



OFFICE OF THE UNDER SECRETARY OF DEFENSE  
3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

APR 1 2009

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

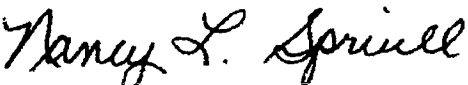
MEMORANDUM FOR: SEE DISTRIBUTION


SUBJECT: Implementation Guidance for the Restructure of the Acquisition, Technology and Logistics (AT&L) Business, Cost Estimating and Financial Management Career Field

On December 22, 2008, the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) approved the restructure of the Business, Cost Estimating and Financial Management Career Field to the Business Career Field. This restructure is effective October 1, 2009 for position coding and career path certification purposes.

The restructuring changes the career field name to Business and establishes two distinct career paths, one for Business - Financial Management (BUS-FM) and one for Business - Cost Estimating (BUS-CE). These new career paths will include increased training and experience certification standards.

Attached is the approved implementation guidance, as well as new Position Category Descriptions and certification standards. Our point of contact for questions is Ms. Sharon Jackson at [sharon.jackson@dau.mil](mailto:sharon.jackson@dau.mil) or 703-805-5263.

  
Nancy L. Spruill  
Director  
Acquisition Resources and Analysis

  
Frank Anderson, Jr.  
Director  
Human Capital Initiatives

Attachments:  
As stated



**DISTRIBUTION:**

**Deputy Under Secretary of Defense (Acquisition and Technology)**

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**Component Acquisition Executive, Navy**

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**Navy, Principal Representative for Component Acquisition Executive**

**Air Force, Principal Representative for Component Acquisition Executive**

**Business (BUS) Career Field  
Financial Management (FM) and Cost Estimating (CE) Career Paths  
Implementing Instructions/Guidance**

Effective date of implementation: October 1, 2009

Short Titles:

BUS-FM

BUS-CE

Defense Civilian Personnel Data System (DCPDS) code to be utilized for coding Acquisition, Technologies and Logistics (AT&L) positions:

BUS-FM: K

BUS-CE: P

Without any additional action, all former BCEFM (Code "K") positions are assumed to become BUS-FM positions on October 1, 2009, unless changed to BUS-CE, another career path or the position ceases to be a defense acquisition position.

The Position Category Descriptions in enclosures 1 and 2 along with the DoD Desk Guide for Acquisition, Technology, and Logistics Workforce Career Management are to be used to determine which defense acquisition positions should be designated as BUS-FM and which should be designated as BUS-CE. At a minimum, all Cost Estimator Key Leadership Positions identified in response to the National Defense Authorization Act 2007, Section 820 and USD (AT&L) memo of 1 May 2007 must be identified in DCPDS as BUS-CE not later than October 30, 2009. Not later than April 15 2009, the PCDs will also be published on the DAU website at: <http://www.dau.mil/workforce/PCDs.asp>.

Enclosures 3 and 4 are the career path Certification and Core Plus Development Guides that support the Financial Management and Cost Estimating career paths. These guides will be published in the 2010 Defense Acquisition University (DAU) catalog. They will also be published on line in the DAU iCatalog at:

<http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx> not later than 1 May 2009 for workforce and individual development planning purposes.

Defense Acquisition Workforce members encumbering positions coded as BCEFM (career field code "K") on September 30, 2009 and remain coded as "K" on October 1, 2009 i.e., identified as BUS-FM, who have met the certification requirements of their position will not have to comply with the standards outlined in enclosure 3. On the other hand, those that have not achieved their required certification level will have 30 vice 24

months from their start date to comply with the certification standards outlined in enclosure 3. Additionally, Defense Acquisition Workforce members encumbering positions coded as BCEFM (career field code "K") on September 30, 2009 and are recoded as "P" (BUS-CE) on October 1 or during the month of October 2009 will have 30 vice 24 months from their start date to comply with the certification standards outlined in enclosure 4. All others must comply with the 24 month certification requirement. For Defense Acquisition Workforce members not meeting certification standards in the timeframes prescribed above, components must either approve a position waiver or remove the workforce member from the position.

