



Department of the Navy  
Office of Small Business Programs

# Department of the Navy Small Business Professional



## Career Guidebook

Ver 2.0

February 2018

“Small Business... *The First Option*”

DISTRIBUTION STATEMENT A. Approved for public release.



# Message from the Director's Chair

## Department of the Navy Office of Small Business Programs

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As the Functional Leader for the Small Business Workforce, I recognize the significance of developing the most valuable resource, you! Your skills, experience, and ability to share knowledge are keys to mission success and are essential to the current and future health of the Navy and Marine Corps.

The education, training, and development opportunities reflected in the Office of Small Business Programs' Career Guidebook align under the Professional Workforce Development Focus Area in the Department of the Navy's (DON) Small Business Enterprise Strategic Framework. Building a diverse cadre of highly capable, high-performing, and results-oriented Small Business Professionals (SBP) can only be achieved through deliberate, career-oriented education, training, and development planning. The purpose of this guidebook is to arm you with tools to make informed choices about your career as well as provide knowledge to anyone desiring to learn more about the competencies and behaviors needed to be a SBP.

As your Director, I am firmly committed to ensuring our workforce is fully equipped to meet the leadership challenges of the today and tomorrow. Today's SBP must be motivated, highly skilled, multi-functional, and flexible enough to quickly adapt to the rapid changes of our environment. To accomplish this, we must support and encourage career progression and development to ensure you are trained with the right skills and a broad perspective. The Career Guidebook is based on mission requirements and designed to provide you with an understanding of the knowledge, skills, abilities, training, and developmental assignments necessary to be successful in the Acquisition Field of Small Business. I encourage you to take advantage of the opportunities available to be successful.

I remain committed to ensuring the DON SBP workforce is the number one priority by maintaining a culture that promotes learning, embraces diversity, and leverages the distinct contributions of a workforce representative of our communities and great nation. An elevated level of performance is achieved by investing in people and nurturing their well-being and development. Whether this is your first SBP assignment, or you are a seasoned professional, I encourage you to be accountable, be bold, and be confident by becoming more competent, capable, and versatile in providing the best support to your internal and external customers.



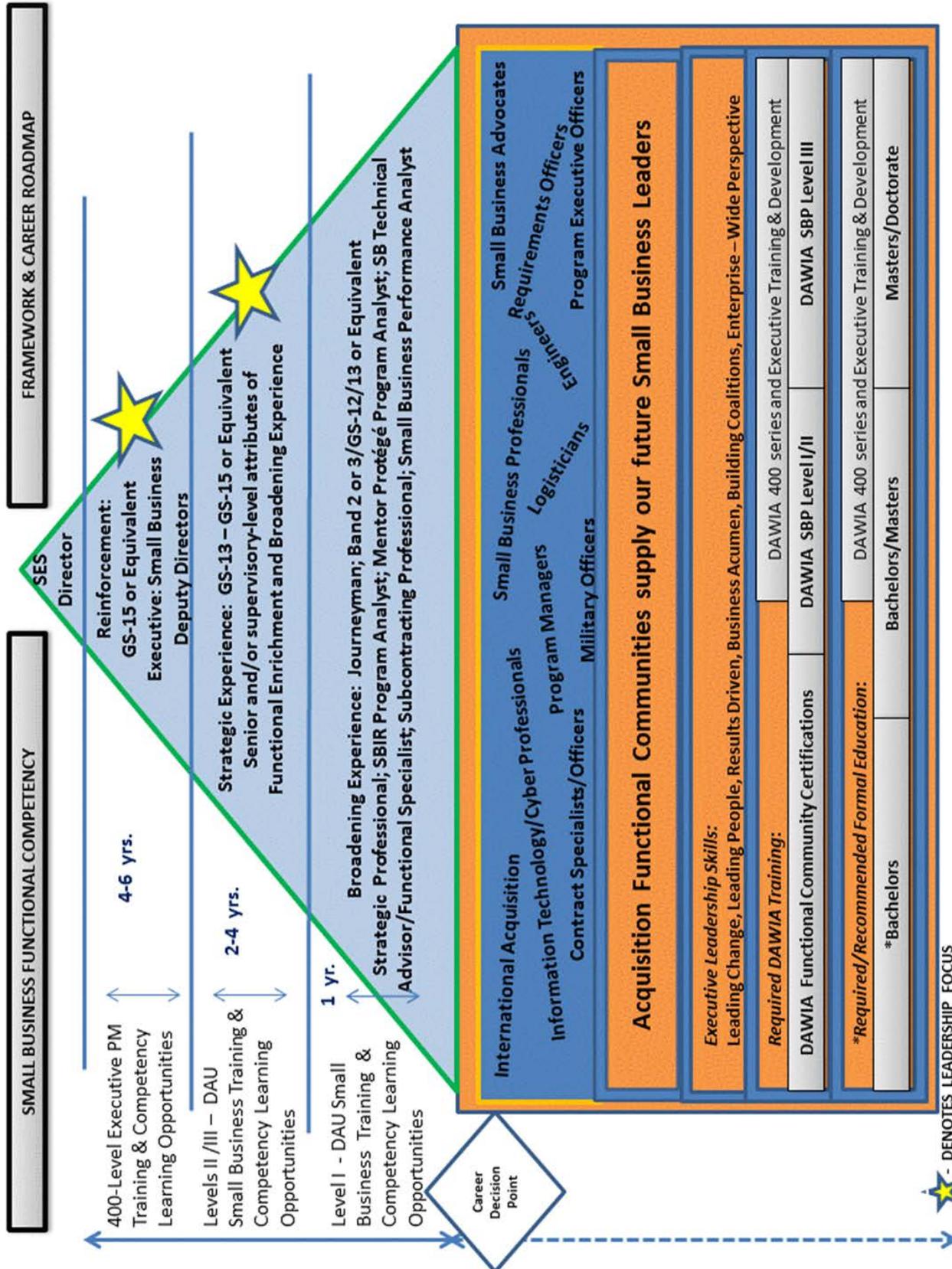
I have made your total development my #1 priority. The rest is up to you!

A handwritten signature in black ink that reads "Emily Hanna".

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The Small Business Competency Framework & Career Roadmap can help identify a path to professional development.

## BACKGROUND

On April 24, 2013, the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)), in a memorandum, directed the establishment of a certification curriculum for Small Business Professionals (SBPs). On, September 2, 2014, the (USD (AT&L)), via a memorandum, directed the establishment of the Small Business Career Field (SBCF). The Department of Defense (DoD) Director of Small Business was designated as the Small Business Functional Leader on October 1, 2014. Each component Director of Small Business Programs also was designated as Functional Leaders for their agencies, making the Department of Navy (DON) Director of Small Business Programs as the Navy and Marine Corps' Functional Leader for the Small Business workforce. As such, the DON Small Business Director sits on the Functional Integrated Product Team. Throughout 2015, a cross-functional team consisting of members from all DoD agencies developed Small Business Professional courses. The Office of Secretary of Defense (OSD) for AT&L (OSD (AT&L)), Mr. Kendall's memorandum dated October 1, 2015, stood up the DoD SBCF. In October 2016, Defense Acquisition University (DAU) presented the first SBP training course; the final SBP course was made available May 1, 2017.

Currently, in the Defense Civilian Personnel Data System (DCPDS) SBPs are in Occupational Series 1102 as contracting acquisition professionals. As positions become vacant due to retirement, promotion, or employee departure, those positions will become occupational series 1101, with an APC of "M." This coding is necessary to identify SBPs so that they can obtain higher priority for DAU SBP courses.

## PURPOSE

With the implementation of a SBCF, OSD recognizes Small Business (SB) as a valued acquisition career field on par with other career fields. Recognizing SB as an individual career field allows SB-specific training to be more visible and better funded and provides justification for future rounds of resourcing of funding and personnel to achieve desired impacts. The purpose of this guide is to communicate how the DON will implement the SBCF and assist the civilian workforce employees in identifying the necessary training to obtain SBCF certification. This guide is a living document; it will change as needed to reflect changes to statute, regulation, or policy.

## BENEFITS OF A SMALL BUSINESS CAREER FIELD

Establishing the SBCF enhances SB-centric focused development through the formal certification Defense Acquisition Workforce Improvement Act (DAWIA) Acquisition Professional Development Program (APDP) process. It increases SB mission support capability and readiness by providing a trained workforce with the necessary communication and team skills and business acumen. It provides greater cross-functional acquisition workforce opportunities for professionals from various Occupational Series to specialize in the SBCF. It provides increased access to formalized SB training and resources. Finally, it provides well-defined SBCF development opportunities.

## SMALL BUSINESS PROFESSIONAL WORKFORCE

The Director DON OSBP, as the Functional Lead for the SB Workforce, ultimately determines the required certification levels of the SB Workforce, regardless of their Career Field. And is the authority for the required certification for SBPs. Recommendation of Associate Directors (ADs) is also taken into consideration. SBPs, regardless of their career program, shall have at least a Level 1 certification.

### TRAINING REQUIREMENTS

There are three SBP APDP Certifications: Levels I, II, and III. SBPs must take a series of Contracting, Small Business, Acquisition, and Leadership courses. Additional information may be obtained from DoD OSBP; Small Business Career Field Information Guide dated 05 September 2014.

#### *Level I Certification: 1 Year Acquisition Experience*

Course ID	Course Title
SBP 101	Introduction to Small Business Programs, Part A - (8 hrs. online)
SBP 102	Introduction to Small Business Programs, Part B –(36 hrs./4.5 days classroom)
SBP 110	Fundamentals of the Federal Acquisition Regulation (FAR) for SBPs – (34 hrs. online)
SBP 120	Contract Lifecycle for SBPs – (16 hrs. online)
CON 100	Shaping Smart Business Arrangements – (16 hrs. online)
CON 237	Simplified Acquisition Procedures – (6 hrs. online)
HBS 301	Harvard Business School (HBS) Module: Managing Difficult Conversations – (3 hrs. online)

#### *Level II Certification: 2-4 Years Acquisition Experience*

Course ID	Course Title
SB 201	Intermediate SB Programs, Part A (10 hrs. online)
SB 202	Intermediate SB Programs, Part B –(36 hrs./4.5 days classroom)
SB 210	Subcontracting– (40 hrs./5 days classroom)
SBP 220	Business Decisions for SB – (25 hrs. online)
ACQ 101	Fundamentals of Systems Acquisition Management– (30 hrs. online)
CON 216	Legal Considerations in Contracting – (23 hrs. online)
OR	
ACQ 370	Acquisition Law– (35 hrs./4.5 days classroom)
STM 101	Introduction to Science & Technology Management – (4 hrs. online)
LOG 100	Acquisition Logistics Fundamentals – (15 hrs. online)
HBS 428	HBS Module: Negotiating – (2 hrs. online)

#### *Level III Certification: 4 Years Acquisition Experience (2 of 4 Years must be SB)*

Course ID	Course Title
SBP 301	Small Business for Senior Leaders (64 hrs. 8 days classroom)
ACQ 202	Intermediate Systems Acquisition, Part A – (35 hrs. online)
ACQ 315	Understanding Industry (Business Acumen) –(36 hrs./4.5 days classroom)
CON 280	Source Selection & Administration of Service Contracts –(76 hrs./9.5 days classroom)
HBS	Chose any one HBS Module (2 hrs. online)

### PREREQUISITE COURSES

Course ID	Course Title	Small Business Prerequisites
<b>Level I Certification</b>		
SBP 101	Introduction to Small Business Programs, Part A	None
SBP 102	Introduction to Small Business Programs, Part B	SBP 101
SBP 110	Fundamentals of the Federal Acquisition Regulation (FAR) for Small Business Professionals (SBP)	None
SBP 120	Contract Lifecycle for Small Business Professionals	None
CON 100	Shaping Smart Business Arrangements	None
CON 237	Simplified Acquisition Procedures	None
HBS 301	Managing Difficult Conversations	None
<b>Level II Certification</b>		
SBP 201	Intermediate Small Business Programs, Part A	SBP 102 now waived until FY 2019
SBP 202	Intermediate Small Business Programs, Part B	SBP 201
SBP 210	Subcontracting	SBP 202 now waived until FY 2019
SBP 220	Business Decisions for Small Business	SBP 202 now waived until FY 2019
ACQ 101	Fundamentals of System Acquisition Management	None
CON 216	Legal Considerations in Contracting	SBP 102
ACQ 370	Acquisition Law	SBP 102
STM 101	Introduction to Science and Technology Management	ACQ 101
LOG 101	Acquisition Logistics Fundamentals	ACQ 101
HBS 428	Negotiating	None
<b>Level III Certification</b>		
SBP 301	Small Business for Senior Leaders	SBP 210 now waived until FY 2019 SBP 220 now waived until FY 2019
ACQ 202	Intermediate Systems Acquisition, Part A	ACQ 101
ACQ 315	Understanding Industry (Business Acumen)	SBP 210

Course ID	Course Title	Small Business Prerequisites
		SBP 220
<b>CON 280</b>	Source Selection and Administration of Service Contracts	SBP 210 SBP 220
<b>HBS XXX</b>	Choose one (1) HBS Module	None

## FULFILLMENT

SBPs who have been working in SB for a number of years may have met the lesson objectives of their SBP and other courses through other education and experience. They may request “credit” for a course through the fulfillment process. Fulfillment is accomplished by providing a DD Form 2518, Fulfillment of DoD Mandatory Training Requirement along with the attachment for the specific course for which credit is desired. The attachment contains the learning objectives of the course. The SBP seeking credit must explain, for each learning objective, how they have demonstrated knowledge of that learning objective, either through other courses or experience. Precise detail must be provided for each objective listed in the attachment. The fulfillment process is being established and will be added in the next version of the SB Guidebook. For additional information about fulfillment, see the Defense Acquisition University (DAU) website: (<http://icatalog.dau.mil/onlinecatalog/tabnav.aspx>).

## POSITION DESCRIPTIONS AND RECRUITING

SBPs will remain in their current positions using their current Position Descriptions (PDs). However, as they vacate their positions through attritions from retirement, promotion, or departure, that position will be coded with occupational series 1101, with an APC code of “M” in DCPDS. The vacancy must be recruited using a new 1101 PD, developed from the SBP Position Category Description provided as Appendix A.

## EDUCATION REQUIREMENT

The SBCF has a positive education requirement, meaning that a SBP must have a Business Degree or a Bachelor’s Degree with a minimum of 24 business credits. Even though the 1101 Occupational Series does not have a positive education requirement, the DoD Functional Leader for the SB Workforce requires a degree for SBPs. DoD is considering creating a new occupational series (besides 1101). If the SBCF evolves to having its own occupational series, that new series will also have a positive education requirement.

Acquisition professionals without a degree who were employed in DoD prior to 2000 have been “grandfathered” under the DAWIA. Those individuals are not required to have a business degree and 24 business credits; however, if they leave DoD employment, they will not be able to return to an acquisition position without a degree and the required business credits. Additionally, DoD acquisition professionals employed prior to 2000 that are grandfathered may

retain their positions but cannot promote beyond their current pay grade without having a degree and the required business credits.

## TRAINING SOURCES

There are many types of training opportunities available through the DON and DoD. Additional information on courses and training opportunities listed within this guidebook can be found through the following websites:

Defense Acquisition University (DAU) <https://www.dau.mil/>

Navy Knowledge On-line (NKO) <https://wwwa.nko.navy.mil/>

GSA Training Programs <https://www.gsa.gov/portal/content/104738>

Employees should refer to each course announcement for course description, available dates, appropriate audience, and cost.

## ADDITIONAL DEVELOPMENTAL RESOURCES

### OMB MAX

OMB MAX (MAX) is a cloud based collaboration tool used by OSBP to provide secure access across the Federal Government Small Business and Acquisition communities. The content stored within, and referenced by, OSBP's MAX site includes material on Small Business Policy, Business Process, Planning, Performance, and Training as well providing a common location for drafting future work and archiving historical information. OMB MAX allows the OSBP to quickly grant access to specific types of information and to the specific audience that needs to access that information.

To gain access to OMB MAX, visit the OMB MAX website at Max.gov to register for an account. Once access is granted, email Ms. Alyse Bullock at [alyse.bullock@navy.mil](mailto:alyse.bullock@navy.mil) to request access permission to the Navy OSBP Community site.

### MENTORING

Mentoring is a developmental relationship that partners an experienced person (mentor) with a less experienced person (mentee). It is another tool for members of the workforce who recognize the personal responsibility for their professional success. The mentoring program provides each individual within the workforce:

- Opportunities to overcome professional shortfalls in confidential setting
- Personal solutions to workplace challenges/issues
- Increased organizational awareness and information
- Increased self-esteem and confidence when dealing with professionals
- Confidence to challenge oneself to achieve new goals and explore alternatives
- A realistic perspective of the workplace

- Knowledge of workplace "do's and don'ts"
- Advice on career development and progression
- Renewed enthusiasm
- Encouragement and support on individual basis
- Exposure to potential opportunities
- Expanded network that includes senior level professionals

It is important to note, anyone has the capability to become a mentor. Each member of the workforce has a unique professional journey, valuable knowledge, experience, and insight to share with others. By sharing the knowledge and insights learned through individual experiences, a mentor can offer a mentee insight and guidance to increase his or her professional performance and career satisfaction. For planning purposes, mentors can estimate spending approximately one (1) hour per month with each mentee.

The iMentor tool is used to facilitate participation in the Mentoring program and allows individuals to register as a mentor, mentee, or both. Detailed information about the mentoring program, mentoring training and the iMentor tool can be accessed through the OMB MAX portal:

<https://community.max.gov/display/DoD/Small+Business+Professional+Collaboration+Center+1>

## **LEADERSHIP LIBRARY**

The Leadership Development Library is intended to be a resource to support your personal leadership development. The goal is to provide resources that you can use right away and also resources that you can consider for further development. You will find a variety of learning resources here including:

- Articles
- Links to eBooks and audio books
- Links to free training and podcasts
- Links to fee-based training and other resources

The Leadership Library is accessible through the OMB MAX portal:

<https://community.max.gov/display/DoD/Small+Business+Professional+Collaboration+Center+1>

## **CIVILIAN WORKFORCE DEVELOPMENT FRAMEWORK**

The Civilian Workforce Development Framework is a useful tool for mapping out ones' career. The DON Leader Development Framework and Continuum outline the leadership competencies desired at every level of leadership and the leadership development programs

outlined in the Framework are one way to develop those competencies. The entire Civilian Workforce Development Framework can be accessed through the Department of the Navy Office of Civilian Human resources website at:

<https://portal.secnav.navy.mil/orgs/MRA/DONHR/Civilianworkforcedevelopment/pages/default.aspx>

The small business functional competencies, framework and roadmap will provide you with an understanding of the knowledge, skills, abilities, training, and developmental assignments necessary to be successful in the Acquisition Field of SB whether this is your first assignment or you are a seasoned professional.

The competency behaviors and recommended learning for the SBCF is categorized using five knowledge levels: Awareness and Basic General Knowledge (Journeymen; GS 12-13/Band 2 or 3); Intermediate General Knowledge, (Strategic Expertise; GS 13-15/Band 3-4), Advanced Detailed Knowledge (Expert, GS 15/Band 4) and Expert-In-Depth Knowledge (Reinforcement; GS 15 and above). The five knowledge levels are provided as guidance to supply individuals with an understanding of the knowledge, skills, abilities, training and development assignments necessary for successful entry into the Acquisition Field of Small Business.

### **Navy Civilian Workforce Framework**

The Office of the Chief of Naval Operations released the Navy Civilian Workforce Framework in October 2016. The civilian framework is the first step toward identifying what Navy can do to strengthen the civilian workforce and by extension the Navy Team as a whole.

