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## Program and Project Management (PPM) Competencies

### General Business Competencies

- **Customer Service**  
Works with customers to assess needs, provide assistance, resolve problems, satisfy expectations; knows products and services.
- **Decision-Making**  
Makes sound, well informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
- **Flexibility**  
Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
- **Interpersonal Skills**  
Shows understanding, courtesy, tact, empathy; develops and maintains relationships; deals with difficult people; relates well to people from varied backgrounds; is sensitive to individual differences.
- **Leadership**  
Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.
- **Legal, Government and Jurisprudence**  
Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, Government regulations, Executive orders, agency rules, Government organization and functions, and the democratic political process.
- **Oral Communication**  
Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing presentations, listens to others; attends to nonverbal cues.
- **Organizational Awareness**  
Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.
- **Problem Solving**  
Anticipates, identifies and diagnoses problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives; selects from alternative courses of action; makes recommendations, and takes action from developed contingency plans.
- **Reasoning**  
Identifies rules, principles, or relationships that explain facts, data or other information; analyzes information and makes correct inferences or accurate conclusions.
- **Team Building**  
Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.
- **Writing**  
Recognizes or uses correct English grammar, punctuation, and spelling;



communicates information in a succinct and organized manner, produces written information that is appropriate for the intended audience.

## Technical Competencies

- **Business Process Reengineering**  
Knowledge of methods, metrics, tools, and techniques of Business Process Reengineering.
- **Capital Planning and Investment Assessment**  
Knowledge of the principles and methods of capital investment analysis or business case analysis, including return on investment analysis.
- **Contracting/Procurement**  
Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.
- **Cost-Benefit Analysis**  
Knowledge of the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits.
- **Financial Management**  
Prepares, justifies, and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies; assesses financial condition of an organization.
- **Planning and Evaluating**  
Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
- **Project Management**  
Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
- **Quality Assurance**  
Knowledge of the principles, methods, and tools of quality assurance and quality control used to ensure a product fulfills functional requirements and standards.
- **Requirements Analysis**  
Knowledge of the principles and methods to identify, analyze, specify, design, and manage functional and infrastructure requirements; includes translating functional requirements into technical requirements used for logical design or presenting alternative technologies or approaches.
- **Risk Management**  
Knowledge of methods and tools used for risk assessment and mitigation of risk.