The BUS-CE career field/path is new. "Grandfathering" or automatic transfers of a BCEFM certification to a BUS-CE certification is not authorized. Before awarding a BUS-CE certification, the individual's qualifications must meet or exceed the standards outline in enclosure 4.

In meeting the certification standards for the position, Defense Acquisition Workforce members need not meet lower level certification level requirements, i.e., Defense Acquisition Workforce members need only meet the standards at the level for which the position is assigned. That notwithstanding, when completing DAU course requirements at upper levels, the course prerequisites must be completed by either taking the appropriate DAU course, attending an equivalent course, or by completing the requirement through the fulfillment program in accordance with current policy.

Between the date of this memorandum and October 1, 2009, components are encouraged to:

- Disseminate this memorandum.
- Review positions and determine which positions should be re-designated as BUS-CE.
- Advise affected DoD Defense Acquisition Workforce members at the earliest opportunity so they may begin addressing those certification standards that they may be lacking.
- Coordinate with your respective human resource departments in order to mass code positions for October 1, 2009, as may be appropriate.

Enclosures:

1. Position Category Description (PCD) for Business – Financial Management
2. Position Category Description (PCD) for Business – Cost Estimating
3. Certification Standards & Core Plus Development Guides for Business – Financial Management Level 1, 2, & 3
4. Certification and Core Plus Development Guides for Business – Cost Estimating Level 1, 2 & 3

## AT&L Workforce Position Category Description (PCD)

**Career Field:** Business  
**Career Path:** Financial Management  
**Short Title** BUS - FM  
**Category Code:** K **Ref:** (a) DoDD 5000.52 dtd 12 Jan 2005  
**Date Approved:** 1 April 2009 (b) DoDI 5000.66 dtd 21 Dec 2005  
**Last Reviewed:** 1 April 2009 (c) DoD Desk Guide for AT&L Workforce Career Management dtd 10 Jan 2006

**Notes:**

1. This PCD is intended to assist in determining which AT&L career field/path to assign to an AT&L position per Title 10 sec. 1721. If 50% or more of the duties and responsibilities of the position match the "General Acquisition-Related Duties" described below AND the preponderance of those duties match the "AT&L Career Field/Path Specific Duties" described below, assign the position to this position category.
2. All acquisition positions require management attention with respect to certification requirements and individual development. See reference (c).
3. Critical Acquisition Positions (CAPs) are a subset of acquisition positions and Key Leadership Positions (KLPs), are a subset of CAPs. Both CAPs and KLPs represent positions with responsibility and authority that are critical to the success of a program or effort. These positions require management attention with respect to Acquisition Corps membership, tenure and other specific statutory requirements. See reference (a, b and c).

**General Acquisition Related Duties:** The conceptualization, initiation, design, development, test, contracting, production, deployment, logistical support, modification, and disposal of weapons and other systems, supplies, or services (including construction) to satisfy DoD needs, intended for use in, or in support of, military missions.

**AT&L Career Field/Path Specific Duties:**

- Manage financial aspects of a defense acquisition program throughout the total acquisition lifecycle
- Interpret and apply Fiscal/Appropriation laws, policies and directives
- Advise acquisition decision makers on business and financial management of programs
- Evaluate affordability of program by analyzing EVM performance indicators, budget controls, and cost estimations data to facilitate tradeoff decisions by program managers
- Perform a full complement or aspects of budgetary functions and duties associated with the budget process and phases
- Analyze and evaluate (on a quantities and qualitative basis) the effectiveness of line program operations in meeting established goals and objectives
- Prepare and review all program documentation to ensure that cost, schedule, and financial information correlates with program objectives
- Anticipate and/or identify financial issues and their program implication and recommend adjustment and/or corrective actions based upon each particular acquisition phase and learned best practices
- Translate program requirements into properly priced budget submissions to support POM/PR decisions
- Respond to inquiries regarding program and financial issues, and provide reklamas to proposed budget adjustments
- Develop spend plan by consulting with program manager to support program schedule and established targets
- Review contractor financial status/performance reports to perform trend analysis
- Advise on the potential benefit/use of automation, distribution of work, methods, and procedures to improve efficiency of acquisition programs
- Analyze new or proposed legislation or regulations to determine impact on acquisition programs