### **Leadership Development Framework**

The Office of the Chief of Naval Operations (CNO) released the Navy Leader Development Framework in January 2017. Strengthening and broadening leadership development is a key objective of the gold line of effort in the CNO's "A Design for Maintaining Maritime Superiority," and the 10 page framework outlines how the Navy will develop leaders to demonstrate both operational excellence and strong character. Both Frameworks can be found at [www.navy.mil/cno](http://www.navy.mil/cno).

## COMPETENCIES

- 1: Small Business Market Research
- 2: Small Business Utilization Planning
- 3: Small Business Program Analysis & Strategic Development
- 4: Small Business Advocacy
- 5: Counseling
- 6: Small Business Development
- 7: Small Business Program Training
- 8: Small Business Outreach
- 9: Proposal & Source Selection Small Business Analysis
- 10: Subcontractor Compliance Assessment
- 11: Contract Compliance Management
- 12: Electronic Acquisition Systems
- 13: Acquisition Laws & Regulations
- 14: Small Business Laws & Regulations
- 15: Small Business Policy Planning and Development
- 16: Project Planning
- 17: Project Management
- 18: Financial Management
- 19: Manpower Management
- 20: Agency Needs & Requirements Analysis
- 21: Risk Management
- 22: Capabilities Assessment
- 23: Requirements Development and Management
- 24: Science & Technology Risk Management
- 25: Design and Development
- 26: Technology Readiness & Commercialization
- 27: Portfolio Development & Forecasting
- 28: Technical Contributions
- 29: Technical Credibility
- 30: Conceptual Thinking
- 31: Ambassadorship
- 32: Opportunity Focus
- 33: Customer Analysis & Management
- 34: Industry Awareness
- 35: Business Acumen & Economics
- 36: Marketing
- 37: Funding & Budget Formulation

# 1. COMPETENCY: Small Business Marketing

**DEFINITION: Develop and document recommendations as to whether a particular acquisition should be awarded under small business programs, or set aside for small business in accordance with current guidance**

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Competency Behaviors</b>	<ul style="list-style-type: none"> <li>* Entry level knowledge and understanding of the Federal Government Acquisition (e.g., Government contracting) programs</li> <li>* Entry level knowledge of the phases of the contracting process (e.g., requirements identification, market research, pre-award, solicitation, contract award, and post-award closeout)</li> <li>* Entry level knowledge of the Command that the Small Business Professional (SBP) supports</li> <li>* Entry level knowledge and understanding of FAR Part 10 entitled Market Research</li> <li>* Ability to locate DON policy related to small business and market research</li> <li>* Entry level knowledge of available small business resources (i.e., SBA, SBDC, PTACs, SBDCs, etc.).</li> <li>* Entry level knowledge of the SBIR/STTR Program</li> <li>* Entry level knowledge of the Mentor Protégé Program.</li> </ul>	<ul style="list-style-type: none"> <li>* Basic knowledge of the Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulations Supplement (DFARS), and Navy Marine Corps Acquisition Regulations Supplement (NMCARS).</li> <li>*Ability to locate rules governing small business acquisitions (e.g., FAR Part 19 &amp; 26, etc.) and Market Research requirements (FAR Part 10)</li> <li>*Basic knowledge of Contracting</li> <li>*Basic knowledge of the North American Industry Classification System (NAICS) Codes and size standards as it relates to small businesses and market research</li> <li>*Basic knowledge of Stakeholders</li> <li>Ability to apply small business regulations to an acquisition in the phases of Government contracting.</li> <li>*Ability to apply small business rules that govern different types of acquisitions, including simplified acquisitions, sealed bids, negotiated proposals, construction, GWACs including GSA FSS and BPAs, MACs, etc.</li> <li>* Ability to perform successful matchmaking session opportunities for small businesses</li> </ul>	<ul style="list-style-type: none"> <li>* Working knowledge of the acquisition process including formulating and supporting overall procurement strategies to enhance Small Business participation as both prime and sub-contractors as a result of applying Market Research guidance and principles.</li> <li>* Ability to review and evaluate adequacy of proposed acquisition strategies with regard to SB participation factors and source selection criteria</li> <li>*Ability to serve on a Contract Review Board (CRB) or Services Requirements Review Boards (SRRB), identify and address elements of a proposed procurement strategy that requires corrective action with regard to the small business program.</li> <li>* Ability to provide meaningful small business training and engagement to both small business concerns as well as acquisition professionals to include Market Research training</li> <li>*Ability to access Small Businesses capabilities, credibility, and whether small businesses can meet or exceed our requirements</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct a PPMAP (Procurement Performance Management Assessment Program) review for the Small Business elements, report findings, deficiencies, and best practices</li> <li>*Ability to work within an integrated product team that can analyze Government requirements and small business capabilities</li> <li>*Ability to review and respond to Small Business Coordination Record review requests via the DD Form 2579 or on the NAVSUP SB Review App, including articulating alternative acquisition strategies and identifying corrective actions as appropriate; and determining if adequate market research was accomplished</li> <li>*Ability to provide significant knowledge to small businesses so that they understand how to do business with the Government to include demonstrating their value to support our warfighting requirements</li> </ul>	<ul style="list-style-type: none"> <li>* Ability to evaluate and interpret Market Research results for the requiring activity</li> <li>* Ability to resolve Market Research activities and issues and convey in-depth solutions to the requiring activity and stakeholders</li> <li>* Ability to assess current policy and guidance, recommend changes to acquisition regulations, and submit comments on proposed regulatory changes as it relates to small business and market research</li> <li>*Ability to share policy changes that affect the small business community so that they are aware of the upcoming changes</li> <li>* Ability to provide significant small business outreach and mentorship to small businesses that ultimately result in prime contracting opportunities</li> </ul>

# 1. COMPETENCY: Small Business Marketing

**DEFINITION:** Develop and document recommendations as to whether a particular acquisition should be awarded under small business programs, or set aside for small business in accordance with current guidance

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Recommended Learning</b>	*SBP 101 - Intro to SB Programs Part A	*CON 237 Simplified Acquisition Procedures	*SBP 201 Intermediate Small Business Programs, Part A	*ACQ 202 Intermediate Systems Acquisition, Part A	*Rotational Excellence Programs within the DOD and DON OSBP offices
	*SBP 102 - Intro to SB Programs Part B	*ACQ 101 Fundamentals of Systems Acquisition Management	*SBP 202 Intermediate Small Business Programs, Part B	*Harvard Business School (HBS) electives	*Developmental opportunity working with DPAP, FAR, or DAR Council
	*CON 100 Shaping Smart Business Arrangements	STM 101 Introduction to DoD Science & Technology Management	*SBP 210 Subcontracting	* Darden Course - Navy Insights into Industry Management Course	*DON Capitol Hill Workshop
	*CON 110 Fundamentals of the FAR for SBP	*LOG 101 Acquisition Fundamentals	*SBP 220 Business Decisions for Small Business	*Leadership Development Courses	*Harvard Business School (HBS) electives
	*SBP 120 - Contract Lifecycle for SB Programs	*FAC 036 GSA Schedules BPAs and CTAs	*CON 216 Legal Considerations in Contracting		*Leadership Development Courses
	*Elective CON 090 FAR Fundamentals	*FAC 039 GSA's Government wide Acquisition Contracts (GWACs) for IT Services	*CLC 007 Contract Source Selection		
	*ASN RD&A Policy Memo website - <a href="http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx">http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx</a>	* FAC 048 The GSA MAS Program: Buying Services Through GSA Schedules	*ACQ 315 Understanding Industry		
	*CLC 004 Market Research	*FAC 029 GSA Schedules vs. Open Market	*ACQ 370 Acquisition Law		
	*CLC 005 Simplified Acquisition Procedures	*CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity	*Harvard Business School (HBS) electives		
	*FAC 034 Interagency Acquisition Basics	*CLC 055 Competition Requirements	*Leadership Development Courses		
	*Harvard Business School (HBS) electives	*CLC 031 Reverse Auctioning	*Participate on a Contract Review Board (CRB) or Services Requirements Review Boards (SRRB).		
	*Learn about the available small business resources (i.e., SBA, SBDC, PTACs, etc.).	*Harvard Business School (HBS) electives			
	*Attend SBIR/STTR Event and Mentor Protégé Conference.	*Participate in Matchmaking.			
	*Rotation within Contracts, DASN AP, DON OSBP, Program Office, etc.				

## 2. COMPETENCY: Small Business Utilization

DEFINITION: Develop and document recommendations as to whether a particular acquisition should be awarded under small business programs, or set aside for small business in accordance with current guidance.

### Small Business Market Utilization

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of principles and concepts of the DoD Procurement business and/or contracting program and Small Business Program; to include but not limited to, a basic understanding of the DoD and DON OSBP Program Instructions (i.e., DoD Instruction 4205.1 &amp; SECNAVINST 4380.8)</p>	<p>*Knowledge of FAR/DFARS and other applicable regulations</p> <p>*Skilled in written communication</p> <p>*Ability to communicate orally</p>	<p>*Knowledge of program procedures, methods and practices and their application to specific situations, usually acquired on the job or in lower-level positions in the same or similar career path</p> <p>*Skilled in Critical Thinking</p> <p>*Ability to analyze situations or statements and determine their validity</p>	<p>*Knowledge to know the value of the vast amount of data available today and, the ability to look beyond the data and pick up on trends and patterns that can lead to better, more successful efforts</p> <p>*Skilled in agile Project Management</p> <p>*Ability to look beyond the numbers to see the underlying patterns and trends</p>	<p>*Knowledge of the principles of organization, management and administration; and substantive specialized administrative and managerial experience directly related to this position</p> <p>*Ability to apply principles, practices, methods, and techniques of public communication and outreach activities in order to plan, coordinate and carry out such activities</p> <p>*Skilled in establishing and fostering effective working relationships and interaction with a variety of audiences including Senior Leadership to general public</p>
Recommended Learning	<p>*SBP 101 – Intro to SB Part A</p> <p>*Basic (Level I) Contracting Officer’s Representative and/or equivalent to include an understanding of, and appreciation for, their role and responsibilities, proper communications with contractors and the contracting officer, and requirements such as contract monitoring, documentation, payment, and ethical conduct of their duties as a representative of the Small Business Community.</p>	<p>*CLM 003 – Overview of Acquisition Ethics</p> <p>*FAC 031 – Small Business Programs</p> <p>*SBP 101 – Intro to SB Part A</p> <p>*SBP 102 – Intro to SB Part B</p> <p>*SBP 110 – Fundamentals of the FAR for SBP</p>	<p>*CLM 005 – Industry Proposals and Communication</p> <p>*HBS 408 – Customer Focus</p>	<p>*HBS 409 – Decision Making</p> <p>*HBS 433 – Presentation Skills</p> <p>*HBS 437 – Strategic Thinking</p>	<p>*RD&amp;A Executive Development, Understanding the Government-Industry Relationship in Acquisition</p> <p>*Defense Civilian Emerging Leader Program (DCELP)</p>

### 3. COMPETENCY: Small Business Program Analysis and Strategic Development

Definition: Addresses the process of identifying critical aspects of the program that need to be monitored in order to achieve program success, and development of metrics to track progress. This is a long-term plan/view and serves as a catalyst for organizational change. Strategy creates and instills commitment to a common vision and shared values for the DON OSBP competency.

#### Small Business Program Analysis and Strategic Development

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<ul style="list-style-type: none"> <li>*Knowledge of the Small Business Program.</li> <li>*Ability to locate applicable regulatory guidance.</li> <li>*Ability to locate DON OSBP website.</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the purpose and structure of FAR, DFARS, NMCARS and SECNAV 4380.8(c) and DODI 4205.01.</li> <li>*Ability to work with team members to develop and generate support for work group vision.</li> <li>*Ability to involve staff in setting basic goals and objectives supporting the vision to ensure buy-in.</li> <li>*Ability to communicate with team/staff to ascertain organizational needs.</li> <li>*Ability to convey OSBP vision to staff and stakeholders.</li> <li>*Knowledge and understanding of benefits of using metrics to track progress to plan and identify where action is needed.</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to involve employees and stakeholders in an organizational change process by conducting meetings and providing frequent updates.</li> <li>*Ability to acknowledge organizational strengths and develops plan to address areas needing improvement.</li> <li>*Ability to communicate vision and mission of office to employees while incorporating employee feedback for ideas supporting the DON OSBP Mission, Vision and focus areas.</li> <li>*Ability to use metrics to track progress to plan and identify where corrective action is needed.</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to direct and provide guidance to SBP'S at all levels to develop a strategic plan for the OSBP competency.</li> <li>*Ability to educate agency officials about OSBP Mission, Vision, Initiatives/focus areas and how they align with agency goals.</li> <li>*Ability to coordinate off-sites, training or workshops with OSBP employees, staff and customers to build a vision, strategy and goals for the Small Business Professional (SBP) career field.</li> <li>*Ability to direct use of metrics to track progress to plan and directs corrective action as needed.</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to develop an approach to improve efficiency and effectiveness of the OSBP structure and objectives by using creative concepts.</li> <li>*Ability to consider various viewpoints from internal and external sources when developing new organizational mission and vision.</li> <li>*Ability to develop nationwide coalitions to develop and garner support for OSBP Program.</li> <li>*Ability to provide guidance to staff and coordinate with Associate Directors to develop long-term strategic plan for the DON OSBP.</li> <li>*Ability to ensure necessary measures/metrics is in place for programs to measure progress.</li> <li>*Ability to identify and engage stakeholders when developing a long term strategic plan in addition to Associate Directors.</li> <li>*Ability to influence leadership in striving to meet metrics/improve program performance.</li> </ul>

### 3. COMPETENCY: Small Business Program Analysis and Strategic Development

Definition: Addresses the process of identifying critical aspects of the program that need to be monitored in order to achieve program success, and development of metrics to track progress. This is a long-term plan/view and serves as a catalyst for organizational change. Strategy creates and instills commitment to a common vision and shared values for the DON OSBP competency.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*SBP 101 - Introduction to SB Programs Part A	*SBP 102 - Introduction to SB Programs Part B  *SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals).  *HBS 435 - Project Management	*HBS 011 - Critical Thinking  *PMT Program Management Tools  *HBS 408 - Customer Focus Crucial Conversations  *Rotational/developmental experience at to interact with other SBP's and share ideas	*HBS 011 - Critical Thinking  *HBS 238 - Strategic Thinking  *HBS 408 - Customer Focus  *HBS 405 - Change Management  *Participate in rotational assignment at DON OSBP to enhance knowledge and understanding of OSBP vision and mission  *UNC (SES) and/or UVA (GS-14/15 or equivalent) Understanding Industry Courses	*HBS 421 - Innovation and Creativity  *HBS 422 - Innovation Implementation  *HBS 438 - Strategy Execution  *HBS 406 - Coaching  *HBS 405 - Change Management  *HBS 402 - Business Case Development  *Executive Leadership Training or War College  *Command Executive Leadership Development Program

## 4. Competency: Small Business Advocacy

Definition: Knowledge of negotiation and persuasion techniques to advise and advocate for Small Business Opportunities in Procurement Programs and Increase Small Business Program Awareness and Participation.

### Small Business Advocacy

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	* N/A	<p>*Knowledge of appropriate Small Business and Other Socioeconomic Laws, Regulations, Policies, Laws, Regulations, Policies and Practices, etc.</p> <p>*Knowledge and understanding of the role and responsibility of being a viable Small Business Professional/Advocate</p> <p>* Knowledge and understanding of the mission of the Small Business Professional's respective Command/Organization</p> <p>*Knowledge of GSA's System for Award Management (SAM) and SBA's Dynamic Small Business Search and other Government vendor databases, etc.</p>	<p>*Ability to interface on behalf of Small Businesses with Government Program Managers, Program Officers, Technical and Requirements Officials, Contracting Officers and Contract Specialists</p> <p>*Ability to support Small Businesses in preparing to successfully integrate themselves into the contracting process</p> <p>*Ability to identify and provide to Program Managers, Program Officers, Technical and Requirements Officials, Contracting Officials potential Small Business sources for supply, services or outcomes</p> <p>*Ability to assist Small Businesses to determine which Agencies/Departments/Offices/Organizations are mostly likely in need of a Companies' Supplies, Services or Outcomes</p> <p>*Ability to recommend to Program Technical, Requirements and Contracting Officials appropriate level of Small Business participation during the Acquisition Planning Process to maximize Small Business Utilization</p>	<p>*Ability to guide outreach efforts such as Industry Days, Matchmaking Events etc. to assist in locating additional Small Businesses</p> <p>*Ability to assist Program Managers and Contracting Officers to find Small Businesses that can successfully perform the task</p> <p>*Ability to assist with determining if a company possesses the capabilities to fulfill the agencies' needs</p> <p>* Ability to effectively communicate and conduct discussions thru various exchanges, in writing and orally</p> <p>*Skilled in Dilemma Resolution to assist Program Managers, Contracting Officials and Contractors with complex acquisition dilemmas relating to Small Business, e.g., payment resolution, size protests, performance issues, etc.</p> <p>*Ability to assist Program and Contracting Officials understand the benefits of Market Research and aid in identification of resources and types of Market Research Information necessary to ensure Small Businesses have opportunity to participate in Acquisitions as both as Prime and Subcontractors to the maximum extent practicable</p>	<p>* Skilled in Developing/ Preparing/Maintaining the Command's Long Range Acquisition Forecast</p> <p>* Ability to serve as an integral part of Acquisition Planning Processes and Boards, e.g., 'Voting Member of Services Requirements Review Boards, Member of Peer Review Boards, Acquisition Strategy Review Boards, etc.'</p> <p>*Ability to ensure Small Business elements are incorporated as part of Acquisition Plans/Strategy documentation</p> <p>*Ability to prepare and provide responses to Senior Leadership, Congressional Inquiries, FOIA Requests, etc...for areas pertaining to Small Business</p> <p>*Ability to address the impact of Congressional actions that may influence changes in the Small Business environment</p> <p>*Ability to draft Small Business factors/criteria for inclusion in Source Selection documentation, e.g., Small Business Participation Plan etc.</p> <p>* Ability to develop and establish local Small Business policies and procedures</p> <p>*Participant as Command Small Business Representative in Peer</p>

## 4. Competency: Small Business Advocacy

Definition: Knowledge of negotiation and persuasion techniques to advise and advocate for Small Business Opportunities in Procurement Programs and Increase Small Business Program Awareness and Participation.

					Reviews, Source Selection Reviews as well as Service Requirements Review Board.
<b>Recommended Learning</b>	* N/A	<p>*Introduction to Federal Contracting</p> <p>* FAR Fundamentals</p> <p>*SBP 101 - Introduction to Small Business Programs, Part A</p>	<p>*SBP 102 - Introduction to Small Business Programs, Part B</p> <p>*Building Networks and Partnerships Course</p> <p>*SBP 201 - Intermediate Small Business Programs, Part A</p> <p>*DON OSBP Small Business Advocate Course</p> <p>*NAVAIR's Small Business for IPT Leads Course</p>	<p>*Source Selection/Best Value Source Selection</p> <p>*Communicating for Success</p> <p>*CLC 004 - Market Research</p> <p>*ACQ 315 - Understanding Industry</p> <p>*SBP 301 - Small Business for Senior Leaders</p>	<p>*Capitol Hill Workshop</p> <p>*From Conflict to Collaborative Conversations</p> <p>*CLC 007 - Contract Source Selection</p> <p>*HBS 310 - Influencing and Motivation Others</p> <p>*SBP 301 - Small Business for Senior Leaders - Small Business for Decision Makers</p>

## 5. COMPETENCY: Counseling

Definition: Provide training, guidance and advice to both internal and external stakeholders on all matters related to small business to maximize the contributions of small businesses in Department of Navy acquisitions.

