary to react to a Joint Urgent Operational Need (JUON).
41	Given an approved acquisition strategy, evaluate the strategy based on initial operational test results.
	Given an approved acquisition strategy and changes to the program, reorganize the strategy.
42	Given a performance problem during T&E, evaluate program options.
	Analyze TE results to identify problem(s).
	Design new TE strategy.
	Evaluate program alternatives.
43	With appropriate government and contractor participation, develop a contract or contract modification to an existing development contract.
	Modify an existing development contract to respond to a major test failure.

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44	Given a revised acquisition strategy, propose appropriate revisions to the Acquisition Program Baseline.
	Given a major test failure, prepare revisions to the Capability Development Document (CDD) and the Acquisition Program Baseline, as appropriate.
45	Given program technical status report, analyze project and technical plans based on technical developments and results.
	Analyze the impact of unfavorable obligations and expenditures and unliquidated obligations on acquiring additional funds to support response to a major program event.
46	Given the Principles of Earned Value Management (EVM), evaluate program status.
	Given EVM data, determine contract status in terms of cost and schedule performance.
47	Given a scenario analyze a program production plan and its relationship to the overall acquisition strategy.
	Analyze a production strategy and production plan for an acquisition program.
	Explain the purpose of manufacturing risk management.
	Analyze a program's production readiness.
	Contrast trade-offs in design producibility requirements with performance, cost and schedule objectives.
	Define the common manufacturing risk categories.
	Identify the critical elements in adopting a Quality Management System to provide the best product in terms of cost, schedule and performance.
	Determine sources of manufacturing variation and methods for controlling variability.
	Estimate the budget for a production contract using learning curve theory.
	Define the 5 M's of Manufacturing.
	Explain the purpose and benefit of the Best Manufacturing Practices Center of Excellence.
	Explain the basics of Lean Manufacturing.
	Explain the risks associated with unstable rates and quantities, variation in processes, and special tools and equipment.
	Explain Advanced Quality systems (AQS).
48	Given a scenario, assess readiness for FRPDR.
	Develop plan for responding to sustainability issues identified during IOT&E.
49	Given a scenario and DoD Handbook 5000.60H, formulate selected portions of an industrial capability assessment when a sole source subcontractor decides to exit the business.
	Analyze whether the capability will be lost due to supplier financial performance or product line profitability.
	Defend the selection of an appropriate course of action to mitigate potential loss of an industrial capability or key supplier.
50	Assess the program information requirements over the life of the program.
	Describe product support management planning purpose, policy and practice.
	Given system reliability, availability and maintainability (RAM) T&E data, develop Post Deployment Evaluation (PDE) criteria.
51	Given a system scenario, apply principles of contract and fiscal laws and regulations as they pertain to development of program funding, contracts and strategies.
	Determine a program's compliance with contract and fiscal laws as they pertain to development of program funding, contracts and strategies.
52	Structure an adequate funding profile to meet design, production, and fielding requirements.
	Apply rules governing the use of expired funds.
53	Prescribe wartime and peacetime sustainment activities.
	Given system deployment plan and status, reconstruct to reflect remaining activities needed to achieve IOC.
54	Select alternatives for obsolete and out-of-production parts.
	Explain strategies to address Diminishing Manufacturing Sources (DMS) issues.
	Given a set of contractor proposals, determine which proposal provides the most cost effective management (including risk reduction) of obsolete and out-of-production parts.
	Define logistics support elements
	Define diminishing manufacturing source options.
	Identify diminishing manufacturing sources (DMS) and supply chain management (SCM) policy in the DoD 5000 series of documents.
	Identify characteristics of government and commercial markets.