**Typical Line and Staff Position Titles:** Business Manager, Financial Management, Budget Analysis, Management and Program Analysis, Financial Analysis, Operations Research Analysis, Mathematics, General Business and Industry

**Typical Position Locations:** Acquisition organizations within the service components (i.e., Systems Commands, Materiel Commands, DRPMs, PEOs, as well as organizations/field activities directly supporting such organizations). Other DoD Components, Agencies and OSD/Service/HQ staff elements performing/supporting acquisition related functions.

**Typical Career Codes:**

Civilian Personnel			Uniformed Personnel				
OCC Series			Army AOC	Navy AQD	Air Force AFSC	Marine Corps MOS	
0343	0510	1515	Not Identified	AKx	65FX	8006	8844
0501	0560	65WX			8057	8850	
0505	1101	8058			8852		
	1501	8059					

**Recommended Changes/Updates:** Forward to: Director, Learning Capabilities Integration Center (Attn: Dir, Academic Programs), Defense Acquisition University, 9820 Belvoir Road, Suite 3, Fort Belvoir, VA 22060-5565 or call 703-805-4090

**ENCLOSURE 1**

## AT&L Workforce Position Category Description (PCD)

**Career Field:** Business  
**Career Path:** Cost Estimating  
**Short Title** BUS-CE  
**Category Code:** P                      **Ref:** (a) DoDD 5000.52 dtd 12 Jan 2005  
**Date Approved:** 1 April 2009                      (b) DoDI 5000.66 dtd 21 Dec 2005  
**Last Reviewed:** 1 April 2009                      (c) DoD Desk Guide for AT&L Workforce Career Management dtd 10 Jan 2006

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### Notes:

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**General Acquisition Related Duties:** The conceptualization, initiation, design, development, test, contracting, production, deployment, logistical support, modification, and disposal of weapons and other systems, supplies, or services (including construction) to satisfy DoD needs, intended for use in, or in support of, military missions.

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### AT&L Career Field/Path Specific Duties:

#### Technical Process

- Obtain system description (e.g. Cost Analysis Requirements Description (CARD))
- Define scope of the estimate
- Prepare life cycle cost estimate that include all major components
- Develop Cost Estimating/Analysis Techniques
- Conduct Cost Research
- Develop CES or WBS
- Collect and analyze programmatic data in support of CERs and factors
- Normalize collected data and be able to perform regression analysis
- Analyze schedules and use time-phasing techniques
- Apply basic knowledge of statistics, engineering, finance, learning curve and rate theory, software cost estimating
- Develop, populate, and analyze cost models
- Apply risk analysis and sensitivity analysis techniques
- Establish procedures and techniques for analyzing and evaluating performance against standards and developing validating data sources
- Effectively communicate, persuade, negotiate with program managers, contractors, and subject matter experts
- Perform "what-if" analysis on established cost models, and databases
- Utilize statistical techniques
- Document cost estimate including the assumptions, data, techniques, and models
- Defend cost estimate to various levels of leadership
- Provide technical assistance on cost related issues

#### Technical Management Process

- Perform Proposal Evaluation/Source Selection
- Perform Force Structure Programming Analysis
- Formulate Cost Analysis Studies
- Conduct Analysis of Alternatives
- Measure and Evaluate Contractor Performance
- Apply analytical evaluative techniques and Earned Value Management (EVM) policies and methodologies of performance measurement to acquisition programs
- Communicate, persuades, negotiates with program managers, contractors, and subject matter experts
- Plans and conducts research projects leading to improved analytical concepts, methods, and techniques
- Determine acceptability of contractor's management control systems, analyzes cost and schedule performance data, and ensure maintenance of accepted systems
- Plan, organize, and supervise cost activities and programs