### Counseling

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the principles and concepts of the DoD Procurement business and/or contracting program and Small Business Program; to include but not limited to, a basic understanding of the DoD and DON OSBP Program Instructions (i.e., DoD Instruction 4205.1 &amp; SECNAVINST 4380.8</p>	<p>*Knowledge of FAR/DFAR and other applicable regulations</p> <p>*Skilled in written communication</p> <p>*Ability to communicate orally</p>	<p>*Knowledge of program procedures, methods and practices and their application to specific situations, usually acquired on the job or in lower-level positions in the same or similar career path</p> <p>* Knowledge of Procurement Technical Assistance Center (PTAC) and Office of Small Business Development Centers</p> <p>*Skilled in Critical Thinking</p> <p>*Ability to analyze situations or statements and determine their validity</p>	<p>*Knowledge to know the value of the vast amount of data available today and, the ability to look beyond the data and pick up on trends and patterns that can lead to better, more successful efforts</p> <p>* Knowledge of how to illustrate and demonstrate to industry how to use the Long Range Acquisition Forecast (LRAF) and communicate to industry how to find out what Commands "buy" what.</p> <p>*Skilled in agile project management</p> <p>*Ability to look beyond the numbers to see the underlying patterns and trends</p>	<p>*Knowledge of the principles of organization, management and administration; and substantive specialized administrative and managerial) experience directly related to the small business profession</p> <p>*Ability to apply principles, practices, methods, and techniques of public communication and outreach activities in order to plan, coordinate and carry out such activities</p> <p>*Skilled in establishing and fostering effective working relationships and interaction with a variety of audiences including Senior Leadership to general public</p>
Recommended Learning	<p>*SBP 101 – Intro to SB Part A</p> <p>*Basic (Level I) Contracting Officer's Representative and/or equivalent to include an understanding of, and appreciation for, their role and responsibilities, proper communications with contractors and the contracting officer, and requirements such as contract monitoring, documentation, payment, and ethical conduct of their duties as a representative of the Small Business Community.</p>	<p>*CLM 003 – Overview of Acquisition Ethics</p> <p>*FAC 031 – Small Business Programs</p> <p>*SBP 101 – Intro to SB Part A</p> <p>*SBP 102 – Intro to SB Part B</p> <p>*SBP 110 – Fundamentals of the FAR for SBP</p> <p>* Toastmasters</p> <p>* National Contract Management Administration (NMCA)</p>	<p>*CLM 005 – Industry Proposals and Communication</p> <p>*HBS 408 – Customer Focus</p> <p>* Participate/Moderate an Event Panel such as Navy Gold Coast or Navy League Sea, Air and Space</p> <p>* Participate and Coordinate Small Business Match-making Events</p>	<p>*HBS 409 – Decision Making</p> <p>*HBS 433 – Presentation Skills</p> <p>*HBS 437 – Strategic Thinking</p>	<p>*RD&amp;A Executive Development, Understanding the Government-Industry Relationship in Acquisition</p> <p>*Defense Civilian Emerging Leader Program (DCELP)</p> <p>* Navy Insights into Industry Management Course</p>

## 6. Competency: Small Business Development

Definition: Provide technical information, mentoring, and resources to small businesses that enable them to become viable sources capable of participation in Government Procurement Programs (e.g., Mentor Protégé, SDB including 8(a), SDVOSB, WOSB, and HUBZone concerns).

### Small Business Development

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<ul style="list-style-type: none"> <li>* Entry level knowledge and understanding of the Federal Government Acquisition (e.g., Government contracting) programs</li> <li>* Entry level knowledge of the phases of the contracting process (e.g., requirements identification, market research, pre-award, solicitation, contract award, and post-award closeout)</li> <li>* Knowledge of the Command that the Small Business Professional (SBP) supports</li> <li>*Ability to locate regulatory guidance.</li> <li>*Ability to locate DON policy.</li> <li>*Knowledge of available small business resources (i.e., SBA, SBDC, PTACs, etc.).</li> <li>*Knowledge of the SBIR/STTR Programs.</li> <li>*Knowledge of the Mentor Protégé Programs.</li> </ul>	<ul style="list-style-type: none"> <li>* Basic knowledge of the purpose and structure of the Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulations Supplement (DFARS), and Navy Marine Corps Acquisition Regulations Supplement (NMCARS).</li> <li>*Ability to locate rules governing small business acquisitions (e.g., FAR Part 19 &amp; 26, etc.)</li> <li>*Ability to apply small business regulations to an acquisition in the phases of Government contracting.</li> <li>*Ability to apply small business rules that govern different types of acquisitions, including simplified acquisitions, sealed bids, negotiated proposals, construction, GWACs including GSA FSS and BPAs, MACs, etc.</li> <li>* Ability to perform successful matchmaking session opportunities for small businesses</li> </ul>	<ul style="list-style-type: none"> <li>* Working knowledge of the acquisition process including formulating and supporting overall procurement strategies to enhance Small Business participation as both prime and sub-contractors.</li> <li>* Ability to review and evaluate adequacy of proposed acquisition strategies with regard to SB participation factors and source selection criteria</li> <li>*Ability to serve on a Contract Review Board (CRB) or Services Requirements Review Boards (SRRB), identify and address elements of a proposed procurement strategy that requires corrective action with regard to the small business program.</li> <li>* Working knowledge of industry best practices</li> <li>* Ability to participate as a member of local contract quality assurance review teams for selected procurements in order to share knowledge with the small business community</li> <li>* Ability to provide meaningful small business training and engagement to both small business concerns as well as acquisition professionals</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct a PPMAP (Procurement Performance Management Assessment Program) review for the Small Business elements, report findings, deficiencies, and best practices</li> <li>*Ability to work in integrated product teams</li> <li>*Ability to review and respond to Small Business review requests via the DD Form 2579 or on the NAVSUP SB Review App, including articulating alternative acquisition strategies and identifying corrective actions as appropriate</li> <li>*Ability to provide significant knowledge to small businesses so that they understand how to do business with the Government</li> </ul>	<ul style="list-style-type: none"> <li>* Ability to assess current policy and guidance, recommend changes to acquisition regulations, and submit comments on proposed regulatory changes</li> <li>*Ability to share policy changes that affect the small business community so that they are aware of the upcoming changes</li> <li>* Ability to provide significant small business outreach and mentorship to small businesses that ultimately result in prime contracting opportunities</li> </ul>

## 6. Competency: Small Business Development

Definition: Provide technical information, mentoring, and resources to small businesses that enable them to become viable sources capable of participation in Government Procurement Programs (e.g., Mentor Protégé, SDB including 8(a), SDVOSB, WOSB, and HUBZone concerns).

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*SBP 101 - Intro to SB Programs Part A	*CON 237 - Simplified Acquisition Procedures	*SBP 201 - Intermediate Small Business Programs, Part A	*ACQ 202 - Intermediate Systems Acquisition, Part A	*Rotational Excellence Programs within the DOD and DON OSBP offices
	*SBP 102 - Intro to SB Programs Part B	*ACQ 101 - Fundamentals of Systems Acquisition Management	*SBP 202 - Intermediate Small Business Programs, Part B	*Harvard Business School (HBS) electives	*Developmental opportunity working with DPAP, FAR, or DAR Council
	*CON 100 - Shaping Smart Business Arrangements	STM 101 - Introduction to DoD Science & Technology Management	*SBP 210 - Subcontracting	* Darden Course - Navy Insights into Industry Management Course	*DON Capitol Hill Workshop
	*CON 110 - Fundamentals of the FAR for SBP	*LOG 101 - Acquisition Fundamentals	*SBP 220 - Business Decisions for Small Business	*Leadership Development Courses	*Harvard Business School (HBS) electives
	*SBP 120 - Contract Lifecycle for SB Programs	*FAC 036 - GSA Schedules BPAs and CTAs	*SBP 301 - Small Business for Senior Leaders		*Leadership Development Courses
	*Elective CON 090 - FAR Fundamentals	*FAC 039 GSA's Government wide Acquisition Contracts (GWACs) for IT Services	*CON 216 - Legal Considerations in Contracting		
	*ASN RD&A Policy Memo website - <a href="http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx">http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx</a>	* FAC 048 - The GSA MAS Program: Buying Services Through GSA Schedules	*CON 280 - Source Selection and Administration of Service Contracts		
	*CLC 004 - Market Research	*FAC 029 - GSA Schedules vs. Open Market	*CON 360 - Contracting for Decision Makers		
	*CLC 005 - Simplified Acquisition Procedures	*CLC 030 - Essentials of Interagency Acquisitions/Fair Opportunity	*CLC 007 - Contract Source Selection		
	*FAC 034 - Interagency Acquisition Basics	*CLC 055 - Competition Requirements	*ACQ 315 - Understanding Industry		
	*Harvard Business School (HBS) electives	*CLC 031 - Reverse Auctioning	*ACQ 370 - Acquisition Law		
	*Learn about the available small business resources (i.e., SBA, SBDC, PTACs, etc.).	*Harvard Business School (HBS) electives	*Harvard Business School (HBS) electives		
	*Attend SBIR/STTR Event and Mentor Protégé Conference.	*Participate in Matchmaking.	*Leadership Development Courses		
	*Rotation within Contracts, DASN AP, DON OSBP, Program Office, etc.	*Participate on a Contract Review Board (CRB) or Services Requirements Review Boards (SRRB).			

## 7. Competency: Small Business Program Training

Definition: (Identify applicable small business policies, regulations, and instructions consistent with, but are not limited to, the FAR, DFARS, NMCARS, Directives, and ((15 U.S.C. §644(K)(13) / 15 U.S.C. §644(K)(4))).

### Small Business Program Training

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Competency Behaviors</b>	<ul style="list-style-type: none"> <li>*Knowledge of the Small Business Program</li> <li>*Knowledge of the basic phases of the contracting process (pre-award, solicitation-award, and post-award)</li> <li>*Ability to locate applicable regulatory guidance</li> <li>*Ability to locate DOD and DON small business policies</li> <li>*Ability to locate DON OSBP website</li> <li>*Knowledge of Microsoft PowerPoint</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the purpose and structure of FAR, DFARS, NMCARS and SECNAV 4380.8(C) and DODI 4205.01</li> <li>*Ability to understand and color commentate a class on the role of the Office of Small Business Programs the Small Business Professional in DOD and DON acquisitions</li> <li>*Knowledge and understanding of the acquisition process , different contract types and procurement methodologies</li> <li>*Ability to relate small business policies to acquisition types for their buying command</li> <li>*Ability to develop basic slide shows</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the different stages of the acquisition process from planning, solicitation, evaluation, award and post award</li> <li>*Ability to review and evaluate new policies and regulations and determine the impact on the role of small business in the acquisition process</li> <li>*Knowledge of DOD and SECNAV requirements in Defense Acquisition Guidebook and DOD 5000 series of policies</li> <li>*Knowledge of SBP 101, SBP 102, and Market Research courses</li> <li>*Ability to develop professional slide shows using multiple templates, various transitions, to/return hyperlinks, and multi-media insertions</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge and experience of the different stages of the acquisition process from planning, solicitation, evaluation, award and post award for difference contract types</li> <li>*Ability to develop policies and training resulting from regulatory changes</li> <li>*Ability to coordinate off-sites , training or workshops with OSBP employees, staff , and internal stakeholders to ensure the Small Business community of interest is advised of policy and regulatory changes</li> <li>*Ability to work with integrated product teams within the agency and also across DON and DOD small business community of interest</li> <li>*Ability to teach SBP 101, SBP 102, and Market Research Fundamentals</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to assess changes to existing or new policies and regulations and educate/advice agency officials and SBP workforce on content and impact to the small business program</li> <li>*Ability to provide recommendations on proposed policy or legislative changes</li> <li>*Ability to evaluate GAO decisions and interpret impact to existing policies and regulations</li> <li>*Ability to coordinate training or workshops with OSBP employees, internal stakeholders, Leadership and industry to ensure the Small Business community of interest is advised of policy and regulatory changes</li> <li>*Ability to teach SBP 101, SBP 102, Market Research Fundamentals, and all courses within the SBP curriculum</li> <li>*Ability to develop and conduct SBP Train-The-Trainer courses</li> </ul>

## 7. Competency: Small Business Program Training

Definition: (Identify applicable small business policies, regulations, and instructions consistent with, but are not limited to, the FAR, DFARS, NMCARS, Directives, and ((15 U.S.C. §644(K)(13) / 15 U.S.C. §644(K)(4))).

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Recommended Learning</b>	<p>*SBP 101 - Introduction to SB Programs Part A</p> <p>*Complete the new SBP checklist.</p> <p>*Microsoft PowerPoint tutorials.</p>	<p>*SBP 102 - Introduction to SB Programs Part B</p> <p>*SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals )</p> <p>*SBP - 120 Contract Lifecycle for small business Programs</p> <p>*Observer on a minimum of ten (10) SBP and DAU training courses to observe different teaching techniques.</p> <p>*Microsoft PowerPoint training course.</p>	<p>*Take appropriate CON, ACQ and SBP courses to increase knowledge and understanding of contracting and acquisition processes</p> <p>*ACQ 101 - Fundamentals of Systems Acquisition Management</p> <p>*CON 216 - Legal Considerations in Contracting</p> <p>*LOG 101 - Acquisition Logistics</p> <p>*SBP 220 - Business Decisions for Small Business</p> <p>*SBP 201 - Intermediate SB Programs part A</p> <p>*SBP 201 - Intermediate SB Programs part B</p> <p>*Rotational/developmental experience internal in contracting or external at other buying commands to increase knowledge and experience of contracts and small business programs</p> <p>*Advise on a minimum of ten (10) SBP and/or DAU training courses to share different perspectives.</p>	<p>*Take appropriate CON and ACQ courses to fully understand contracting and acquisition processes</p> <p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p> <p>*ACQ 202 - Intermediate Systems Acquisition</p> <p>*ACQ 315 - Understanding Industry</p> <p>*HBS 408 - Customer Focus Leadership development courses</p> <p>*HBS 402 - Business Case Development</p> <p>*Crucial Conversations</p> <p>*Small Business Speaker at a Conference</p> <p>*Rotational/developmental experience at DON OSBP or DASN (A&amp;P) to increase knowledge and understanding of the policy planning and development process</p> <p>*Teach a minimum of five (5) courses of each type required for the SBP</p>	<p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p> <p>*HBS 406 - Coaching</p> <p>*HBS 405 - Change Management</p> <p>*HBS 402 - Business Case Development</p> <p>*Developmental opportunity working with DPAP or DAR Council Executive Leadership Training or War College</p> <p>*DON Capitol Hill Workshop.</p> <p>*Teach a minimum of ten (10) courses of each type required for the SBP curriculum.</p> <p>*Moderate a Small Business Panel at a Conference</p> <p>*Speak at DoD/DoN Small Business Training Forum, e.g., DoD Small Business Training Week, DoN Small Business Forum, DoN Gold Coast, etc...</p> <p>*Join Toastmasters International</p>

## 8. Competency: Small Business Outreach

Definition: Prepare and deliver presentations, participate in public speaking venues, meet with media, engage with public advocacy groups, and assist in matchmaking events that create good will for the organization.

### Small Business Outreach

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	* N/A	<p>*Knowledge and understanding of the purpose and facets of Small Business Outreach</p> <p>*Ability to identify various federal organizations, program, venues that provide counseling, mentoring and training to Small Businesses, e. g., trade associations, business development organizations; conferences and trade fairs to assist Small Business, e.g., U.S. Small Business Administration</p> <p>* Ability to describe how Small Businesses are counseled when they contact the organization</p>	<p>* Ability to provide requirements/technical information to aide Small Businesses in becoming viable business partners to the organization</p> <p>*Ability to communicate orally and in writing to Small Businesses' Request for Information</p> <p>*Ability to engage with groups who advocate for Small Business</p> <p>*Ability to assist with Organization's Matchmaking Events</p> <p>*Ability to provide aspiring and current Small Business owners a variety of business consulting and training services, e.g., ability to describe Procurement/Contracting Process within the Activity</p>	<p>*Ability to develop and conduct training for Program and Contracting Officials to increase Small Business Program awareness throughout the organization</p> <p>* Ability to describe how Small Businesses have been utilized as a result of outreach efforts</p> <p>*Ability to develop workshops, symposiums and match-making events for Small Businesses interested in doing business within the Small Business Professional's organization</p> <p>*Ability to prepare and deliver presentations</p> <p>*Ability to participate in public speaking venues</p> <p>*Ability to provide in-person counseling and training services for Small Businesses</p>	<p>*Ability to provide development services such as business training, counseling and referrals to eligible small businesses, considering doing business with the activity</p> <p>*Ability to work with other Small Business Resource Partners, targeting training projects and counseling sessions tailored, specifically to address the needs and concerns of the Small Business Community</p> <p>*Ability to participate with Contracting/Program Officials when they conduct on-site visits, Program Management Reviews, etc. to ensure adherence to terms and conditions, outcomes, subcontract participation</p> <p>* Ability to develop Workshops, Symposiums and Match-Making Events for Small Businesses interested in doing business organizationally, i.e., 'How to Do Business with the Command'</p>

## 8. Competency: Small Business Outreach

Definition: Prepare and deliver presentations, participate in public speaking venues, meet with media, engage with public advocacy groups, and assist in matchmaking events that create good will for the organization.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	* N/A	<ul style="list-style-type: none"> <li>* Introduction to Public Speaking</li> <li>*Accompany a Small Business Professional to a Small Business Outreach Event</li> </ul>	<ul style="list-style-type: none"> <li>*Presentation Skills and Public Speaking</li> <li>*Small Business Professional Education and Advocacy to include exchange of ideas, share and disseminate information on Federal Small Business Programs with a focus on addressing issues of importance to Small Businesses, e.g., DoD Regional Council participation</li> <li>*Shadow a DAU Instructor</li> </ul>	<ul style="list-style-type: none"> <li>*Annual DoD/Navy Office of Small Business Training Events</li> <li>*National Contract Management Association (NCMA) Participation, e.g., NCMA World Congress, NCMA Conferences etc.</li> <li>*Small Business Speaker at a Conference</li> <li>*Shadow an Experience Small Business Professional in Small Business Coaching</li> </ul>	<ul style="list-style-type: none"> <li>*Powerful Presentations: Public Speaking that Connects, Dale Carnegie</li> <li>*Moderate a Small Business Panel at a Conference</li> <li>*Speak at DoD/DoN Small Business Training Forum, e.g., DoD Small Business Training Week, DoN Small Business Forum, DoN Gold Coast, etc...</li> <li>*Join Toastmasters International</li> </ul>

## 9. Competency: Proposal and Source Selection Small Business Analysis

Definition: Definition: Evaluating small business elements in proposals and solicitation criteria to ensure the consideration of small business participation.

