

**Production, Quality, and Manufacturing Career Field
Competency Model 2013 Refresh**

#	Competency	Sub-Competency Description
Unit of Competence: Defense Acquisition Management Process		
1	Knowledge of the Department of Defense acquisition process to include the DoD 5000-Series and related policies as well as the Defense Acquisition Guide. Also includes the requirements generation process, and the Planning, Programming, Budgeting, and Execution process.	<p>Sub-Competency 1. Knowledge of Department of Defense processes for how systems evolve from mission needs through development and production to deployment and disposal as they relate to production, quality, and manufacturing functions.</p> <p>Sub-Competency 2. Knowledge of the Planning, Programming, Budgeting, and Execution Process, including development of submissions; activities associated with the planning year, programming year, budgeting year, and execution year; and commitments, obligations and expenditures, along with rates.</p> <p>Sub-Competency 3. Knowledge of the Integrated Master Plan as well as the goals, objectives, identified risks and the detailed Integrated Master Schedule.</p> <p>Sub-Competency 4. Knowledge of manufacturing and production technical requirements appropriate for each acquisition phase.</p> <p>Sub-Competency 5. Knowledge of evaluation techniques of production, quality, and manufacturing inputs into system acquisition documents.</p>
Unit of Competence: Defense Contracting Process		
2	Knowledge of the Defense contracting instructions, regulations and policies related to production, quality, manufacturing, industrial base, and systems acquisition, as well as the roles and responsibilities of the contracting, acquisition, production, quality, and manufacturing workforce.	<p>Sub-Competency 6. Knowledge of the Federal Acquisition Regulations and Defense Federal Acquisition Regulation Supplement (FAR/DFARS), as well as other contracting regulations and policies associated with production, quality, and manufacturing.</p> <p>Sub-Competency 7. Knowledge of Defense acquisition contract management to include roles and responsibilities of the Procuring Contracting Officer, Administrative Contracting Officer, Contracting Officer</p>

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		<p>Representative (COR), contracting specialists, and program office staff in pricing, Source Selection, negotiations, and contract administration.</p> <p>Sub-Competency 8. Knowledge of production, quality, and manufacturing delivery requirements in Solicitations, Requests for Proposals, Requests for Information, Requests for Qualifications, and Statements of Work in order to validate manufacturing process and product delivery and identify gaps between contract proposal and requirements.</p> <p>Sub-Competency 9. Knowledge of evaluations and assessments of prospective contractors' technical capabilities, industrial capacity, manufacturing strong points, and manufacturing risks to establish requirements that should be included in a Request for Proposal.</p> <p>Sub-Competency 10. Knowledge of the existence, purpose, and relationship between the acquisition strategy, acquisition plan, and Requests for Proposals to provide input into or validate the consistency of production, quality, and manufacturing requirements throughout a system's acquisition life-cycle.</p>
3	<p>Knowledge of defense acquisition contracting activities, such as Pre-Award, Source Selection, negotiations, Post-Award, Technical Evaluations of Contractor Cost Proposals, contracting procedures, structure (Parts) of the contract, contract modifications, changes to the contract, Data Item Descriptions, and Contract Data Requirements List.</p>	<p>Sub-Competency 11. Knowledge of the structure (parts and clause) of the contract (e.g., Statement of Work/Statement of Objectives, Section L, Instructions, Conditions and Notices to Bidders, Section M, Evaluation Factors for Award, and the Incentives Clause), contract modifications, changes to the contract, Data Item Descriptions, and Contract Data Requirements List.</p> <p>Sub-Competency 12. Knowledge of analysis and resolution of production, quality, and manufacturing-related issues regarding contract changes, amendments, modification, and contract change notices.</p> <p>Sub-Competency 13. Knowledge of source selection team participation to develop source selection evaluation criteria related to research and development, manufacturing/production, quality management, manufacturing risk reduction and contractor past performance for use in assessing contractor proposals.</p> <p>Sub-Competency 14. Knowledge of the production, quality, and manufacturing activities to support the contracting officer during contract</p>