- Conduct Economic Analyses
- Review and certify adequacy of cost, economics, and business case analyses
- Develop standards and techniques for evaluating adequacy of cost activities and capabilities
- Serve on technical and financial boards and committees

**Typical Line and Staff Position Titles:** Economist, Cost Estimator, Cost Analyst, Senior Cost Analyst, Lead Cost Analyst, Operations Research, Mathematics, and Statistics,

**Typical Position Locations:** Acquisition organizations within the service components (i.e., Systems Commands, Materiel Commands, DRPMs, PEOs, as well as organizations/field activities directly supporting such organizations). Other DoD Components, Agencies and OSD/Service/HQ staff elements performing/supporting acquisition related functions.

**Typical Career Codes:**

Civilian Personnel			Uniformed Personnel			
OCC Series			Army AOC	Navy AQD	Air Force AFSC	Marine Corps MOS
0343	0855	1530	Not Identified	AKx	65FX	8006 8844
0800	0896	1515			65WX	8057 8850
0801	1101	1520				8058 8852
0803	1501	1599				8059
0830						

**Recommended Changes/Updates:** Forward to: Director, Learning Capabilities Integration Center (Attn: Dir, Academic Programs), Defense Acquisition University, 9820 Belvoir Road, Suite 3, Fort Belvoir, VA 22060-5565 or call 703-805-4090

**CERTIFICATION STANDARDS & CORE PLUS DEVELOPMENT GUIDE  
BUSINESS - FINANCIAL MANAGEMENT LEVEL 1**

Type of Assignment	Representative Activities
<b>Budget/Program/ FM Analyst</b>	<ul style="list-style-type: none"> <li>● Applies basic concepts of budget and program principles, policies, procedures, concepts, standards, terminology, and a general knowledge of the financial management and business operation systems.</li> <li>● Possesses a basic knowledge of acquisition; recognizes the life-cycle process of an acquisition program.</li> <li>● Review, allocate, or manage acquisition resources and programs.</li> </ul>
<b>EVM Analyst</b>	<ul style="list-style-type: none"> <li>● Relates earned value management to acquisition and financial management associated processes, identifies DoD and DFARS earned value contractual requirements, calculates simple EVM metrics from EVM data.</li> </ul>

**Core Certification Standards ("R" indicates Resident Instruction.)**

<b>Acquisition Training</b>	● <b>ACQ 101</b> Fundamentals of Systems Acquisition Management
<b>Functional Training</b>	<ul style="list-style-type: none"> <li>● <b>BCF 102</b> Fundamentals of Earned Value Management</li> <li>● <b>BCF 103</b> Fundamentals of Business Financial Management</li> <li>● <b>BCF 106</b> Fundamentals of Cost Analysis</li> </ul>
<b>Education</b>	● Formal education not required for certification.
<b>Experience</b>	● 2 years of acquisition experience in Budgeting, Financial and/or Earned Value Management

Core Certification Standards Development Guide ("R" indicates Resident Instruction.)	Type of Assignment	
	Bud/Prg/FM	EVM
<b>BCF 107</b> Applied Cost Analysis (R)	✓	✓
<b>CLB 014</b> Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR	✓	✓
<b>CLB 017</b> Performance Measurement Baseline	✓	✓
<b>CLB 018</b> Earned Value and Financial Management Reports	✓	✓
<b>CLB 019</b> Estimate at Completion	✓	✓
<b>CLB 020</b> Baseline Maintenance	✓	✓
<b>CLC 008</b> Indirect Cost	✓	
<b>CLC 024</b> Basic Math Tutorial	✓	✓
<b>CLC 102</b> Administration of Other Transactions	✓	✓
<b>CLM 016</b> Cost Estimating	✓	✓
<b>CLM 021</b> Introduction to Reducing Total Ownership Cost (R-TOC)	✓	✓
<b>CLM 032</b> Evolutionary Acquisition	✓	✓

**Education**

- Associate in Applied Science (A.A.S.) or equivalent in business or a business-related field

**Experience**

- 2 years of acquisition experience in Budgeting, Financial and/or Earned Value Management in support of an acquisition program.