### Proposal and Source Selection Small Business Analysis

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the basic phases of the contracting process (pre-award, solicitation-award, and post-award)</p> <p>*Ability to locate regulatory guidance.</p> <p>*Ability to locate DON policy memos.</p>	<p>*Basic knowledge of the purpose and structure of FAR, DFARS, NMCARS.</p> <p>*Basic knowledge of the laws, rules and regulations that govern small business participation in federal acquisitions.</p> <p>*Ability to apply sound business judgment in the review, and evaluation of small business factors as included in source selection criteria.</p>	<p>*Intermediate knowledge of the purpose and structure of FAR, DFARS, NMCARS and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Knowledge of evaluation techniques to identify contractual opportunities for small and disadvantaged businesses to satisfy small business program objectives.</p> <p>*Ability to recognize and apply industry practices regarding the utilization of small business concerns in support of proposed goals and use of small business participation.</p> <p>*Intermediate knowledge of the laws, rules and regulations that govern small business participation in federal acquisitions.</p> <p>*Ability to review and evaluate adequacy of proposed acquisition strategies with regard to small business participation factors and source selection criteria.</p> <p>*Ability to recommend SB goals as well as the ability to differentiate between SB Commitment (evaluated) and the SB Subcontracting Plan (assessed)</p>	<p>*Advanced knowledge of the purpose and structure of FAR, DFARS, NMCARS, and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Ability to serves as a SME or chairperson of any source selection board or serve as the SME in either an advisory, voting or non-voting member status.</p> <p>*Advanced knowledge of the laws, rules and regulations that govern small business participation in federal acquisitions.</p> <p>*Knowledge of socioeconomic policies and programs sufficient to counsel contracting officers and program administrators in the utilization of small business concerns in support of proposed goals and use of small business participation.</p>	<p>*Expert knowledge of the purpose and structure of FAR, DFARS, NMCARS, and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Ability to make recommendations on changes to source selection plans, policy, and evaluation criteria utilized in source selection procedures. .</p> <p>*Expert knowledge the laws, rules and regulations that govern small business participation in federal acquisitions.</p> <p>*Ability to coordinate training or workshops with contracting officers, program managers, and industry in regards to the policy and regulations in support of small business participation in acquisitions.</p>

## 9. Competency: Proposal and Source Selection Small Business Analysis

Definition: Evaluating small business elements in proposals and solicitation criteria to ensure the consideration of small business participation.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*CON 115 - Contracting Fundamentals	*SBP 101 - Intro to SB Programs Part A  *CLC 007 - Contract Source Selection  *CLC 0025 - Small Business Programs for Contracting Officers	*In addition to the training requirements for BASIC:  *ACQ 315 - Understanding Industry (Business Acumen)  *CON 100 - Shaping Smart Business Arrangements  *SBP 102 - Intro to SB Programs Part B  *SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals )  *Participate in a source selection or assist an experienced SBP in a source selection	*In addition to training requirements for INTERMEDIATE:  *CON 200 - Business Decisions for Contracting  *CON 280 - Source Selection and Administration of Service Contracts  *CON 360 - Contracting for Decision Makers	*In addition to training requirements for INTERMEDIATE:  *HBS 438 - Strategy Execution  *HBS 406 - Coaching  *HBS 405 - Change Management  *HBS 402 - Business Case Development

## 10. Competency: Subcontractor Compliance Assessment

Definition: Evaluating small business elements in proposals and solicitation criteria to ensure the consideration of small business participation.

### Subcontractor Compliance Assessment

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the basic phases of the contracting process (pre-award, solicitation-award, and post-award)</p> <p>*Ability to locate regulatory guidance.</p> <p>*Ability to locate DON policy memos.</p>	<p>*Basic knowledge of the purpose and structure of FAR, DFARS, NMCARS.</p> <p>*Basic knowledge of the laws, rules and regulations that govern small business participation in federal acquisitions.</p> <p>*Basic knowledge of the different types of subcontracting plans.</p> <p>*Knowledge of the eSRS system and small business subcontracting plan reporting requirements.</p> <p>*Ability to review subcontracting plans for adequacy and acceptability, in accordance with the requirements of FAR 19.7</p> <p>*Ability to apply sound business judgment in the review of small business subcontracting plans for adequacy and acceptability and eSRS reporting requirements.</p>	<p>*Intermediate knowledge of the purpose and structure of FAR, DFARS, NMCARS and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Ability to review and provide guidance to contracting officers in the adequacy, acceptability, or rejection of eSRS reports and sufficient business acumen to recognize good faith efforts in compliance with approved subcontracting plans.</p> <p>*Knowledge of industry practices in utilization of small business concerns in support of proposed goals and use of small business concerns to enhance small business participation.</p> <p>*Skill in recognizing when a contractor has failed to show good faith efforts in compliance with the requirements of the subcontracting plan.</p> <p>*Ability to recommend the appropriate remedy to the contracting officer when a contractor has not demonstrated good faith efforts in compliance with subcontracting plans.</p> <p>*Intermediate knowledge of the laws, rules and regulations that govern small business participation in federal acquisitions.</p>	<p>*Advanced knowledge of the purpose and structure of FAR, DFARS, NMCARS, and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Ability to serve as a SME for any and all matters related to the proper use of the eSRS system and it's reporting requirements.</p> <p>*Skill in the conducting critical conversations with contracting officers and industry representatives to resolve issues regarding subcontracting plan compliance.</p> <p>*Expert knowledge of the laws, rules and regulations that govern small business participation in federal acquisitions.</p>	<p>*Expert knowledge of the purpose and structure of FAR, DFARS, NMCARS, and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Skills in coaching and mentoring contract personnel and program managers in using sound business judgment in reviews and decisions regarding subcontractor compliance or non-compliance issues.</p> <p>*Expert knowledge the laws, rules and regulations that govern small business participation in federal acquisitions.</p> <p>*Ability to coordinate training or workshops with contracting officers, program managers, and industry in regards to the subcontracting plan compliance.</p>

## 10. Competency: Subcontractor Compliance Assessment

Definition: Evaluating small business elements in proposals and solicitation criteria to ensure the consideration of small business participation.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*CON 115 - Contracting Fundamentals	*SBP 101 - Intro to SB Programs Part A  *CLC 007 - Contract Source Selection  *CLC 0025 - Small Business Programs for Contracting Officers	*In addition to the training requirements for BASIC: *ACQ 315 - Understanding Industry (Business Acumen)  *CON 100 - Shaping Smart Business Arrangements  *SBP 102 - Intro to SB Programs Part B  *SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals )	*In addition to training requirements for INTERMEDIATE:  * Participate in a PPMAP review of a contracting site.  *CON 200 - Business Decisions for Contracting  *CON 360 - Contracting for Decision Makers  *ACQ 315 - Understanding Industry (Business Acumen)	*In addition to training requirements for ADVANCED:  *HBS 301 - Managing Difficult Conversation  *HBS 302 - Negotiating for Results  *HBS 309 - Coaching for Results  *HBS 409 - Decision Making

# 11. Competency: Contract Compliance Management

Definition: Ability to determine and facilitate the actions required to prevent, mitigate, or resolve contractual claims, protests or conflicts.

## Contract Compliance Management

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the basic phases of the contracting process (pre-award, solicitation-award, and post-award)</p> <p>*Ability to locate regulatory guidance.</p> <p>*Ability to locate DON policy memos.</p>	<p>*Basic knowledge of the purpose and structure of FAR, DFARS, NMCARS.</p> <p>*Knowledge of contract administration principles and practices required in order to monitor contractor performance to resolve problems relating to contract disputes, modifications, progress, payments, etc...</p> <p>*Ability to recognize and resolve at the lowest level, disputes between government and industry.</p> <p>*Skill in written and oral communications sufficient to explain and defend decisions to contracting personnel, contractors, or higher level reviewing officials</p> <p>*Knowledge of the SBA and the roles and responsibilities of the PCR in regards to federal contracts.</p> <p>*Ability to research official files and perform fact-findings for use in the develop a plans of actions for the resolution of disputes, claims and or demands.</p> <p>*Ability to apply sound business judgment in the review, in the resolution of disputes, claims and demands.</p>	<p>*Intermediate knowledge of the purpose and structure of FAR, DFARS, NMCARS and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Knowledge of specialized contract administration policy and procedures sufficient to monitor contractor performance on complex contracts.</p> <p>*Knowledge of business and industry practices sufficient to evaluate, monitor, and maintain controls over prime contractor's performance, and to provide direction and leadership as required to resolve disputes, claims and demands.</p> <p>*Skill in recognizing when a contractor has failed to perform in accordance with the requirements of the contract.</p> <p>*Ability to recommend the appropriate remedy to the contracting officer when a contractor has not met the requirements of the contract.</p> <p>*Ability to communicate and work with the PCR in resolving issues and/or concerns.</p> <p>*Ability to assist small business concerns in obtaining payments under their contracts, late payment, interest penalties, or information on contractual payment provisions.</p>	<p>*Advanced knowledge of the purpose and structure of FAR, DFARS, NMCARS, and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Ability to serve as a SME for any and all matters related to contract compliance.</p> <p>*Skill in the conducting critical conversations with contracting officers and industry representatives to resolve issues regarding disputes, claims and demands.</p> <p>*Skill in written and oral communications sufficient to prepare written guidance and decisions; to explain and defend decisions to contracting personnel, contractors, or higher level reviewing officials in regards to the resolution of disputes, claims and demands.</p> <p>*Knowledge in the specific remedies available to the government and private industry to aid in the resolution of disputes, claims and demands.</p>	<p>*Expert knowledge of the purpose and structure of FAR, DFARS, NMCARS, and the Small Business Act (15 U.S.C. 631, et seq).</p> <p>*Skills in coaching and mentoring contract personnel and program managers in using sound business judgment in the resolution at the lowest level for any disputes, claims and or demands or an compliance or non-compliance issues.</p> <p>*Knowledge of public speaking and publicity techniques sufficient to plan or conduct conference or training sessions designed to educate both government and private industry personnel in the resolution of contract disputes, claims, demands and compliance issues.</p> <p>*Skill in written and oral communications sufficient to prepare written guidance and decisions; to explain and defend decisions to contracting personnel, contractors, higher level reviewing officials, legal counsel, the SBA, and command leadership.</p> <p>*Skill in oral communications to present sensitive recommendations to higher authority, to obtain compliance with contract disputes, claims and demands, and to represent the department or agency on such matters</p>

# 11. Competency: Contract Compliance Management

Definition: Ability to determine and facilitate the actions required to prevent, mitigate, or resolve contractual claims, protests or conflicts.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*CON 115 - Contracting Fundamentals	*SBP 101 - Intro to SB Programs Part A  *CLC 007 - Contract Source Selection  *CLC 0025 - Small Business Programs for Contracting Officers  *CON 090 - Federal Acquisition Regulations (FAR) Fundamentals  *Developmental rotation with a contracts or an acquisition policy office.	*In addition to the training requirements for BASIC:  *SBP 102 - Intro to SB Programs Part B  *ACQ 315 - Understanding Industry (Business Acumen)  *CON 100 - Shaping Smart Business Arrangements  *CON 200 - Business Decisions for Contracting	*In addition to training requirements for INTERMEDIATE:  *ACQ 370 - Acquisition Law  *CON 360 - Contracting for Decision Makers	*In addition to training requirements for ADVANCED:  *ACQ 452 - Forging Stakeholder Relationships  *ACQ 453 - Leader as Coach  *HBS 301 - Managing Difficult Conversation  *HBS 409 - Decision Making

## 12. Competency: Electronic Acquisition Systems

Definition: Knowledge of electronic procurement tools & utilization; internal and external tools used during contract performance; providing training on use of electronic applications.

### Electronic Acquisition Systems

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<ul style="list-style-type: none"> <li>*Ability to identify a company and determine if small, other-than-small, and eligibility for socio-economic programs (SAM).</li> <li>*Ability to determine if a company has been suspended or debarred (SAM).</li> <li>*Ability to find a subcontracting plan goal report (eSRS).</li> <li>*Ability to understand a federal contract action report (FPDS-NG).</li> <li>*Ability to conduct an EZ Search by industry code, contract number, or specific company (FPDS-NG).</li> <li>* Ability to run an "ad hoc" inquiry in FPDS-NG.</li> <li>* Ability to identify and recommend corrections related to small business elements in Contract Action Reports.</li> <li>*Ability to find a sources sought notice, a synopsis, award notice, or special notice (FedBizOpps, NECO, SEAPORT-e, GSA).</li> <li>*Ability to navigate the GSA Federal Supply Schedules.</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the process to create, review, and submit a small business coordination record, and maintain a procurement review log (SBCR).</li> <li>*Ability to determine the SB self-certifications for size under different industry codes and assess the potential for affiliation with an other-than-small business (SAM, DSBS).</li> <li>*Ability to accept or reject Individual Subcontract Reports, find pending reports awaiting contracting officer action, and determine if a prime contractor is meeting subcontracting goals (eSRS).</li> <li>*Ability to produce a Small Business Achievements Report and export results (FPDS-NG).</li> <li>*Ability to identify contract reporting errors and propose corrective action (FPDS-NG).</li> <li>*Ability to identify which contracting offices buy specific NAICS/PSCs across the federal government, and where others are finding small business and socio-economic set-asides (FPDS-NG).</li> <li>*Ability to obtain a copy of a prior contract award (EDA).</li> <li>*Ability to obtain past performance information related to prime contracts and subcontracts (PIRS).</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct online advanced market research using NAICS, PSC codes, and other factors (SAM, DSBS, and FPDS-NG).</li> <li>*Ability to run reports that show trends in prime and subcontracting achievements (eSRS).</li> <li>*Ability to project command-level set-asides proposed for the current fiscal year, export and analyze data (SBCR).</li> <li>*Ability to develop and conduct training on use of electronic applications related to the SB program.</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct industry analysis to identify small business trends.</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of trends in electronic procurement tools and utilization.</li> <li>*Ability to articulate the need for future small business program tools to leadership and high-level stakeholders.</li> </ul>

## 12. Competency: Electronic Acquisition Systems

Definition: Knowledge of electronic procurement tools & utilization; internal and external tools used during contract performance; providing training on use of electronic applications.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
		<p>*Ability to find SBIR solicitations and identify firms that have had success in SBIR.</p> <p>*Ability to deliver training on electronic applications related to the SB program.</p>			
Recommended Learning	<p>*SBP101 - Intro to Small Business Programs Part A</p> <p>*SAM - Help Tab: User Guides, Video demonstrations. (www.sam.gov)</p> <p>*eSRS User Guides (www.esrs.gov)</p> <p>*FAC 045 - Federal Procurement Data System – Next Generation (FPDS-NG)</p> <p>*FAC 052 - The GSA Reverse Auction Platform</p> <p>*FAC 023 Basic Contracting for GSA Schedules</p> <p>*FAC 037 - GSA eBuy: An Overview</p> <p>*Navy Electronic Commerce Online (NECO) user guide <a href="https://www.neco.navy.mil/press/neco_guide.pdf">https://www.neco.navy.mil/press/neco_guide.pdf</a></p> <p>*Hands-on instruction and demonstrations from colleagues and mentors.</p>	<p>*SBP102 - Intro to SB Programs Part B</p> <p>*Small Business Coordination Review App (SBCR) - Help link (<a href="https://my.navsup.navy.mil/apps/ops\$bc.home">https://my.navsup.navy.mil/apps/ops\$bc.home</a>)</p> <p>*DSBS - Help link at <a href="http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm">http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm</a></p> <p>*eSRS User Guides (www.esrs.gov)</p> <p>*CLC 054 - Electronic Subcontracting Reporting System (eSRS)</p> <p>*SPS 101 - Standard Procurement System and federal Procurement Data System -- Next Generation User</p> <p>*FPDS-NG Training Resources: <a href="https://www.fpds.gov/fpdsng_cms/index.php/en/training.html">https://www.fpds.gov/fpdsng_cms/index.php/en/training.html</a></p> <p>*EDA - User Guide: <a href="https://eda2.cols.disa.mil/users_guide/index.html">https://eda2.cols.disa.mil/users_guide/index.html</a></p>	<p>*CLB 014 -Acquisition Reporting Concepts and Policy Requirements</p> <p>*CLC 004 - Market Research</p> <p>*CLB 026 -Forecasting Techniques</p> <p>*eSRS User Guides (www.esrs.gov)</p> <p>*HBS 444 - Writing Skills</p> <p>*Hands-on instruction and demonstrations from colleagues and mentors.</p>	<p>*CLC 110 - Spend Analysis Strategies</p>	<p>*Developmental rotation with DASN AP, DPAP and/or DoD OSBP.</p> <p>*Participation on integrated product team for the future DON Contract Writing System.</p>

## 12. Competency: Electronic Acquisition Systems

Definition: Knowledge of electronic procurement tools & utilization; internal and external tools used during contract performance; providing training on use of electronic applications.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
		<p>*CLC 028 Past Performance Information</p> <p>*CPARS Training Home - online and onsite training options (<a href="https://www.cpars.gov/allapps/cpcbtdlf.htm">https://www.cpars.gov/allapps/cpcbtdlf.htm</a>)</p> <p>*SBIR Tutorial (<a href="http://www.acq.osd.mil/osbp/sbir/sb/resources/training.shtml">http://www.acq.osd.mil/osbp/sbir/sb/resources/training.shtml</a>)</p> <p>*HBS 433 - Presentation Skills</p> <p>*HBS 432 - Persuading Others</p>			

### 13. Competency: Acquisition Laws and Regulations

Definition: Knowledge of FAR, DFARS, NMCARS, policies, directives. ID regulations/policies/directive; determine program compliance with SB regulations, policies, directives; ID discrepancies/recommend corrective actions.

#### Acquisition Laws & Regulations

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<ul style="list-style-type: none"> <li>*Knowledge of the basic phases of the contracting process (pre-award, solicitation-award, and post-award)</li> <li>*Ability to locate regulatory guidance.</li> <li>*Ability to locate DON policy memos.</li> <li>* Understanding of the rule-making process, including: difference between proposed and final rules; relationship between 13 CFR (Small Business Administration) and 48 CFR (Federal Acquisition Regulations).</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the purpose and structure of FAR, DFARS, NMCARS.</li> <li>*Ability to locate specific rules governing small business acquisitions.</li> <li>*Ability to apply small business regulations to an acquisition in the three phases of contracting.</li> <li>*Ability to apply small business rules that govern different types of acquisitions, including simplified acquisitions, sealed bids, negotiated proposals, construction, GWACs including GSA FSS and BPAs, MACs, etc.</li> <li>*Ability to review and respond to Small Business review requests via DD2579 or on the SB Review App, including articulating alternative strategies and identifying corrective action.</li> <li>*Ability to participate as a member of local contract quality assurance review teams for selected procurements.</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the acquisition process including formulating and supporting overall procurement strategies to enhance SB participation.</li> <li>*Ability to review and evaluate adequacy of proposed acquisition strategies with regard to SB participation factors and source selection criteria.</li> <li>*Ability to serve on a Contract Review Board (CRB), identify and address elements of a proposed procurement strategy that requires corrective action with regard to the small business program.</li> <li>*Knowledge of acquisition process.</li> <li>*Knowledge of industry practices.</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct a PPMAP (Procurement Performance Management Assessment Program) review for the Small Business elements, report findings, deficiencies, and best practices.</li> <li>*Ability to work in integrated product teams.</li> <li>* Ability to interact with Congressional staff to resolve a specific issue or to answer a small business question.</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to assess the effectiveness of current small business policy and guidance.</li> <li>* Ability to comment on proposed changes and recommend changes to acquisition regulations, including current small business regulations.</li> <li>* Ability to prepare or contribute to a legislative change proposal.</li> <li>* Ability to testify before Congress on a small business program matter.</li> </ul>

### 13. Competency: Acquisition Laws and Regulations

Definition: Knowledge of FAR, DFARS, NMCARS, policies, directives. ID regulations/policies/directive; determine program compliance with SB regulations, policies, directives; ID discrepancies/recommend corrective actions.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	<p>*SBP 101 - Intro to SB Programs Part A</p> <p>*CON 115 - Contracting Fundamentals</p> <p>*ASN RD&amp;A Policy Memo website - <a href="http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx">http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx</a></p> <p>*SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals )</p>	<p>*SBP 102 - Intro to SB Programs Part B</p> <p>*SBP 120 - Contract Lifecycle for SB Programs</p> <p>*CON 100 - Shaping Smart Business Arrangements</p> <p>*CON 237 - Simplified Acquisition Procedures</p> <p>*ACQ 101 - Fundamentals of Systems Acquisition Management</p> <p>*FAC 034 - Interagency Acquisition Basics</p> <p>*FAC 036 - GSA Schedules BPAs and CTAs</p> <p>*FAC 039 GSA's Government wide Acquisition Contracts (GWACs) for IT Services</p> <p>* FAC 048 The GSA MAS Program: Buying Services Through GSA Schedules</p> <p>*FAC 029 GSA Schedules vs. Open Market</p> <p>*CLC 005 Simplified Acquisition Procedures</p> <p>*CLC 004 Market Research</p> <p>*CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity</p> <p>*CLC 055 Competition Requirements</p>	<p>*CON 200 - Business Decisions for Contracting</p> <p>*CON 280 - Source Selection and Administration of Service Contracts</p> <p>*CLC 007 - Contract Source Selection</p> <p>*ACQ 315 - Understanding Industry</p> <p>* Participate in the DoD Regional Councils for Small Business Education and Advocacy. (<a href="http://www.acq.osd.mil/osbp/sb/initiatives/councils/">http://www.acq.osd.mil/osbp/sb/initiatives/councils/</a>)</p> <p>* Attend a TRI-Association Small Business Advisory Panel meeting (TRI-AD).</p> <p>* Developmental rotation with a contracts or an acquisition policy office.</p>	<p>*ACQ 202 - Intermediate Systems Acquisition, Part A</p> <p>* Participate in a PPMAP review of a contracting site.</p> <p>* Shadow the DON OSBP for a Capital Hill meeting.</p> <p>*CON 360 - Contracting for Decision Makers</p>	<p>*Rotational assignment to DON HQ OSBP.</p> <p>*Developmental opportunity working with DPAP, DASN AP, or DoD OSBP.</p> <p>*Participate in a FAR Council or DAR Council meeting.</p> <p>*DON Capitol Hill Workshop.</p> <p>* Developmental rotation with the Small Business Administration Office of Government Contracting.</p> <p>* Attend a Congressional hearing on a small business program matter.</p>

## 14. Competency: Small Business Laws and Regulations

Definition: Procurement laws/regulations & impact on small business - set-aside decisions under a small business program; subcontracting opportunities; set-asides under Part 26.2; Base Realignment And Closure Act (BRAC) & DFARS 226.71; applicable clauses.