**Notes:**

- 1 The Core Certification Standards section lists the training, education and experience required for certification at this level.
- 2 "R" following a course title indicates the course is delivered as resident based instruction.
- 3 When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this Core Plus Development Guide if not already completed.



**CERTIFICATION STANDARDS & CORE PLUS DEVELOPMENT GUIDE  
BUSINESS - FINANCIAL MANAGEMENT LEVEL2**

Type of Assignment	Representative Activities																																
<b>Budget/Program/ FM Analyst</b>	<ul style="list-style-type: none"> <li>● Applies general knowledge of budget and program principles, policies, procedures, concepts, standards, terminology, and financial management and business operation systems.</li> <li>● Applies knowledge of acquisition life-cycle process and supports development and preparation of acquisition documents.</li> <li>● Prepares and/or reviews acquisition and financial management documents.</li> <li>● Review, allocate, or manage acquisition resources and programs.</li> </ul>																																
<b>EVM Analyst</b>	<ul style="list-style-type: none"> <li>● Interprets program status and predicts trends by analyzing earned value cost and schedule data as an element of integrated program management.</li> <li>● Applies EVM concepts as principal EVM member of an IBR review IPT.</li> <li>● Interprets ANSI EVM standard as entry-level EVMS review team evaluator.</li> <li>● Completes EVM requirements for acquisition solicitation packages.</li> </ul>																																
<b>Core Certification Standards ("R" indicates Resident Instruction.)</b>																																	
<b>Acquisition Training</b>	<ul style="list-style-type: none"> <li>● <b>ACQ 201A</b> Intermediate Systems Acquisition, Part A</li> <li>● <b>ACQ 201B</b> Intermediate Systems Acquisition, Part B (R)</li> </ul>																																
<b>Functional Training</b>	<ul style="list-style-type: none"> <li>● If not already completed at level 1</li> <li>● <b>BCF 106</b> Fundamentals of Cost Analysis</li> <li>● And</li> <li>● <b>BCF 203</b> Intermediate Earned Value Management (R)</li> <li>● <b>BCF 205</b> Contractor Business Strategies (R)</li> <li>● <b>BCF 211</b> Acquisition Business Management (R)</li> <li>● <b>CLM 017</b> Risk Management</li> <li>● <b>CLM 024</b> Contracting Overview</li> </ul>																																
<b>Education</b>	● Formal education not required for certification																																
<b>Experience</b>	● 4 years of acquisition experience in Budgeting, Financial and/or Earned Value Management																																
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	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Type of Assignment</th> </tr> <tr> <th></th> <th style="text-align: center;">Bud/Prg/FM      EVM</th> </tr> </thead> <tbody> <tr> <td><b>BCF 204</b> Intermediate Cost Analysis (R)</td> <td style="text-align: center;">✓</td> </tr> <tr> <td><b>BCF 206</b> Cost/Risk Analysis (R)</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>BCF 207</b> Economic Analysis (R)</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>BCF 208</b> Software Cost Estimating (R)</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>BCF 215</b> Operating and Support Cost Analysis (R)</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>BCF 262</b> EVMS Validation and Surveillance (R)</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>BCF 263</b> Principles of Schedule Management (R)</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>CLC 005</b> Simplified Acquisition Procedures</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>CLC 007</b> Contract Source Selection</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>CLC 010</b> Proper Use of Non-DoD Contracts</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>CLC 011</b> Contracting for the Rest of Us</td> <td style="text-align: center;">✓</td> </tr> <tr> <td><b>CLC 106</b> Contracting Officer's Representative with a Mission Focus</td> <td style="text-align: center;">✓      ✓</td> </tr> <tr> <td><b>CLG 001</b> DoD Government Purchase Card</td> <td style="text-align: center;">✓</td> </tr> <tr> <td><b>CLM 012</b> Scheduling</td> <td style="text-align: center;">✓      ✓</td> </tr> </tbody> </table>		Type of Assignment		Bud/Prg/FM      EVM	<b>BCF 204</b> Intermediate Cost Analysis (R)	✓	<b>BCF 206</b> Cost/Risk Analysis (R)	✓      ✓	<b>BCF 207</b> Economic Analysis (R)	✓      ✓	<b>BCF 208</b> Software Cost Estimating (R)	✓      ✓	<b>BCF 215</b> Operating and Support Cost Analysis (R)	✓      ✓	<b>BCF 262</b> EVMS Validation and Surveillance (R)	✓      ✓	<b>BCF 263</b> Principles of Schedule Management (R)	✓      ✓	<b>CLC 005</b> Simplified Acquisition Procedures	✓      ✓	<b>CLC 007</b> Contract Source Selection	✓      ✓	<b>CLC 010</b> Proper Use of Non-DoD Contracts	✓      ✓	<b>CLC 011</b> Contracting for the Rest of Us	✓	<b>CLC 106</b> Contracting Officer's Representative with a Mission Focus	✓      ✓	<b>CLG 001</b> DoD Government Purchase Card	✓	<b>CLM 012</b> Scheduling	✓      ✓
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<b>CLM 012</b> Scheduling	✓      ✓																																

<b>CLM 040</b> Proper Financial Accounting Treatments for Military Equipment	✓	
<b>Education</b>		
● Baccalaureate degree in business or a business-related field		
<b>Experience</b>		
● 4 years of acquisition experience in Budgeting, Financial and/or Earned Value Management in support of an acquisition program.		

**Notes:**

**1** The Core Certification Standards section lists the training, education and experience required for certification at this level.

**2** "R" following a course title indicates the course is delivered as resident based instruction.

**5** When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this and the lower-level Core Plus Development Guide if not already completed.

**CERTIFICATION STANDARDS & CORE PLUS DEVELOPMENT GUIDE  
BUSINESS - FINANCIAL MANAGEMENT LEVEL3**

Type of Assignment	Representative Activities																												
<b>Budget/Program/ FM Analyst</b>	<ul style="list-style-type: none"> <li>● Manages development and evaluation of budget and program improvement plans and resolves complex issues, identifies options, and negotiates with internal and external stakeholders for implementation.</li> <li>● Advises senior management on fiscal aspects of program management, ensures fiscal integrity, supports integration of acquisition disciplines.</li> <li>● Manages all aspects of the business financial management process for defense acquisition programs.</li> <li>● Review, allocate, or manage acquisition resources and programs.</li> </ul>																												
<b>EVM Analyst</b>	<ul style="list-style-type: none"> <li>● Plans and manages the IBR process as program manager's principal earned value advisor.</li> <li>● Leads EVMS validation reviews as review director or principal deputy.</li> <li>● Analyzes and applies EVM data to determine root causes of existing cost and schedule problems, to forecast potential cost and schedule problems, and to forecast final project costs.</li> </ul>																												
<b>Core Certification Standards ("R" indicates Resident Instruction.)</b>																													
<b>Acquisition Training</b>	<ul style="list-style-type: none"> <li>● Acquisition Training identified at level II must have been completed</li> </ul>																												
<b>Functional Training</b>	<ul style="list-style-type: none"> <li>● Functional Training identified at level II must have been completed</li> <li>● <b>BCF 301</b> Business, Cost Estimating, and Financial Management Workshop (R)</li> <li>● <b>CLM 013</b> Work-Breakdown Structure</li> <li>● <b>CLM 031</b> Improved Statement of Work</li> </ul>																												
<b>Education</b>	<ul style="list-style-type: none"> <li>● Formal education not required for certification</li> </ul>																												
<b>Experience</b>	<ul style="list-style-type: none"> <li>● 6 years of acquisition experience in Budgeting, Financial and/or Earned Value Management</li> </ul>																												
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<b>PMT 352B</b> Program Management Office Course, Part B (R)	✓      ✓																												
<b>Education</b>																													
<ul style="list-style-type: none"> <li>● Graduate degree in business, business related field</li> </ul>																													

## Experience

● 6 years of acquisition experience in Budgeting, Financial and/or Earned Value Management in support of an acquisition program.