### Small Business Laws and Regulations

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the various small business and socio-economic categories and procurement tools available for contracting officers to use.</p> <p>*Knowledge of basic phases of the contracting process and overall structure of the acquisition regulations.</p> <p>*Ability to locate regulatory guidance. and identify clauses to use in a proposed procurement</p> <p>*Knowledge of the constraints on sharing procurement sensitive information.</p>	<p>*Knowledge of how the small business programs fit into the overall contracting lifecycle.</p> <p>*Ability to select a small business program appropriate to the circumstances.</p> <p>*Knowledge of how trade agreements and other regulations impact use of the small business program.</p> <p>*Ability to determine the best acquisition vehicle for procurement.</p> <p>*Awareness of required sources of supplies and services (FAR Part 8) and the impact on small business decisions.</p> <p>*Knowledge of the Small Business Act.</p>	<p>*Knowledge of key acquisition milestones and decision points that include small business requirements and considerations.</p> <p>*Ability to work in integrated product teams.</p> <p>*Ability to assess subcontracting opportunities in a proposed procurement, adequacy of source selection evaluations and small business utilization factors, and subcontracting plan compliance.</p> <p>*Knowledge of regulatory tools available to small businesses that work with the federal government.</p> <p>* Understanding of rules associated with "bundling" and "consolidation", including potential small business program impact.</p>	<p>*Knowledge of current laws and regulations that apply to government contracts and the rule-making process that drives the timing and outcome.</p> <p>*Knowledge of how businesses are motivated to make decisions to meet business goals and gain profits on defense procurements.</p> <p>*Ability to analyze complex small business situations using critical thinking, problem solving, research, and risk reduction.</p> <p>*Ability to propose solutions on small business -related acquisition problems to higher level acquisition leaders.</p>	<p>*Ability to review current small business policy and guidance to recommend changes and to comment on proposed changes.</p> <p>*Ability to interpret impact of changes to the Small Business Act and changes resulting from the annual NDAA; propose implementation guidance.</p> <p>*Ability to apply small business program policies up, down, and across in an acquisition organization.</p>

## 14. Competency: Small Business Laws and Regulations

Definition: Procurement laws/regulations & impact on small business - set-aside decisions under a small business program; subcontracting opportunities; set-asides under Part 26.2; Base Realignment And Closure Act (BRAC) & DFARS 226.71; applicable clauses.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Recommended Learning</b>	<p>*SBP101 - Intro to SB Programs Part A</p> <p>*SBP102 - Intro to SB Programs Part B</p> <p>*CLC 025 - Small Business Program for Contracting Officers</p> <p>*CLM 059 - Small Business Program for Program Managers</p> <p>*FAC 031 - Small Business Programs</p> <p>* FAC 043 - Ethics and Procurement Integrity for the Acquisition Workforce</p> <p>*CLM 005 - Industry Proposals and Communication</p> <p>*CLM 003 - Overview of Acquisition Ethics</p> <p>* Read GAO decisions that impact the small business program.</p> <p>* Read Federal Register notices that impact the small business program.</p>	<p>*SBP120 - Contract Lifecycle for SB Programs</p> <p>*CON 100 - Shaping Smart Business Arrangements</p> <p>*CON 237 Simplified Acquisition Procedures</p> <p>*FAC 001 HUBZone Empowerment Contracting Program—Certification and Eligibility</p> <p>*FAC 002 - HUBZone Empowerment Contracting Program—Contractual Assistance</p> <p>*FAC 003 - HUBZone Empowerment Contracting Program—Historical Overview</p> <p>*CLC 009 - Service-Disabled, Veteran-Owned Small Business Program</p> <p>*CLC 108 - Strategic Sourcing Overview</p> <p>*FAC 027 - GSA Schedules and the Utilization of Small Business</p> <p>*FAC 040 - GSA's GWAC VETS</p> <p>*FAC 041 - GSA Alliant GWAC</p> <p>*FAC 042 - GSA's GWAC: 8(a) STARS II</p> <p>*CLC 027 - Buy American Statute</p> <p>*CLC 125 - Berry Amendment</p>	<p>*SBP 201- Intermediate SB Programs, Part A</p> <p>*SPB 202 - Intermediate SB Programs, Part B</p> <p>*SBP 210 - Subcontracting</p> <p>*SBP 220 - Business Decisions for Small Business</p> <p>*CON 216 - Legal Considerations in Contracting</p> <p>*CLB 010 - Congressional Enactment</p> <p>*CLC 044 - Alternative Dispute Resolution</p> <p>*CLC 006 - Contract Terminations</p> <p>*CLC 001 - Defense Subcontract Management</p> <p>*FAC 007 - Certificate of Competency Program</p> <p>*CLC 065 - Suspension and Debarment</p> <p>*CLM 049 - Procurement Fraud Indicators</p> <p>*FAC 004 - HUBZone Empowerment Contracting Program—Protests and Appeals</p>	<p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p> <p>*ACQ 370 - Acquisition Law</p> <p>*ACQ 315 - Understanding Industry (Business Acumen)</p> <p>*Rotational assignment to DON or DoD HQ OSBP.</p> <p>* Rotational assignment with a contracting or acquisition policy office.</p>	<p>*Developmental opportunity working with DPAP or DASN AP.</p> <p>* Participate in a FAR Council or DAR Council meeting.</p> <p>*DON Capitol Hill Workshop.</p> <p>*ACQ 450 - Leading in the Acquisition Environment</p>

## 14. Competency: Small Business Laws and Regulations

Definition: Procurement laws/regulations & impact on small business - set-aside decisions under a small business program; subcontracting opportunities; set-asides under Part 26.2; Base Realignment And Closure Act (BRAC) & DFARS 226.71; applicable clauses.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
		<p>*FAC 046 - Davis-Bacon Act and Other Labor Standards Involving Construction</p> <p>*CLM 023 - DAU AbilityOne Contracting</p>	<p>*SBA Government Contracting Classroom</p> <p>*Emergency Acquisition Procedures (<a href="https://www.sba.gov/contracting/resources-small-businesses/government-contracting-classroom">https://www.sba.gov/contracting/resources-small-businesses/government-contracting-classroom</a>)</p> <p>*SBA Government Contracting Classroom Understanding Small Business Size Standards and Affiliation (<a href="https://www.sba.gov/contracting/resources-small-businesses/government-contracting-classroom">https://www.sba.gov/contracting/resources-small-businesses/government-contracting-classroom</a>)</p> <p>*BRAC Guidance - OSD AT&amp;L <a href="http://www.acq.osd.mil/brac/">http://www.acq.osd.mil/brac/</a></p>		

## 15. Competency: Small Business Policy Planning and Development

Definition: Identify applicable small business regulations and policies that includes but are not limited to the FAR, DFARS, NMCARS and SECNAV 4380.8(C)

### Small Business Policy Planning and Development

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the Small Business Program.</p> <p>*Ability to locate applicable regulatory guidance.</p> <p>*Ability to locate DOD and DON small business policies.</p> <p>*Ability to locate DON OSBP website.</p>	<p>*Knowledge of the purpose and structure of FAR, DFARS, NMCARS and SECNAV 4380.8(C) and DODI 4205.01.</p> <p>*Ability to understand the role of the Office of Small Business Programs and the Small Business Professional in DOD and DON acquisitions.</p> <p>*Knowledge and understanding of the acquisition process, different contract types and procurement methodologies.</p> <p>*Ability to relate small business policies to acquisition types for their buying command.</p>	<p>*Knowledge of the different stages of the acquisition process from planning, solicitation, evaluation, award and post award.</p> <p>*Ability to review and evaluate new policies and regulations and determine the impact on the role of small business in the acquisition process.</p> <p>*Knowledge of DOD and SECNAV requirements in Defense Acquisition Guidebook and DOD 5000 series of policies.</p>	<p>*Knowledge and experience of the different stages of the acquisition process from planning, solicitation, evaluation, award and post award for difference contract types.</p> <p>*Ability to develop policies and training resulting from regulatory changes.</p> <p>*Ability to coordinate off-sites , training or workshops with OSBP employees, staff , and internal stakeholders to ensure the Small Business community of interest is advised of policy and regulatory changes</p> <p>*Ability to work with integrated product teams within the agency and also across DON and DOD small business community of interest.</p>	<p>*Ability to assess changes to existing or new policies and regulations and educate/advice agency officials and SBP workforce on content and impact to the small business program.</p> <p>*Ability to provide recommendations on proposed policy or legislative changes.</p> <p>*Ability to evaluate GAO decisions and interpret impact to existing policies and regulations.</p> <p>*Ability to coordinate training or workshops with OSBP employees, internal stakeholders, Leadership and industry to ensure the Small Business community of interest is advised of policy and regulatory changes.</p> <p>*Ability to write policy and legislative proposals</p> <p>*Ability to provide input/comment on draft legislation</p> <p>*Ability to articulate the impact of the proposed legislation</p>

## 15. Competency: Small Business Policy Planning and Development

Definition: Identify applicable small business regulations and policies that includes but are not limited to the FAR, DFARS, NMCARS and SECNAV 4380.8(C)

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	<p>*SBP 101 - Introduction to SB Programs Part A</p>	<p>*SBP 102 - Introduction to SB Programs Part B</p> <p>*SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals )</p> <p>*SBP - 120 Contract Lifecycle for small business Programs</p>	<p>*Take appropriate CON, ACQ and SBP courses to increase knowledge and understanding of contracting and acquisition processes:</p> <p>*ACQ 101 - Fundamentals of Systems Acquisition Management</p> <p>*CON 216 - Legal Considerations in Contracting</p> <p>*LOG 101 - Acquisition Logistics</p> <p>*SBP 220 - Business Decisions for Small Business</p> <p>*SBP 201 - Intermediate SB Programs part A</p> <p>*SBP 201 - Intermediate SB Programs part B</p> <p>*Rotational/developmental experience internal in contracting or external at other buying commands to increase knowledge and experience of contracts and small business programs</p>	<p>*Take appropriate CON and ACQ courses to fully understand contracting and acquisition processes:</p> <p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p> <p>*ACQ 202 - Intermediate Systems Acquisition</p> <p>*ACQ 315 - Understanding Industry</p> <p>*HBS 408 - Customer Focus Leadership development courses</p> <p>*HBS 402 - Business Case Development</p> <p>*Crucial Conversations</p> <p>*Rotational/developmental experience at DON OSBP or DASN (A&amp;P) to increase knowledge and understanding of the policy planning and development process</p>	<p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p> <p>*HBS 406 - Coaching</p> <p>*HBS 405 - Change Management</p> <p>*HBS 402 - Business Case Development</p> <p>*Developmental opportunity working with DPAP or DAR Council Executive Leadership Training or War College</p> <p>*DON Capitol Hill Workshop.</p>

## 16. Competency: Project Planning

Definition: Define initiatives and develop plans that achieve a specific program mission, project, or objective.

### Project Planning

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of small business programs' policies and procedures (15 U.S.C. §644(K)(4))</p> <p>*Knowledge of existing rules, regulations, and guidance documents</p>	<p>*Acquire knowledge and understanding of small business programs' policies and procedures (15 U.S.C. §644(K)(4))</p> <p>*Acquire knowledge and understanding of Federal Procurement Data System (FPDS-NG)</p> <p>*Knowledge and understanding of existing rules, regulations, and guidance documents</p>	<p>*Knowledge and understanding of small business programs' policies and procedures (15 U.S.C. §644(K)(4))</p> <p>*Ability to identify criteria for selection of small business initiatives based on current procurement environments and areas of DoD interest</p> <p>* Knowledge and understanding to include the ability to review Federal Procurement Data System (FPDS-NG), contract files, conduct interviews, and prepare and use questionnaires to assess statutory and regulatory compliance associated with selected criteria</p> <p>*Knowledge and application of existing rules, regulations, and guidance documents</p>	<p>*Knowledge of small business programs' policies and procedures (15 U.S.C. §644(K)(4))</p> <p>*Ability to select specific small business initiatives for further analysis based upon source selection criteria</p> <p>*Ability to review Federal Procurement Data System (FPDS-NG), contract files, conduct interviews, and prepare and use questionnaires to assess statutory and regulatory compliance associated with selected criteria and document findings</p> <p>*Expanded knowledge of existing rules, regulations, and guidance documents</p>	<p>*Comprehensive knowledge of small business programs' policies and procedures (15 U.S.C. §644(K)(4))</p> <p>*Ability to develop new or updated policies, procedures and decisions using findings and lessons learned</p> <p>*Ability to assess relationships for evaluating non-compliance and document findings</p> <p>*Ability to integrate new or updated policies and procedures into existing rules, regulations, and guidance documents</p>
Recommended Learning	*SBP 101 - Intro to Small Business Programs – Part A	*SBP 101 - Intro to Small Business Programs – Part B	<p>*SBP 201 - Intermediate Small Business Programs (SBP), Part A</p> <p>*SBP 202 - Intermediate SBP, Part B</p>	*CON 100 - Shaping Smart Business Arrangements	<p>*SBP 220 - Business Decisions for Small Business</p> <p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p>

## 17. Competency: Project Management

Definition: Manage, coordinate, and execute interdependent activities to fulfill established requirements that meet project goals and objectives.

### Project Management

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<ul style="list-style-type: none"> <li>*Knowledge of the Small Business Program</li> <li>*Knowledge of the basic phases of the contracting process (pre-award, solicitation-award, and post-award)</li> <li>*Ability to locate applicable regulatory guidance</li> <li>*Ability to locate DOD and DON small business policies</li> <li>*Ability to locate DON OSBP website</li> <li>*Ability to lead a team</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the purpose and structure of FAR, DFARS, NMCARS and SECNAV 4380.8(C) and DODI 4205.01</li> <li>*Ability to understand team building, organizational skills for program management, leadership, vision, mission, and goals setting</li> <li>*Knowledge and understanding of the acquisition process, different contract types and procurement methodologies</li> <li>*Ability to relate small business policies to acquisition types for their buying command</li> <li>*Ability to develop basic slide shows/presentations.</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the different stages of the acquisition process from planning, solicitation, evaluation, award and post award</li> <li>*Ability to review and evaluate new policies and regulations and determine the impact on the role of small business in the acquisition process</li> <li>*Knowledge of DOD and SECNAV requirements in Defense Acquisition Guidebook and DOD 5000 series of policies</li> <li>*Ability to develop sound requirements documents, acquisition strategies, and acquisition plans consistent with DoD 5000.02 and source selection policies</li> <li>*Ability to develop professional slide shows using multiple templates, various transitions, to/return hyperlinks, and</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to assess changes to existing or new policies and regulations and educate/advice agency officials and SBP workforce on content and impact to the small business program</li> <li>*Provide recommendations on proposed policy or legislative changes</li> <li>*Ability to evaluate GAO decisions and interpret impact to existing policies and regulations</li> <li>*Ability to coordinate with OSBP employees, internal/external stakeholders, Leadership, and industry to ensure the Small Business community of interest is advised of policy and regulatory changes</li> <li>*Ability to assess current policy and guidance, recommend changes to acquisition regulations, and submit comments on proposed regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to assess changes to existing or new policies and regulations and educate/advice agency officials and SBP workforce on content and impact to the small business program</li> <li>*Provide recommendations on proposed policy or legislative changes</li> <li>*Ability to evaluate GAO decisions and interpret impact to existing policies and regulations</li> <li>*Ability to coordinate with OSBP employees, internal/external stakeholders, Leadership, and industry to ensure the Small Business community of interest is advised of policy and regulatory changes</li> <li>*Ability to assess current policy and guidance, recommend changes to acquisition regulations, and submit comments on proposed regulatory changes</li> </ul>

## 17. Competency: Project Management

Definition: Manage, coordinate, and execute interdependent activities to fulfill established requirements that meet project goals and objectives.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	<p>*SBP 101 - Introduction to SB Programs Part A</p>	<p>*SBP 102 - Introduction to SB Programs Part B</p> <p>*SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals )</p> <p>*SBP 120 - Contract Lifecycle for small business Programs</p> <p>*ACQ 101 - Fundamentals of Systems Acquisition Management</p> <p>*FAC 034 - Interagency Acquisition Basics</p> <p>*FAC 036 - GSA Schedules BPAs and CTAs</p> <p>*FAC 039 - GSA's Government wide Acquisition Contracts (GWACs) for IT Services</p> <p>*FAC 048 - The GSA MAS Program: Buying Services Through GSA Schedules</p> <p>*FAC 029 - GSA Schedules vs. Open Market</p> <p>*CLC 004 - Market Research</p> <p>*CLC 030 - Essentials of Interagency</p> <p>*Acquisitions/Fair Opportunity</p> <p>*CLC 055 - Competition Requirements</p>	<p>*Take appropriate CON, ACQ and SBP courses to increase knowledge and understanding of contracting and acquisition processes:</p> <p>*CON 216 - Legal Considerations in Contracting</p> <p>*LOG 101- Acquisition Logistics</p> <p>*SBP 220 - Business Decisions for Small Business</p> <p>*SBP 201 - Intermediate SB Programs part A</p> <p>*SBP 201 -Intermediate SB Programs part B</p> <p>*Rotational/developmental experience internal in contracting or external at other buying commands to increase knowledge and experience of contracts and small business programs</p>	<p>*Take appropriate CON and ACQ courses to fully understand contracting and acquisition processes</p> <p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p> <p>*ACQ 202 - Intermediate Systems Acquisition</p> <p>*ACQ 315 - Understanding Industry</p> <p>*HBS 408 - Customer Focus Leadership development course</p> <p>*HBS 402 - Business Case Development</p> <p>*Crucial Conversations</p> <p>*Rotational/developmental experience at DON OSBP or DASN (A&amp;P) to increase knowledge and understanding of the policy planning and development process</p> <p>*Rotational/developmental experience in a Program Office to increase knowledge and understanding of running a program or project</p> <p>*Crucial Conversations</p> <p>*Toastmasters</p>	<p>*SBP 301 - Small Business for Senior Leaders - Small Business Decision Makers</p> <p>*HBS 406 - Coaching</p> <p>*HBS 405 - Change Management</p> <p>*HBS 402 - Business Case Development</p> <p>*Developmental opportunity working with DPAP or DAR Council</p> <p>*Executive Leadership Training or War College</p> <p>*DON Capitol Hill Workshop.</p> <p>*Federal Executive Institute</p>

## 18. Competency: Financial Management

Definition: Monitoring and controlling finances to ensure the accountability of monetary resources that support programs and policies.

### Financial Management

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	* N/A	<p>*Knowledge of accounting procedures, appropriations law and financial rules and regulations.</p> <p>*Knowledge of basic concepts and differences between appropriated and revolving funds, and their general use.</p> <p>*Knowledge that rules and regulations exist in multiple places, including DOD FMR, DON Policy Manual and OMB circulars.</p> <p>*Ability to serve as journeyman analyst for accomplishing financial program analysis.</p> <p>*Ability to assist in the assessment of reports received from internal, external, and automated financial system sources.</p> <p>*Knowledge of DON OSBP budget.</p>	<p>*Knowledge of accounting procedures and processes.</p> <p>*Ability to provide oversight on financial management issues and analyze /solve problems.</p> <p>*Ability to interpret appropriation law and financial rules and make recommendations for the DON OSBP budget.</p> <p>*Ability to evaluate business functions to determine validity, propriety, accuracy, and adequacy of financial management processes.</p> <p>*Ability to provide daily guidance on OSBP financial management issues, and demonstrates an understanding of the concepts and processes with little guidance.</p>	<p>*Knowledge and experience with accounting procedures, processes, appropriations law and financial rules and regulations at the working level.</p> <p>*Ability to prepare and deliver briefings, training sessions, and strategy sessions with DON OSBP staff.</p> <p>*Ability to work with integrated product teams within the agency and also across DON, DACM and DOD.</p> <p>*Ability to analyze and evaluate financial management accounting systems, public laws, governing policies, guidelines, rules, and regulations to provide advice to DON OSBP Leadership on budget development, management and execution.</p>	<p>*Knowledge and experience with the competencies identified in the DOD FM certification program for accounting processes and procedures, budgets, finance, appropriations law and financial rules and regulations, etc.</p> <p>*Ability to represent DON OSBP as a financial management expert within the agency and with counterparts at other DON and DOD activities.</p> <p>*Ability to interpret the accounting, and financial rules and regulations and prepare the DON OSBP annual budget.</p> <p>*Ability and experience in developing a budget execution plan for DON OSBP and provide oversight in managing the budget.</p> <p>*Ability to conduct extensive financial reviews, studies, and/or projects to recommend ways to improve the effectiveness and efficiency of work processes and budgetary operations for the organization.</p>

## 18. Competency: Financial Management

Definition: Monitoring and controlling finances to ensure the accountability of monetary resources that support programs and policies.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*SBP 101 - Introduction to SB Programs Part A	*SBP 101 - Introduction to SB Programs Part B  *Fiscal Law (web or classroom based)  *FM 101 - (web based)  *CLB 008 - Program Execution Principles of DON Budgeting (web based)  *ACC - Financial Management Rotational/developmental FM assignments	*Fiscal Law (web of classroom based)  *Principles of DON Budgeting (web based)  *Business Acumen Skills  *CLB 008 - Program Execution Budget Execution (web based)  *PPBES Course  *Rotational/developmental FM assignments  *HBS 401 - Budgeting	*HBS 401 - Budgeting  *HBS 406 - Coaching  *Principles of DON Budgeting (web based)  *Budget Execution (web based) Executive Leadership Program  *Participate in the DOD FM Certification Program	*HBS 406 - Coaching  *Executive Leadership Training or War College  *Managers Internal Control Program  *CFO Academy  *Achieving certifications or credentials from participation in the DOD FM Certification Program

## 19. Competency: Manpower Management

Definition: Analysis of manpower requirements as related to billet definition and attributes, Command end strength to perform mission, and associated budgets

### Manpower Management

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the Small Business Program.</p> <p>*Ability to locate applicable regulatory guidance.</p>	<p>*Knowledge of Microsoft tools.</p> <p>*Knowledge of the Navy's Planning, Programming, Budget and Execution (PPBES) process.</p> <p>*Ability to apply basis data analysis skills.</p> <p>*Knowledge of Command manpower/budget databases.</p> <p>*Ability to assist in preparation of reports, to include monthly end strength reporting as well as other special reports for DON OSBP Management.</p>	<p>*Ability to perform manpower analysis to formulate recommendations on staffing models and manpower requirements.</p> <p>*Ability to provide advice and assistance concerning civilian manpower in all DON OSBP functional areas to include allocation, affordability, resourcing, execution, implementation, and other manpower concerns.</p> <p>*Ability to perform analysis of manpower utilization in terms of workload execution and budget considerations.</p> <p>*Ability to document and distribute manpower resource guidance.</p>	<p>*Ability to attend meetings with managers and supervisors to help formulate workforce management plans and strategies.</p> <p>*Ability to independently resolve difficult issues and problems requiring consideration of workforce management program.</p> <p>*Ability to serve on internal and external IPT's to obtain and provide data and other information on workforce development and organization workforce activities that are involved with implementation of the Small Business Professional (SBP) career field.</p> <p>*Ability to plan, develop and conduct management and manpower analyses.</p>	<p>*Ability and experience to serve as the expert Manpower analyst for DON OSBP for all of the DON Small Business Professionals at multi-site organizations.</p> <p>*Ability to provide expert advice for a complex and rapidly changing SBP community involving different geographical locations and a wide variety of positions and personnel actions.</p> <p>*Ability to coordinate manpower analyses and reviews that require an extensive knowledge of missions, functions, manpower management and utilization.</p> <p>*Ability to provide briefings and advisory services and coordinate with DON and DOD Leadership to advise and assist management officials in identifying and resolving problems concerning manpower utilization and mission accomplishment.</p>

## 19. Competency: Manpower Management

Definition: Analysis of manpower requirements as related to billet definition and attributes, Command end strength to perform mission, and associated budgets .

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	<p>*SBP 101 - Introduction to SB Programs Part A</p>	<p>*SBP 102 - Introduction to SB Programs Part B</p> <p>*Knowledge of basic Microsoft tools</p> <p>* HBS 435 - Basic Project Management (DAU)</p> <p>*CLB 008 - Program Execution</p> <p>* PGMT7000D - Introduction to Management Analysis (GSA)</p> <p>*On the job training or rotational assignment to learn about applicable manpower/budget databases</p>	<p>*CLB 008 - Program Execution</p> <p>*Navy Budget Policies and Procedures Intermediate or advanced excel and power point training</p> <p>*Rotational or developmental assignment to enhance knowledge and experience of manpower systems, processes and policies</p> <p>*HBS 405 - Change Management</p>	<p>*HBS 438 - Strategy Execution Executive Leadership Training</p> <p>*HBS 421- Innovation and Creativity</p> <p>*HBS 422 - Innovation Implementation</p> <p>* PGMT8000D - Management Analysis: Data Gathering (GSA)</p> <p>*HBS 405 - Change Management</p> <p>*Rotational/developmental assignments to develop knowledge and experience on manpower issues</p>	<p>*HBS 421 - Innovation and Creativity</p> <p>*HBS 422 - Innovation Implementation</p> <p>*HBS 438 - Strategy Execution Executive Leadership Training or War College</p> <p>* PGMT8001D - Management Analysis: Designing and Conducting a Study (GSA)</p> <p>* PMGT9000D - Management Analysis: Advanced Applications (GSA) Advanced Project Management</p>

## 20. Competency: Agency Needs and Requirements Analysis

Definition: Assess agency needs and provide requirements analysis.

### Agency Needs and Requirements Analysis

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	<ul style="list-style-type: none"> <li>**Ability to utilize structured brainstorming</li> <li>*Ability to conduct Interviews and utilize questionnaires</li> <li>*Knowledge of technical, operational, and/or strategy documentation review</li> <li>*Knowledge of simulations and visualizations</li> <li>*Ability to use case diagrams</li> <li>*Activity to use diagrams</li> <li>*Ability to construct POAMs</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to Identify stakeholders</li> <li>*Ability to Identify stakeholder needs</li> <li>*Ability to Identify stakeholder requirements</li> <li>*Ability to collecting stakeholder needs and requirements</li> <li>*Ability to define stakeholder Requirements</li> <li>*Ability to classify stakeholder requirements</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of translating user needs</li> <li>*Ability to incorporate design considerations including statutory and regulatory constraints</li> <li>*Ability to document allocation of requirements</li> <li>*Ability to provide rationale for specification requirements</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct Analysis of Alternatives (AoA)</li> <li>*Ability to conduct Life Cycle Cost Assessment</li> <li>*Ability to onduct Total Ownership Cost Assessment</li> <li>*Abilty to conduct Cost Effectiveness Comparisons</li> <li>*Abiltiy to conduct Organization and Management Studies</li> </ul>
Recommended Learning	*N/A	<ul style="list-style-type: none"> <li>*Guide to Systems Engineering Body of Knowledge (SEBoK)</li> <li>* PGMT7400D - Business Analysis: Overview USDA Graduate School</li> </ul>	<ul style="list-style-type: none"> <li>*Guide to Systems Engineering Body of Knowledge (SEBoK)</li> <li>* PGMT8321D - Business Analysis Planning Workshop Graduate School USA</li> </ul>	<ul style="list-style-type: none"> <li>*Defense Acquisition Guidebook Chapter 4</li> <li>* PGMT8322D - Eliciting and Communicating Business Requirements USDA Graduate School</li> </ul>	<ul style="list-style-type: none"> <li>* PGMT8323D - Requirements Analysis, Solution Assessment and Validation USDA Graduate School</li> <li>*Business Analysis courses b2ttraining.com</li> </ul>

## 21. Competency: Requirements and Risk Management

Definition: Systematically identifying the risks of a potential business decision to create effective comprehensive and integrated solutions by prioritizing threats and evaluating costs and benefits of the business decision.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of the principles and concepts of the DoD Procurement business and/or contracting program and Small Business Program; to include but not limited to, a basic understanding of the DoD and DON OSBP Program Instructions (i.e., DoD Instruction 4205.1 &amp; SECNAVINST 4380.8.</p>	<p>*Skilled in Customer Service</p> <p>*Ability to make sound, well-informed, and objective decisions</p> <p>*Skilled in effectively dealing with ambiguity and change management</p> <p>*Ability to demonstrate good Interpersonal Skills</p> <p>*Ability to influence, motivate and challenge others</p> <p>*Knowledge of Common contract and business law, governmental claims and risk management principles and practices. (FAR/DFARS)</p> <p>*Ability to demonstrate proficient oral/written communication skills, organizational awareness, problem solving skills, reasoning skills and team building skills</p>	<p>*Knowledge of methods, metrics, tools, and techniques of Small Business Process</p> <p>*Ability to perform Business Case Analysis</p> <p>*Knowledge of Contracting/Procurement Policies and Processes</p> <p>*Ability to plan and evaluate Acquisition Strategies</p> <p>*Knowledge of Project Management</p> <p>*Ability to perform Quality Assurance Requirements Analysis</p> <p>*Ability to distinguishing between risk management and issue management</p>	<p>*Ability to interpret complex Acquisition requirements</p> <p>*Ability to propose innovative Small Business solutions</p> <p>*Ability to analyze requirements and Small Business capabilities</p> <p>*Ability to serve as a strategic planner with a sound understanding of designing, developing and implementing programmatic changes</p>	<p>*Skilled in demonstrating Program/Technical Competence by working, understanding and evaluating information related to the small business profession</p> <p>*Skilled in advising others on Small Business related issues</p> <p>*Knowledge of the principles and methods for planning or managing the implementation, update, or integration of program components</p>

## 21. Competency: Requirements and Risk Management

Definition: Systematically identifying the risks of a potential business decision to create effective comprehensive and integrated solutions by prioritizing threats and evaluating costs and benefits of the business decision.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*N/A	*CLM 003 – Overview of Acquisition Ethics *FAC 031 – Small Business Programs *SBP 101 – Intro to SB Part A *SBP 102 – Intro to SB Part B *SBP 110 – Fundamentals of the FAR for SBP *CLM 017 – Risk Management *Rotational Assignment (Program Office, NMCA, etc) >120 Days) *Industry Days *Continuous Learning	*Team Leadership training *Crucial Conversations *CLL 006 Public-Private Partnerships *ACQ 315 – Understanding Industry *LOG 101 – Acquisition Logistics Fundamentals *FAC 033 – Contract Management: Strategies for Mission Success	*Team Management training *CLE 008 – Six Sigma: Concepts and Processes *PMT 400 – Program Managers Skills Course *HBS 301 – Managing Difficult Conversations *HBS 302 – Negotiating For Results	*RD&A Executive Development, Understanding the Government-Industry Relationship in Acquisition

## 22. Competency: Capabilities Assessment

Definition: Translate requirements and requirements documents to identify opportunities for Small Business Research and Development (R&D) and technology efforts. In addition, designation of R&D topics to support agency's needs/mission, accept proposals from Small Business to facilitate awards made on a competitive basis (when applicable) and manage the focus/thrust areas or topics up to the point of commercialization.

### Capabilities Assessment

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	* N/A	<p>*Knowledge and understanding of Research and Development, i.e., Basic Research, Applied Research or Advance Technology Development</p> <p>*Knowledge and understanding the Small Business Innovation Research Program and Small Business Technology Transfer Program, Phases I, II, III; knowledge of Organizational SBIR /STTR Technology Topic Areas etc.</p> <p>*Attend a SBIR/STTR event.</p>	<p>*Knowledge of procurement methodologies/process for R&amp;D requirements, e.g. Broad Agency Announcement, e.g., When publicizing requirements and expanding R&amp;D sources, cooperation among Government Technical, Contracting, and Small Business personnel early in the acquisition process</p> <p>*Knowledge of SBIR/STTR Phase III process in accordance with statute/regulations governing SBIR/STTR procedures inclusive of Commercialization Stage –</p> <p>* Knowledge of Organizations SBIR/STTR Technology Topic Areas</p> <p>*Attend an S&amp;T type event.</p>	<p>* Ability to ensure agency continually searches for and develops information of viable sources, inclusive of Small Business Concerns, in both Prime Contracting and Subcontracting capacities, to perform R&amp;D efforts, in order to obtain a broad base of the best Contractor sources from the Scientific and Industrial community</p> <p>*Ability to continuously serve as the Small Business Advocate in R&amp;D evaluation for award, e.g., when a Small Business Concern would otherwise be selected for award but is considered not responsible, SBA COC procedures shall be followed, etc.</p> <p>*Ability to foster and encourage participation by Small and Disadvantaged Owned Businesses in technological innovation</p> <p>*Shadow a SBIR/STTR or Science and Technology (S&amp;T) Director</p> <p>*Rotational assignment in a SBIR/STTR or S&amp;T Department</p>	<p>*Ability to promote Phase III requirements for Small Businesses to pursue commercialization objectives resulting from the Phase I/II Research &amp; Development activities</p> <p>*Ability to campaign for Small Business Participation for both Prime and Subcontracting opportunities at Federally Funded Research and Development Centers (FFRDC)</p> <p>*Ability to collaborate and strategize with organization's SBIR/STTR Program Office to ensure Small Businesses have the opportunity to support scientific and technological innovation</p> <p>*Ability to develop means to foster and increase opportunities for Small Firms to undertake cutting-edge, high risk, high quality scientific engineering/research that would potentially have a high return on investment if the research is successful</p> <p>*Visit an incubator</p> <p>*Visit several Small Businesses</p>

## 22. Competency: Capabilities Assessment

Definition: Translate requirements and requirements documents to identify opportunities for Small Business Research and Development (R&D) and technology efforts. In addition, designation of R&D topics to support agency's needs/mission, accept proposals from Small Business to facilitate awards made on a competitive basis (when applicable) and manage the focus/thrust areas or topics up to the point of commercialization.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*N/A	*DAU CLC, 'Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR)'	*DON SBIR/STTR Training Workshop	*DoD SBIR/STTR Training Week	*Navy SBIR/STTR Committee-Congressional Hearing(s)

## 23. Competency: Requirements Development and Management

Definition: Elicits inputs from relevant stakeholders and translate the inputs into technical requirements. Translate warfighter capability requirements into science and technology development plans and assess the feasibility for Small Business participation.

### Requirements Development and Management

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	<p>*Knowledge and understanding of the organizational structure, technology strategy, activity initiatives</p> <p>*Ability to identify agency's Small Business Advocates within each Department-Division-Code-PEO, etc</p> <p>*Ability to interface with the organizational Program Officials.</p> <p>*Meet with Small Businesses</p>	<p>*Ability to serve as the Acquisition Planning Team Member and best discuss acquisition requirement(s) with Program Managers/Officers</p> <p>* Ability to advise PMs/PMs on Small Business policies and strategies for enhancing competition</p> <p>*Ability to coordinate and participate in early exchanges with Program Managers/Officers in identifying potential sources the development of Market Research Results/Documentation</p> <p>* Knowledge and understanding of prior procurements and historical issues that may impact requirements</p> <p>*Ability to determine if a set-aside is appropriate or if a competition is appropriate, limited to establish or maintain viable sources</p> <p>*Ability to partner with the activity to ensure formal Small Business processes and practices are consistently interjected, at the project and program levels, across all agency initiatives</p> <p>*Skilled in conducting Small Business Reviews/Approval of RFIs, Sources Sought, Solicitation documents, prior to posting in Federal Business Opportunities Website, or other electronic venues</p> <p>*Attend Small Business Outreach Events.</p>	<p>*Ability to serve as the Small Business Representative at activity Pre-Planning and Pre-Solicitation Conferences, and Industry Days/Panels</p> <p>*Ability to review Pre-Solicitation documentation to ensure Small Businesses elements are incorporated in Source Selection Plans/Procedures, Contracting Considerations, Small Business Opportunities, Make or Buy Decisions, etc.</p> <p>*Ability to assure Statement of Objectives/Statement of Work, Sections L and M of the solicitation and other requirements are not restrictive to Small Businesses</p> <p>*Ability to review requirements to ensure applicable FAR/DFARS/NMCARS clauses relevant to Small Business Programs are included</p> <p>* Ability to assure Small Business consideration in Acquisition Streamlining, Competition requirements, Data Rights, etc. during the Planning Process</p> <p>*Knowledge of the capabilities that a Small Business can bring to the organization, e.g., 'host Small Business Roundtable Discussions'</p>	<p>*Skilled in persuading Leadership/Stakeholder of the full value of the practice of showing support for Small Business participation across competencies throughout the Chain of Command</p> <p>*Skilled in consolidating and forecasting requirements (i.e., Long Range Acquisition Forecast) likely to be developed as Purchase Request during the next several fiscal years</p> <p>*Ability to serve on Source Selection Boards to ensure Small Business source selection factors, as set forth in the Source Selection Plan and Section M of the solicitation, are adhered to</p> <p>* Ability to assist with resolving any issues as they relate to Small Business</p> <p>*Ability to provide constructive information from a Small Business perspective to both Program and Contracting Officials, when debriefing offerors regarding technical proposals after award</p> <p>*Host Small Business Matchmaking events within the organization</p>

### 23. Competency: Requirements Development and Management

Definition: Elicits inputs from relevant stakeholders and translate the inputs into technical requirements. Translate warfighter capability requirements into science and technology development plans and assess the feasibility for Small Business participation.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*N/A	*CLC - Introduction to Science and Technology  *CLC - Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Program Overview  *Shadowing a Program Manager	*CLC - Contracting for the Rest of Us  *Rotational assignment in a Program Office.	*Introduction to Program Management (the Basics)  *STM 101 - Introduction into Science and Technology (the Basics)	*Requirements Development, Documentation and Management Course (American Management Association)

## 24. Competency: Science & Technology Risk Management

Definition: Ability to apply risk management across all acquisition programs to determine technical risk. Also, participate in the generation of science and technology development.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*Knowledge of SBIR/STTR programs	*Knowledge of the Risk Management Process  *Knowledge of the Risk Management Process Model	*Knowledge of Risk Components  *Ability to Identify Risks  *Knowledge of Risk Mitigation Planning and Implementation  *Knowledge of Risk Tracking	*Ability to assess performance, schedule, and cost risks  *Ability to analyze risks  *Ability to create a risk mitigation plan  *Ability to track risks	*Skilled in identifying and analyzing risks  *Skilled in creating and implementing a risk mitigation plan  *Skilled in tracking and monitoring risks and updating risk plans
Recommended Learning	*N/A	ACQ 101 – Fundamentals of Systems Acquisition Management	CLM 017 – Risk Management	Risk Management Guide for DoD Acquisition – Sixth Edition August 2006	*N/A

## 25. Competency: Design and Development

Definition: Understanding of design considerations (boundaries, interfaces, standards, available production process capabilities, performance and behavior characteristics). Additionally, understanding of the capability development process manifested in advanced technology development/demonstration and validation of Research & Development programs.