### **Notes:**

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**2** "R" following a course title indicates the course is delivered as resident based instruction.

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**CERTIFICATION STANDARDS & CORE PLUS DEVELOPMENT GUIDE  
BUSINESS - COST ESTIMATING LEVEL1**

Type of Assignment	Representative Activities
<b>Cost Estimator</b>	<ul style="list-style-type: none"> <li>● Relates the processes of life cycle cost estimating within the context of materiel system acquisition in the Department of Defense.</li> </ul>
<b>Core Certification Standards ("R" indicates Resident Instruction.)</b>	
<b>Acquisition Training</b>	<ul style="list-style-type: none"> <li>● <b>ACQ 101</b> Fundamentals of Systems Acquisition Management</li> </ul>
<b>Functional Training</b>	<ul style="list-style-type: none"> <li>● <b>BCF 102</b> Fundamentals of Earned Value Management</li> <li>● <b>BCF 103</b> Fundamentals of Business Financial Management</li> <li>● <b>BCF 106</b> Fundamentals of Cost Analysis</li> <li>● <b>BCF 107</b> Applied Cost Analysis (R)</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>● Baccalaureate degree (any field of study)</li> <li>● 3 semester credit hours from a calculus course</li> <li>● 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics or other sciences where the utilization of advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>● 2 years of acquisition experience in Cost Estimating.</li> </ul>
<b>Core Plus Development Guide</b>	
("R" indicates Resident Instruction.)	
	<b>Type of Assignment</b>
	<b>Cost Estimator</b>
<b>CLB 014</b> Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR	✓
<b>CLB 016</b> Introduction to Earned Value Management	✓
<b>CLB 017</b> Performance Measurement Baseline	✓
<b>CLB 018</b> Earned Value and Financial Management Reports	✓
<b>CLB 019</b> Estimate at Completion	✓
<b>CLB 020</b> Baseline Maintenance	✓
<b>CLC 005</b> Simplified Acquisition Procedures	✓
<b>CLM 016</b> Cost Estimating	✓
<b>Education</b>	
<ul style="list-style-type: none"> <li>● Baccalaureate degree in engineering, statistics or other math intensive field of study.</li> </ul>	
<b>Experience</b>	
<ul style="list-style-type: none"> <li>● 2 years of acquisition experience in Cost Estimating.</li> </ul>	

**Notes:**

- 1 The Core Certification Standards section lists the training, education and experience required for certification at this level.
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- 3 When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this Core Plus Development Guide if not already completed.