### Design and Development

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	*N/A	<ul style="list-style-type: none"> <li>*Knowledge of Systems Engineering (SE) design considerations</li> <li>*Knowledge of skills relevant to the development process manifested in advanced technology R&amp;D programs</li> <li>*Knowledge of SE processes</li> <li>*Knowledge of SE tools and methods</li> <li>*Knowledge of SE testing concepts</li> <li>*Knowledge of SE configuration management</li> <li>*Knowledge of SE management</li> <li>*Knowledge of SE architecture</li> <li>*Knowledge of flight clearance procedures</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to independently analyze reports</li> <li>*Ability to review/evaluate design requirements and discern break-out opportunities for small business participation</li> <li>*Ability to demonstrate in-depth SE requirements</li> <li>*Ability to demonstrate in-depth knowledge of SE process</li> <li>*Ability to demonstrate in-depth knowledge of SE tools and methods</li> <li>*Ability to demonstrate in-depth knowledge of SE configuration management</li> <li>*Ability to demonstrate in-depth knowledge of SE and its associated</li> </ul>	<ul style="list-style-type: none"> <li>*Skilled in developing techniques</li> <li>*Skilled in conducting in-depth studies &amp; evaluations in support of R&amp;D</li> <li>*Skilled in directly addressing fleet concerns</li> <li>*Skilled in mentoring junior engineers</li> <li>*Skilled in demonstrating comprehensive knowledge of and experience with SE</li> <li>*Skilled in demonstrating comprehensive knowledge of and experience with SE tools and methods</li> <li>*Skilled in demonstrating comprehensive knowledge of and experience with SE configuration management</li> <li>*Skilled in demonstrating comprehensive knowledge of and experience with SE and its associated technical reviews</li> <li>Skilled in demonstrating comprehensive</li> </ul>

## 25. Competency: Design and Development

Definition: Understanding of design considerations (boundaries, interfaces, standards, available production process capabilities, performance and behavior characteristics). Additionally, understanding of the capability development process manifested in advanced technology development/demonstration and validation of Research & Development programs.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*N/A	SBP 101 - Intro to SB Programs Part A	<ul style="list-style-type: none"> <li>*Principles of Systems engineering course</li> <li>*Brief project lead</li> <li>*Brief PMA project lead</li> <li>*DAU SE-101</li> <li>*Graduate/Professional courses in SE</li> <li>*Create various architectural views (OVs, SVs, TVs)</li> <li>*Participate in peer reviews</li> <li>*Attend brief by airworthiness office (AIR-4.OP)</li> <li>*Intro to systems engineering</li> <li>*CLC 004 - Market Research training</li> <li>*SBP 102 - Intro to SB Programs Part B</li> <li>*SBP 110 - Fundamentals of the FAR for SBPs (or CON 090 FAR Fundamentals )</li> <li>*SBP 120 - Contract Lifecycle for SB Programs</li> </ul>	<ul style="list-style-type: none"> <li>*SE Certificate Program</li> <li>*Fleet Support</li> <li>*Brief PMA Chain of Command</li> <li>*Authoring/presenting conference papers</li> <li>*Authoring/presenting S&amp;T proposals</li> <li>*Master's degree or equivalent experience in SE</li> <li>*SE 201</li> <li>*Familiar with open systems architecture</li> <li>*Conduct peer reviews</li> <li>*Participate at technical reviews</li> <li>*CON 280 - Source Selection and Administration of Service Contracts</li> <li>*ACQ 315 - Understanding Industry</li> </ul>	<ul style="list-style-type: none"> <li>*Mentoring</li> <li>*Senior Level Briefings</li> <li>*Project Lead</li> <li>*Chairing conference committees/panels</li> <li>*Championing multi-year proposals</li> <li>*SE 301</li> <li>*Graduate courses in SE</li> <li>*Class Desk Training</li> <li>*Prepare papers and present at SE technology conference</li> </ul>

## 26. Competency: Technology Readiness and Commercialization

Definition: Programmatic, financial, logistical and technical requirements for integration of technologies into larger programs of record and the challenges associated with the transition to limited and full rate production.

### Technology Readiness & Commercialization

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	<ul style="list-style-type: none"> <li>*Knowledge of DoD procedures for identifying technology needs</li> <li>*Knowledge of DoD procedures for determining technologies that can meet technology requirements</li> <li>*Knowledge of Intellectual Property laws and regulations and special small business protections</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of internal/external support networks for technology development and production assistance for small businesses</li> <li>*Knowledge of small business provider markets for new technologies to support DoD systems</li> <li>*Knowledge of documents, tools, and systems used to track and document transition of small business technologies into programs of record</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of tools used to assess technology readiness to meet program requirements</li> <li>*Knowledge of procedures used to document assessments of technology readiness</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of program management and systems engineering techniques used to acquire DoD systems</li> <li>*Knowledge of milestones and testing requirements used to verify system readiness to enter production</li> </ul>
Recommended Learning	*N/A	<ul style="list-style-type: none"> <li>*ACQ 101– Fundamentals of Systems Acquisition Management (DL)</li> <li>*Industry Days</li> <li>*CLE 068 – Intellectual Property and Data Rights (CL)</li> </ul>	<ul style="list-style-type: none"> <li>*FAC 010 – SBIR/STTR Programs</li> <li>*STM 101 – Introduction to Science and Technology Management (DL)</li> <li>*Review of Acquisition Strategy and/or Acquisition Plan with S&amp;T component</li> </ul>	<ul style="list-style-type: none"> <li>*HBS 402- Business Case Development (CL)</li> <li>*CLE 021 – Technology Readiness Assessments (CL)</li> <li>*Participation in TRA event</li> <li>*Review of Test and Evaluation Plan and/or attendance at End User evaluation event/technology demonstration</li> </ul>	*Rotation Assignment ≈ 90 days

## 27. Competency: Portfolio Development and Forecasting

Definition: Development of Science and Technology portfolios and forecasts, consistent with stakeholder requirements and technology trends, to maximize value to the warfighter by synchronizing or aligning small business technology projects with technology roadmap and investment strategy to meet customer timeliness.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	<ul style="list-style-type: none"> <li>*Knowledge of the small business research market</li> <li>*Knowledge of cost, schedule and performance driven management processes</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of DoD S&amp;T Portfolio development and forecasting process</li> <li>*Knowledge of S&amp;T Strategic Plans</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of DoD technology roadmaps</li> <li>*Knowledge of DoD procedures for determining technologies that can meet operational requirements</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of the commercial IR&amp;D market</li> <li>*Knowledge of risk mitigation procedures</li> </ul>
Recommended Learning	*N/A	<ul style="list-style-type: none"> <li>*ACQ 101 – Fundamentals of Systems Acquisition Management (DL)</li> </ul>	<ul style="list-style-type: none"> <li>*STM 101 – Introduction to Science and Technology Management (DL)</li> <li>*Review organizational portfolio development and forecasting processes</li> <li>*Review S&amp;T Strategic Plans for organization/service/DoD</li> </ul>	<ul style="list-style-type: none"> <li>*HBS 402 - Business Case Development (CL)</li> <li>*Provide inputs to organizations S&amp;T Strategy as it relates to small business technology developments</li> <li>*Assist in preparation/review of portfolio inputs for small business participation</li> </ul>	<ul style="list-style-type: none"> <li>*CLM 017 – Risk Management (CL)</li> <li>*Provide recommendations for portfolio development and forecasting for small business participation</li> </ul>

## 28. Competency: Science & Technology Technical Contributions

Definition: Contribute to and support advancement of science, technology, and research capability through patents, publications, technology transitions, rapid fielding, invention and innovation. Also, Provide technical or subject matter expertise to an acquisition program and operations sustainment that is using small businesses.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*Knowledge of SBIR/STTR programs	*Knowledge of the relationship between S&T, R&D, and acquisition  *Knowledge of the SBIR/ STTR Programs  *Knowledge of SME/TPOC roles and responsibilities in SBIR/STTR contracts	*Knowledge of Intellectual Property and Data Rights  *Knowledge of Market Research Requirements and Methods  *Ability to review patents, publications, and other resources for applicable technologies  *Ability to serve as a SME/ TPOC for a SBIR/STTR contract	*Ability to analyze Market Research data and plan further technology development  *Knowledge for fielding prototypes for rapid process initiatives  *Skilled in serving as a SME/TPOC for a SBIR/STTR contract	*Skilled in analyzing Market Research reports  *Skilled in managing rapid fielding of prototypes  *Skilled in identifying niches for small businesses in acquisition programs
Recommended Learning	*N/A	*STM 101 – Intro to S&T Management  *SBP 101 – Intro to Small Business Programs, Part A  *FAC 010 – SBIR/ STTR Programs	*STM 203 – Intermediate S&T Management  *SBP 102 – Intro to Small Business Programs, Part B  *CLC 004 – Market Research  *CLE 068 – Intellectual Property and Data Rights	*STM 304 – Leadership in S&T Management  *CLM 059 – Small Business Program for Program Managers  *CLE 028 – Market Research for Engineering and Technical Personnel	*TLR 350 – Advanced Technical Leadership

## 29. Competency Science & Technology Technical Credibility

Definition: Ability to apply and/or convey Science & Technology (S&T) principles, procedures, requirements, regulations, and policies related to specialized technical competencies and/or needed by program decision.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*Knowledge of SBIR/STTR programs	*Basic knowledge of S&T principles and procedures  *Basic knowledge of the relationships between S&T, Research and Development, and acquisition	*Knowledge of S&T requirements, regulations, and policies related to specialized technical competencies and/or needed by program decision makers	*Knowledge of DoD procedures for determining technologies that can meet operational requirements  *Ability to conduct analysis of the technology issue(s)  *Ability to document the S&T principles, procedures, regulations and policies, as well as results of the analysis, and provide small business program recommendations	*Ability to translate technical competencies into requirements in a white paper  *Ability to determine the criteria under which technology will be analyzed
Recommended Learning	*N/A	*SBP 101 - Intro to Small Business Programs, Part A  *STM 101 – Introduction to Science and Technology Management (DL)	*STM 203 - Intermediate S&T Management	*STM 304 - Leadership in S&T Management	*TLR 350 - Advanced Technical Leadership

### 30. Competency: Conceptual Thinking

Definition: Use conceptual thinking to explore innovative improvements to support stakeholders and build customer satisfaction

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	<ul style="list-style-type: none"> <li>*Knowledge of basic elements of conceptual thinking</li> <li>*Ability to understand organizational support requirements and identify challenges</li> <li>*Ability to recognize repetitive occurrences in separate situations</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to view situations and identify trends</li> <li>*Ability to perform critical analysis and see potential for unique improvements</li> <li>*Knowledge of types of risk and risk mitigation techniques</li> <li>*Ability to identify linkages, patterns and discrepancies in data and processes</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to apply learned theory to assess current situations and identify proposed improvements</li> <li>*Ability to understand broad, strategic intent and develop process changes to benefit stakeholders</li> <li>*Ability to understand complex relationships and dependencies and apply practical solutions to challenges</li> <li>*Ability to proactively initiate process improvements by assessing value stream, products gaps and opportunities to implement unique, creative solutions and build customer satisfaction</li> <li>*Ability to explore innovative changes while taking appropriate risks and maintaining a positive perspective in challenging situations</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to use a thorough understanding of conceptual thinking to teach others basic principles, encourage learning and advance to greater capabilities</li> <li>*Knowledge of the broader implications of actions and ability to leverage innovative ideas for the benefit of individuals and organizations</li> <li>*Ability to see beyond the next discovery and help position the organization for success and growth</li> <li>*Ability to seamlessly develop and implement completely novel concepts through collaborative efforts</li> </ul>
Recommended Learning	*N/A	*N/A	*API-303 Game Theory and Strategic Decisions, Harvard Kennedy School	*Innovation and Strategy, Harvard Division of Continuing Education Professional Development	<ul style="list-style-type: none"> <li>*Critical Thinking: What It is and Why it Counts" by Peter Facione</li> <li>*Critical Thinking: Tools for Taking Charge of Your Learning and Your Life" by Richard Paul and Linda Elder</li> <li>*Conceptual Thinking" by Domingo Rodriguez and Stefan Strozier</li> </ul>

## 31. Competency: Ambassadorship

Definition: Represent the Agency/Organization in an effective manner in public and internal forums.

### Ambassadorship

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	<ul style="list-style-type: none"> <li>*Knowledge of agency/organization structure and culture</li> <li>*Knowledge of agency organization mission</li> <li>*Knowledge of agency/organization vision</li> <li>*Knowledge of agency/organization values</li> </ul>	<ul style="list-style-type: none"> <li>*Knowledge of agency/organization Small Business Program</li> <li>*Ability to Identify key stakeholders- internal and external</li> <li>*Skilled in public speaking</li> <li>*Skilled in written communication</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to represent Office of Small Business Programs (OSBP) at Leadership meetings</li> <li>*Ability to provide updates on small business performance; present issues of concern; provide “good news” stories</li> <li>*Ability to present overview of OSBP at Senior Leadership Forums</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to collaborate with Agency Public Affairs Office – issue press releases, publish articles highlighting small business events, and success stories</li> <li>*Ability to speak at Town Halls, Small Business Forums, Chambers of Commerce events</li> <li>*Ability to collaborate/team with National and local SBA Offices ; small business industry associations, and regional Small Business Professionals</li> <li>*Ability to mentor Small Business Professionals new to the career field or seeking to enter the career field</li> </ul>
Recommended Learning	*N/A	<ul style="list-style-type: none"> <li>*Agency/organization website</li> <li>*Agency/organization Charter</li> <li>*Agency/organization chart</li> <li>*Participate in shadow assignments</li> <li>*Work with a mentor</li> <li>*Enroll in a crucial conversations class</li> <li>*Join Toastmasters International</li> <li>*Participate in professional networking classes</li> </ul>	<ul style="list-style-type: none"> <li>*Dept. of Defense, Dept. of Navy, and agency/organization website</li> <li>*Public Speaking SPCH7151E USDA Graduate School</li> <li>*Writing for Public Relations and Marketing WRIT7105E USDA Graduate School</li> <li>*Team Development: Team Building and Team Leadership Center for Leadership Development- OPM</li> </ul>	<ul style="list-style-type: none"> <li>*Washington Executive Seminar EXEC9904L USDA Graduate School</li> <li>*Executive Communication Skills Center for Leadership Development- OPM</li> <li>*Present to Persuade Dale Carnegie Training</li> <li>*Briefing and presentation skills Management Concepts</li> </ul>	<ul style="list-style-type: none"> <li>*Communicating Face to Face Center for Leadership Development-OPM</li> <li>*Collaborative Leadership: Working with Others Center for Leadership Development-OPM</li> <li>*Mentoring Skills MGMT7006D USDA Graduate School</li> <li>*Coaching and Mentoring for Excellence Center for Leadership Development-OPM</li> </ul>

## 32. Competency: Opportunity Focus

Definition: Perceives unmet customer needs, seizes high quality business opportunities, actively identify products or services that provide real benefit to the customer, and which meets or exceeds the customer needs.

### Opportunity Focus

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<ul style="list-style-type: none"> <li>* Entry level knowledge and understanding of the Federal Government Acquisition (e.g., Government contracting) programs</li> <li>* Entry level knowledge of the phases of the contracting process (e.g., requirements identification, market research, pre-award, solicitation, contract award, and post-award closeout)</li> <li>* Knowledge of the Command that the Small Business Professional (SBP) supports</li> <li>*Ability to locate regulatory guidance.</li> <li>*Ability to locate DON policy.</li> <li>*Ability to perform basic market research to meet customers minimum needs</li> <li>*Ability to provide recommendations to customer with regard to performing market research</li> <li>*Regularly participate in customer led forums (e.g., acquisition strategy meetings, market research teams, industry days, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>* Basic knowledge of the purpose and structure of the Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulations Supplement (DFARS), and Navy Marine Corps Acquisition Regulations Supplement (NMCARS).</li> <li>*Ability to locate rules governing small business acquisitions (e.g., FAR Part 19 &amp; 26, etc.)</li> <li>*Ability to apply small business regulations to an acquisition in the phases of Government contracting.</li> <li>*Ability to apply small business rules that govern different types of acquisitions, including simplified acquisitions, sealed bids, negotiated proposals, construction, GWACs including GSA FSS and BPAs, MACs, etc.</li> <li>* Ability to perform successful matchmaking session opportunities for small businesses with the SBP customer</li> <li>* Ability of the SBP to match small businesses with customers' requirements</li> <li>*Identify solutions to unmet requirements that benefits the customer</li> </ul>	<ul style="list-style-type: none"> <li>* Working knowledge of the acquisition process including formulating and supporting overall procurement strategies to enhance Small Business participation as both prime and sub-contractors.</li> <li>* Ability to review and evaluate adequacy of proposed acquisition strategies with regard to SB participation factors and source selection criteria</li> <li>*Ability to serve on a Contract Review Board (CRB) or Services Requirements Review Boards (SRRB), identify and address elements of a proposed procurement strategy that requires corrective action with regard to the small business program.</li> <li>* Working knowledge of industry best practices</li> <li>* Ability to participate as a member of local contract quality assurance review teams for selected procurements in order to share knowledge with the small business community</li> <li>* Ability to provide meaningful small business training and engagement to acquisition professionals, DPMs, and customers</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct a PPMAP (Procurement Performance Management Assessment Program) review for the Small Business elements, report findings, deficiencies, and best practices</li> <li>*Ability to work in integrated product teams</li> <li>*Ability to review and respond to Small Business review requests via the DD Form 2579 or on the NAVSUP SB Review App, including articulating alternative acquisition strategies and identifying corrective actions as appropriate</li> <li>*Ability to provide significant knowledge of the utilization of small business capabilities and technology solutions to meet the customers unmet needs</li> <li>*Demonstrate the innovation and technology solutions that small business provide to meet the customers unmet needs</li> </ul>	<ul style="list-style-type: none"> <li>* Ability to assess how current policy and guidance affect the customer requirements and the ability to provide recommend small business acquisition strategies to meet customer needs</li> <li>*Ability to share policy changes that affect the customers acquisition strategies</li> <li>* Ability to provide significant small business training, outreach, and mentorship to both customers and small businesses that ultimately result in prime contracting opportunities and satisfying the customers minimum requirements</li> <li>*Establish meetings with small businesses and customers that enable technology and innovative solutions to meet customer needs</li> <li>*Ultimate results: Customers willingly seek advice and guidance from Small Business Professionals (SBPs)</li> </ul>

## 32. Competency: Opportunity Focus

Definition: Perceives unmet customer needs, seizes high quality business opportunities, actively identify products or services that provide real benefit to the customer, and which meets or exceeds the customer needs.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Recommended Learning</b>	<p>*SBP 101 - Intro to SB Programs Part A</p> <p>*SBP 102 - Intro to SB Programs Part B</p> <p>*CON 100 - Shaping Smart Business Arrangements</p> <p>*CON 110 - Fundamentals of the FAR for SBP</p> <p>*SBP 120 - Contract Lifecycle for SB Programs</p> <p>*Elective CON 090 -FAR Fundamentals</p> <p>*ASN RD&amp;A Policy Memo website - <a href="http://www.secnave.navy.mil/rda/Pages/Policy-Memos.aspx">http://www.secnave.navy.mil/rda/Pages/Policy-Memos.aspx</a></p> <p>*CLC 004 Market Research</p> <p>*CLC 005 - Simplified Acquisition Procedures</p> <p>*FAC 034 - Interagency Acquisition Basics</p> <p>*Harvard Business School (HBS) electives</p> <p>* Participate as a mentee within a Mentoring Program within your Command</p>	<p>*Knowledge of the DON / DoD OSBP Mission, Vision, Values, and Strategic Priorities</p> <p>*CON 237 - Simplified Acquisition Procedures</p> <p>*ACQ 101 - Fundamentals of Systems Acquisition Management</p> <p>STM 101 - Introduction to DoD Science &amp; Technology Management</p> <p>*LOG 101 - Acquisition Fundamentals</p> <p>*FAC 036 - GSA Schedules BPAs and CTAs</p> <p>*FAC 039 - GSA's Government wide Acquisition Contracts (GWACs) for IT Services</p> <p>* FAC 048 - The GSA MAS Program: Buying Services Through GSA Schedules</p> <p>*FAC 029 - GSA Schedules vs. Open Market</p> <p>*CLC 030 - Essentials of Interagency Acquisitions/Fair Opportunity</p> <p>*CLC 055 - Competition Requirements</p> <p>*CLC 031 - Reverse Auctioning</p> <p>*Harvard Business School (HBS) electives</p> <p>*Rotation within Contracts</p>	<p>*SBP 201 - Intermediate Small Business Programs, Part A</p> <p>*SBP 202 -Intermediate Small Business Programs, Part B</p> <p>*SBP 210 - Subcontracting</p> <p>*SBP 220 - Business Decisions for Small Business</p> <p>*SBP 301 - Small Business for Senior Leaders</p> <p>*CON 216 - Legal Considerations in Contracting</p> <p>*CON 360 - Contracting for Decision Makers</p> <p>*CLC 007- Contract Source Selection</p> <p>*ACQ 315 - Understanding Industry</p> <p>*Take Entrepreneurship Courses through local Business Schools</p> <p>*Harvard Business School (HBS) electives</p> <p>*Leadership Development Courses</p> <p>*Shadow your customer or rotation through the PM</p> <p>*Conduct a PPMAP</p>	<p>*ACQ 202 - Intermediate Systems Acquisition, Part A</p> <p>*ACQ 370 - Acquisition Law</p> <p>*CON 280 - Source Selection and Administration of Service Contracts</p> <p>*Harvard Business School (HBS) electives</p> <p>*Leadership Development Courses</p>	<p>*Rotational Excellence Programs within the DoD and DON OSBP offices</p> <p>*Developmental opportunity working with DPAP, FAR, or DAR Council</p> <p>*DON Capitol Hill Workshop</p> <p>*Harvard Business School (HBS) electives</p> <p>*Leadership Development Courses</p>

### 33. Competency: Customer Analysis and Management

Definition: Understand internal and external markets for products and services. Builds trust and long-term relationships with internal and external customers, generates an expectation of high level customer service; aims to exceed customer expectations, ability to perform feasibility analysis.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Competency Behaviors</b>	<ul style="list-style-type: none"> <li>* Entry level knowledge and understanding of the Federal Government Acquisition (e.g., Government contracting) programs</li> <li>* Entry level knowledge of the phases of the contracting process (e.g., requirements identification, market research, pre-award, solicitation, contract award, and post-award closeout)</li> <li>* Knowledge of the Command that the Small Business Professional (SBP) supports</li> <li>*Ability to locate regulatory guidance.</li> <li>*Ability to locate DON policy.</li> <li>*Ability to perform basic market research to meet customers minimum needs</li> <li>*Ability to provide recommendations to customer with regard to performing market research</li> <li>*Regularly meet with customers to gain and understanding of their mission and procurement needs</li> <li>*Team building based on stakeholder analysis and the utilization of small businesses capabilities and technology solution</li> </ul>	<ul style="list-style-type: none"> <li>* Basic knowledge of the purpose and structure of the Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulations Supplement (DFARS), and Navy Marine Corps Acquisition Regulations Supplement (NMCARS).</li> <li>*Ability to locate rules governing small business acquisitions (e.g., FAR Part 19 &amp; 26, etc.)</li> <li>*Ability to apply small business regulations to an acquisition in the phases of Government contracting.</li> <li>*Ability to apply small business rules that govern different types of acquisitions, including simplified acquisitions, sealed bids, negotiated proposals, construction, GWACs including GSA FSS and BPAs, MACs, etc.</li> <li>* Ability to perform successful matchmaking session opportunities for small businesses with the SBP customer</li> <li>* Ability of the SBP to match small businesses with customers' requirements</li> <li>*Identify markets and technology solutions that can support the customers minimum needs</li> <li>*Utilized Market Research to base acquisition strategies (e.g., "rule of two" at FAR 19.502-2(b))</li> </ul>	<ul style="list-style-type: none"> <li>* Working knowledge of the acquisition process including formulating and supporting overall procurement strategies to enhance Small Business participation as both prime and sub-contractors.</li> <li>* Ability to review and evaluate adequacy of proposed acquisition strategies with regard to SB participation factors and source selection criteria</li> <li>*Ability to serve on a Contract Review Board (CRB) or Services Requirements Review Boards (SRRB), identify and address elements of a proposed procurement strategy that requires corrective action with regard to the small business program.</li> <li>* Working knowledge of industry best practices</li> <li>* Ability to participate as a member of local contract quality assurance review teams for selected procurements in order to share knowledge with the small business community</li> <li>* Ability to provide meaningful small business training and engagement to acquisition professionals, DPMs, and customers</li> </ul>	<ul style="list-style-type: none"> <li>*Ability to conduct a PPMAP (Procurement Performance Management Assessment Program) review for the Small Business elements, report findings, deficiencies, and best practices</li> <li>*Ability to work in integrated product teams</li> <li>*Ability to review and respond to Small Business review requests via the DD Form 2579 or on the NAVSUP SB Review App, including articulating alternative acquisition strategies and identifying corrective actions as appropriate</li> <li>*Ability to provide significant knowledge of the utilization of small business capabilities and technology solutions to meet the customers' minimum needs</li> <li>*Demonstrate the innovation and technology solutions that small business provide to meet the customers' needs</li> <li>*Provide analysis of the most appropriate market for the customer to focus on when considering and developing solutions for the customers needs</li> <li>*Apply stakeholder analysis to support the utilization of small business acquisition to meet the customers' needs</li> </ul>	<ul style="list-style-type: none"> <li>* Ability to assess how current policy and guidance affect the customer requirements and the ability to provide recommend small business acquisition strategies to meet customer needs</li> <li>*Ability to share policy changes that affect the customers acquisition strategies</li> <li>* Ability to provide significant small business training, outreach, and mentorship to both customers and small businesses that ultimately result in prime contracting opportunities and satisfying the customers minimum requirements</li> <li>*Ability to conduct meetings with small businesses and customers that enable technology and innovative solutions to meet customer needs</li> <li>*Ultimate results: Develop and Maintain in-depth knowledge of Customers operations and cross-functional teams. Foster collaborative stakeholder relationships and perform a stakeholder analysis.</li> </ul>

### 33. Competency: Customer Analysis and Management

Definition: Understand internal and external markets for products and services. Builds trust and long-term relationships with internal and external customers, generates an expectation of high level customer service; aims to exceed customer expectations, ability to perform feasibility analysis.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
<b>Recommended Learning</b>	*SBP 101 - Intro to SB Programs Part A	*CON 237 -Simplified Acquisition Procedures	*SBP 201- Intermediate Small Business Programs, Part A	*ACQ 202 - Intermediate Systems Acquisition, Part A	*Rotational Excellence Programs within the DOD and DON OSBP offices
	*SBP 102 - Intro to SB Programs Part B	*ACQ 101 - Fundamentals of Systems Acquisition Management	*SBP 202 -Intermediate Small Business Programs, Part B	*SBP 301 - Small Business for Senior Leaders	*Developmental opportunity working with DPAP, FAR, or DAR Council
	*CON 100 - Shaping Smart Business Arrangements	STM 101 - Introduction to DoD Science & Technology Management	*SBP 210 - Subcontracting	*CON 216 - Legal Considerations in Contracting	*DON Capitol Hill Workshop
	*CON 110 - Fundamentals of the FAR for SBP	*LOG 101 - Acquisition Fundamentals	*SBP 220 - Business Decisions for Small Business	*CON 280 - Source Selection and Administration of Service Contracts	*Harvard Business School (HBS) electives
	*SBP 120 - Contract Lifecycle for SB Programs	*FAC 036 - GSA Schedules BPAs and CTAs	*CLC 007 - Contract Source Selection	*CON 360 - Contracting for Decision Makers	*Leadership Development Courses
	*Elective CON 090 - FAR Fundamentals	*FAC 039 - GSA's Government wide Acquisition Contracts (GWACs) for IT Services	*ACQ 315 - Understanding Industry	*Harvard Business School (HBS) electives	
	*ASN RD&A Policy Memo website - <a href="http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx">http://www.secnav.navy.mil/rda/Pages/Policy-Memos.aspx</a>	* FAC 048 - The GSA MAS Program: Buying Services Through GSA Schedules	*Take Entrepreneurship Courses through local Business Schools	*Leadership Development Courses	
	*CLC 004 - Market Research	*FAC 029 - GSA Schedules vs. Open Market	*Harvard Business School (HBS) electives	*Rotational assignment within Program Office or Contracting	
	*CLC 005 - Simplified Acquisition Procedures	*CLC 030 - Essentials of Interagency Acquisitions/Fair Opportunity	*Leadership Development Courses		
	*FAC 034 - Interagency Acquisition Basics	*CLC 055 - Competition Requirements	*Attend the Crucial Conversation Course		
*Harvard Business School (HBS) electives	*CLC 031 - Reverse Auctioning				
	*Harvard Business School (HBS) electives				
	*Participate at Sea Air Space, FST, Gold Coast				

### 34. Competency: Industry Awareness

Definition: Use industrial base awareness to facilitate acquisition planning, market research and small business opportunities.

#### Industry Awareness

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	*General understanding of industrial base terminology and industry impacts on defense acquisition	*Knowledge of industry members and general capabilities in areas of interest  *Knowledge of industry publications and associations  *Ability to identify economic trends, standard terms of commercial/business practices and industry standards  *Knowledge of affiliations, joint ventures, mergers, and acquisitions  *Ability to conduct basic industry analysis and present results  *Knowledge of industry developments and potential impacts on current and planned acquisitions	*Ability to detail industry leaders, capabilities and any barriers/challenges for small business players  *Ability to identify specific technologies or capabilities that would facilitate small business participation  *Knowledge of how requirements can be revised without compromising capabilities to increase competition  *Ability to assess unique market conditions and the acquisition environment to present viable, forward looking alternatives to decision makers	*Ability to synthesize facts in a fast-paced acquisition environment, conduct focused analysis and provide expert advice to stakeholders  *Ability to lead others in industrial base analysis efforts and develop greater understanding, appreciation and capabilities  *Ability to analyze complex industry conditions, identify primary challenges and develop strategies to mitigate risks and lead to successful acquisition outcomes that include opportunities for small businesses  *Knowledge or insights regarding what is next for the industry and segments thereof  *Knowledge, thorough understanding and ability to help manage supply chain risks
Recommended Learning	*N/A	*N/A	*CLL 037 - Supply Chain Management, DAU	*ACQ 315 - Understanding Industry  * Visit a PTAC or SBDC  * Supplier Diversity Professional Training (Alliance of Supplier Diversity Professionals)	*UNC (SES) and/or UVA (GS-14/15 or equivalent) Understanding Industry Courses  *Visit an incubator  *Attend, conduct and/or plan SB Industry Days

### 35. Competency: Business Acumen and Economics

Definition: Provides Small Business advice to internal or external customers. An applicable understanding of how a company makes money, and how the Government actions impacts Small Businesses. Understanding factors that apply to the business decision making process, to include bid/no-bid decisions.

#### Business Acumen & Economics

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of budgeting and financial processes, accounting, marketing, business decisions and savvy and technological developments</p> <p>*Knowledge of small business economic modes, including pricing and costing strategies</p>	<p>*Knowledge and understanding of small business economic modes, including pricing and costing strategies</p> <p>*Ability to identify potential issues arising from conflict between how small businesses operate and solicitation language</p> <p>*Ability to provide feedback on acquisition strategy assessments</p> <p>*Ability to assess the operations management processes applied by contractors supporting a system/program</p>	<p>*Ability to educate customers on how small businesses plan, budget and market</p> <p>*Ability to assist with the development of acquisition strategies</p> <p>*Ability to evaluate suppliers and understand operations management, including inventory and quality issues</p> <p>*Ability to evaluate supply change management, to include risk assessments, in support of systems/programs</p>	<p>*Ability to develop alternative solicitation language that mitigates risks to small business operations</p> <p>*Ability to assist with identifying best practices for mitigating a potential high cost processes for small business contractors</p> <p>*Ability to assist with identifying potential production costs, risk management, risk mitigation approaches for the relevant acquisition</p> <p>*Skilled in analyzing and developing risk management/mitigation alternatives</p>	<p>*Ability assists customers with assessment of small business contractor manufacturing readiness levels</p> <p>*Ability to assist customer with identifying small business contractor production cost baseline</p> <p>*Ability to evaluate contractor's improvement plans and demonstrated risk management performance against baseline</p> <p>*Skilled in providing executable risk mitigation recommendations</p>

### 35. Competency: Business Acumen and Economics

Definition: Provides Small Business advice to internal or external customers. An applicable understanding of how a company makes money, and how the Government actions impacts Small Businesses. Understanding factors that apply to the business decision making process, to include bid/no-bid decisions.

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Recommended Learning	*N/A	<ul style="list-style-type: none"> <li>*CLL 032 - Preparing Counterfeit Electronic Parts from Entering the DoD Supply System</li> <li>*CLL 037 - DoD Supply Chain Fundamentals</li> <li>*CLL 062 - Counterfeit Prevention Awareness</li> <li>*CLM 017 - Risk Management</li> <li>*CLM 059 - Small Business Program for Program Managers</li> <li>*SBA – Counterfeit Parts – Prevention and Guidance</li> <li>*SBA – Sales: A Guide for the Small Business Owner</li> </ul>	<ul style="list-style-type: none"> <li>*CLL 200 -Diminishing Manufacturing Sources and Material Shortages (DMSMS What Program Management Needs to Do and Why</li> <li>* FAC 001 - HUB Zone Empowerment Contracting Program – Certification and Eligibility</li> <li>*FAC 002 - HUB Zone Empowerment Contracting Program – Contractual Assistance</li> <li>*FAC 003 – HUB Zone Empowerment Contracting Program – Historical Overview</li> <li>*FAC 004 – HUB Zone Empowerment Contracting Program – Protest and Appeals</li> <li>*FAC 005 – Just-In-Time Compliance Training Central Contractor Registration</li> <li>*FAC 039 – GSA’s Government-wide Acquisition Contracts (GWACs) for IT Service</li> <li>*FAC 040 – GSA’s GWAC VETS</li> <li>*FAC 041 – GSA Alliant GWAC</li> <li>*FAC 042 – GSA’s GWAC 8(a) STARS II</li> </ul>	<ul style="list-style-type: none"> <li>*ACQ 315 – Understanding Industry (DAU)</li> <li>*ACQ 452 – Forging Stakeholder Relationships (DAU)</li> <li>*CME 230 – Engineering Support to Technical Reviews</li> <li>* Conduct a SB Roundtable</li> <li>* Attend an NCMA event</li> </ul>	<ul style="list-style-type: none"> <li>*HBS 301 - Managing Difficult Conversations</li> <li>*HBS 302 - Negotiating for Results</li> <li>*HBS 303 - Leading Team with Emotional Intelligence</li> <li>*HBS 304 - Managing Difficult Conversations High Bandwidth</li> <li>*HBS 305 - Negotiating for Results High Bandwidth</li> <li>*HBS 306 - Leading Teams with Emotional Intelligence High Bandwidth</li> <li>*HBS 320 -Influencing and Motivating Others</li> <li>*HBS 426 - Marketing Essentials</li> <li>*CLL 037 - DoD Supply Chain Fundamentals</li> <li>*CLL 062 - Counterfeit Prevention Awareness</li> <li>*CLM 017- Risk Management</li> <li>*UNC (SES) and/or UVA (GS-14/15 or equivalent) Understanding Industry Courses</li> </ul>

## 36. Competency: Marketing

Definition: Use of marketing and promotion techniques increase program awareness and small business contracting opportunities.

### Marketing

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	*N/A	*Ability to display a positive attitude and awareness of small business program objectives	*Knowledge of methods and ability to best market program awareness  *Knowledge of and ability to conduct basic stakeholder training any industry outreach	*Knowledge of methods and ability to best market program awareness  *Knowledge of and ability to conduct basic stakeholder training any industry outreach	*Ability to lead and train others in successful marketing techniques  *Ability to influence and persuade others regarding the benefits of the small business program  *Ability to provide advice regarding program promotion and expansion opportunities for small businesses
Recommended Learning	*N/A	*N/A	*N/A	*N/A	*N/A

### 37. Competency: Funding and Budget Formulation

Definition: Addresses the SBP’s role, working in collaboration with Budget& Financial SMEs, includes reconciliation of cost estimates, financial planning, formulating financial programs & budgets, budget analysis/execution and other methods of performance measurement. Also includes application of Department/Agency policies/methods for preparing budget exhibits/expenditure plans & reclaims to reviews. This area addresses estimating & managing operating & supporting costs.

#### Funding & Budget Formulation

	Awareness	Basic General Knowledge	Intermediate General Knowledge	Advanced Detailed Knowledge	Expert In-Depth Knowledge
Competency Behaviors	<p>*Knowledge of applicable FAR and DFAR provisions that support cash flow to Small Businesses</p> <p>*Knowledge of DoD appropriations (color of money)</p> <p>*Knowledge of government funding programs available for small business utilization (i.e. Advanced Payments, Partial Payments, etc.)</p>	<p>*Knowledge of SBA guidance on commercial sources of funding that small businesses can use</p> <p>*Knowledge of government programs available for small business utilization</p> <p>*Knowledge of how to best determine and identify source information on applicability of specific government acquisition programs that are aimed at small businesses (SBIR, STTR, RIF, etc.)</p>	<p>*Ability to best determine and identify source information on applicability of specific government acquisition programs that are aimed at small businesses (SBIR, STTR, RIF, etc.)</p> <p>*Ability to contribute to information about available small business funding sources</p>	*N/A	*N/A
Recommended Learning	<p>*SBA Loans Explained Video (SBA.gov)</p> <p>*Business USA Financing Tool (SBA.gov)</p> <p>*SBA Financing Options for Small Businesses (SBA.gov)</p>	<p>*SBA Finding and Attracting Investors (SBA.gov)</p> <p>*Introduction to Crowdfunding for Entrepreneurs (SBA.gov)</p> <p>*AUD 1142 - Progress Payments (DAU)</p>	<p>*CON 100 - Shaping Smart Business Arrangements</p> <p>*CON 121- Contract Planning</p> <p>*CON 124 - Contract Execution</p> <p>*BCF 103 - Fundamental of Business Financial Management</p> <p>*BCF 205 - Contractor Business Analysis</p> <p>*BCF 206 Cost Risk Analysis</p> <p>*BCF 207- Economic Analysis</p>	*N/A	*N/A







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