**CERTIFICATION STANDARDS & CORE PLUS DEVELOPMENT  
GUIDE  
BUSINESS - COST ESTIMATING LEVEL2**

Type of Assignment	Representative Activities
<b>Cost Estimator</b>	● Applies the cost-estimating process in the construction of a cost estimate.
<b>Core Certification Standards ("R" indicates Resident Instruction.)</b>	
<b>Acquisition Training</b>	<ul style="list-style-type: none"> <li>● <b>ACQ 201A</b> Intermediate Systems Acquisition, Part A</li> <li>● <b>ACQ 201B</b> Intermediate Systems Acquisition, Part B (R)</li> </ul>
<b>Functional Training</b>	<ul style="list-style-type: none"> <li>● <b>BCF 204</b> Intermediate Cost Analysis (R)</li> <li>● <b>BCF 206</b> Cost/Risk Analysis (R)</li> <li>● <b>BCF 211</b> Acquisition Business Management (R)</li> <li>● <b>BCF 215</b> Operating and Support Cost Analysis (R)</li> <li>● <b>CLB 026</b> Forecasting Techniques</li> <li>● <b>CLB 030</b> Cost Data Sources</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>● Baccalaureate degree (any field of study)</li> <li>● 3 semester credit hours from a calculus course</li> <li>● 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics or other sciences where the utilization of advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis</li> </ul>
<b>Experience</b>	● 4 years of acquisition experience in Cost Estimating.
Core Plus Development Guide	Type of Assignment
Training (R indicates Resident Instruction.)	Cost Estimator
<b>ACQ 265</b> Mission-Focused Services Acquisition (R)	✓
<b>BCF 207</b> Economic Analysis (R)	✓
<b>BCF 208</b> Software Cost Estimating (R)	✓
<b>BCF 262</b> EVMS Validation and Surveillance (R)	✓
<b>BCF 263</b> Principles of Schedule Management (R)	✓
<b>CLC 007</b> Contract Source Selection	✓
<b>CLC 008</b> Indirect Costs	✓
<b>CLC 104</b> Analyzing Profit or Fee	✓
<b>CLL 015</b> Business Case Analysis	✓
<b>CLM 012</b> Scheduling	✓
<b>CLM 014</b> IPT Management and Leadership	✓
<b>CLM 017</b> Risk Management	✓
<b>CLM 024</b> Contracting Overview	✓
<b>CLM 032</b> Evolutionary Acquisition	✓
<b>CLM 101</b> Analysis of Alternatives (AoA) (USAF Process)	✓
<b>LOG 101</b> Acquisition Logistics Fundamentals	✓
<b>PMT 250</b> Program Management Tools	✓
<b>SAM 101</b> Basic Software Acquisition Management	✓

## Education

- Baccalaureate degree in engineering, statistics or other Math intensive field of study.

## Experience

- 4 years of acquisition experience in Cost Estimating.

### **Notes:**

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**CERTIFICATION STANDARDS & CORE PLUS DEVELOPMENT GUIDE  
BUSINESS - COST ESTIMATING LEVEL3**

<b>Type of Assignment</b>	<b>Representative Activities</b>
<b>Cost Estimator</b>	<ul style="list-style-type: none"> <li>● Performs analyses and estimates for a variety of programs and takes on management activities to ensure cost analysis is conducted properly.</li> </ul>
<b>Core Certification Standards ("R" indicates Resident Instruction.)</b>	
<b>Acquisition Training</b>	<ul style="list-style-type: none"> <li>● Acquisition Training identified at Level II must have been completed</li> </ul>
<b>Functional Training</b>	<ul style="list-style-type: none"> <li>● Functional Training identified at Level II must have been completed</li> <li>● <b>BCF 302</b> Advanced Cost Estimating (R)</li> <li>● <b>CLB 029</b> Rates</li> <li>● <b>CLB 023</b> Software Costs Estimating</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>● Baccalaureate degree (any field of study)</li> <li>● 3 semester credit hours from a calculus course</li> <li>● 21 semester credit hours in any combination of the following fields of study: operations research, economics, mathematics, chemistry, physics or other sciences where the utilization of advanced mathematical skills in geometry, trigonometry, statistics, probability, and/or quantitative analysis</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>● 7 years of acquisition experience in Cost Estimating</li> </ul>
<b>Core Plus Development Guide</b>	
<b>Training ("R" indicates Resident Instruction.)</b>	
<b>ACQ 450</b> Leading in the Acquisition Environment (R)	✓
<b>ACQ 451</b> Integrated Acquisition For Decision Makers (R)	✓
<b>ACQ 452</b> Forging Stakeholder Relationships (R)	✓
<b>PMT 352A</b> Program Management Office Course, Part A	✓
<b>PMT 352B</b> Program Management Office Course, Part B (R)	✓
<b>Education</b>	
<ul style="list-style-type: none"> <li>● Graduate degree in engineering, statistics or other Math intensive field of study</li> </ul>	
<b>Experience</b>	
<ul style="list-style-type: none"> <li>● 7 years of acquisition experience in Cost Estimating</li> </ul>	

**Notes:**

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