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		<p>negotiations, contract modifications, and/or overhead rates for preparation of Technical Support to Negotiations and provide contracting officers with an assessment of the adequacy, reasonableness, and necessity of proposed contractor labor and material charges.</p> <p>Sub-Competency 15. Knowledge needed to support "progress payment" and award fee determination, as well as government liability, through assessment of contractor delivery progress and production, quality, and manufacturing performance.</p> <p>Sub-Competency 16. Knowledge of production, quality, and manufacturing roles, responsibilities, purpose, processes, and related activities both pre-award & post-award.</p>
Unit of Competence: Surveillance Activities		
4	<p>Knowledge of Contract Administrative Services roles, responsibilities and capabilities, including monitoring contractor deliveries and progress payments, reviews and audits of contractor facilities and processes (manufacturing and business), manufacturing in-process reviews, non-conformance material assessments, compliance reviews, process capability studies as well as the acceptance process and Material Inspection Receiving Reports (MIRR).</p>	<p>Sub-Competency 17. Knowledge of Contract Administrative Services roles, responsibilities and capabilities as well as oversight activities in accordance with regulatory requirements to ensure compliance.</p> <p>Sub-Competency 18. Knowledge of the documentation requirements related to production, quality, and manufacturing reviews and audits.</p> <p>Sub-Competency 19. Knowledge of the acceptance process and MIRRs.</p> <p>Sub-Competency 20. Knowledge of contractor performance appraisal systems and databases, including Contractor Performance and Reporting, Past Performance Information Retrieval, Product Data Reporting and Evaluation Program, and Continuous Process Improvement Management Systems available to programs for use in reporting and evaluating supplier on-time delivery and quality.</p> <p>Sub-Competency 21. Knowledge of identifying, analyzing, and reporting requirements related to product or system failures to address quality deficiencies reported by users after delivery of products by the contractor (e.g., field failure reporting feedback), and investigating and resolving Product Quality Deficiency Reports, Malfunction and Incident Report, Malfunction Investigation File, Warranty Claim actions. Supply Discrepancy</p>

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		<p>Reports, etc.,.</p> <p>Sub-Competency 22. Knowledge of contractor surveillance, production line verification, first article test, process proofing, data management, and critical item control to ensure efficient restart of production line.</p> <p>Sub-Competency 23. Knowledge on tracking and reporting vendor delivery times to ensure supply availability.</p> <p>Sub-Competency 24. Knowledge of detection and documentation processes regarding the nature and extent of the nonconformance, nonconformance severity (critical, major, or minor), corrective action, root cause analysis, and continuous process improvement.</p> <p>Sub-Competency 25. Knowledge of nonconformance remedies resulting in no cost to the Government (includes transportation costs), defective or nonconforming items/supplies are corrected or replaced at the original point of delivery, and failure to remove, replace, or correct rejected items/supplies may result in price reductions or escalate to termination for default.</p>

Unit of Competence: Technology and the Industrial Base

5	<p>Knowledge of national technology and industrial base capability to support the design, development, production, operation, uninterrupted maintenance support of the system and eventual disposal, including environmental impacts.</p>	<p>Sub-Competency 26. Knowledge of the requirements for the Industrial Capabilities Assessment.</p> <p>Sub-Competency 27. Knowledge of impacts to products with single, sole, diminishing or foreign sources to highlight potential risks to Department of Defense sources of supply.</p> <p>Sub-Competency 28. Knowledge required to respond to needs for additional sources of supply and/or increases in required production capacity to satisfy accelerated requirements (e.g., production surge).</p> <p>Sub-Competency 29. Knowledge needed to review shutdown plans to ensure all key production elements (e.g., technical data, equipment, automated test equipment, tooling) are captured and retained.</p>
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6	Knowledge of Department of Defense industrial base programs including the Manufacturing Technology Program, Defense Priorities and Allocations System, Defense Production Act Title III Program, Science and Technology program structure and Technology Readiness Levels.	Sub-Competency 30. Knowledge of the Department of Defense Science & Technology program to include Technology Investment Plans, Technology Area Plans, and funding categories.
		Sub-Competency 31. Knowledge of the Department of Defense Technology Readiness Levels.
		Sub-Competency 32. Knowledge of the Manufacturing Technology Program.
		Sub-Competency 33. Knowledge of the Defense Priorities and Allocations System of the Defense Production Act Title I.
		Sub-Competency 34. Knowledge of the Defense Production Act Title III Program.
		Sub-Competency 35. Knowledge of the potential application to manufacturing and production of new and emerging technologies.
Unit of Competence: Systems Engineering Process		
7	Knowledge of systems engineering process, including traceability of requirements (the Joint Capabilities Integration and Development System process); the maturity and stability of the evolving system design; production, quality, and manufacturing criteria for Systems Engineering Technical Reviews, and the Systems Engineering Plan.	Sub-Competency 36. Knowledge of the configuration management process, to include baseline and document management.
		Sub-Competency 37. Knowledge of manufacturing maturity/readiness through the use of the Manufacturing Readiness Body of Knowledge and other assessment tools necessary to manage risk and evaluate technology maturation sufficiency.
		Sub-Competency 38. Knowledge of manufacturing readiness during the acquisition life-cycle to include reviewing manufacturing in-process reviews, non-conforming material assessment, compliance reviews, and establish a Production Readiness Review plan, identify, and assemble team members to conduct Production Readiness Reviews and Manufacturing Readiness Assessments.
		Sub-Competency 39. Knowledge needed to develop production, quality, and manufacturing technical performance measures and metrics for

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		<p>acquisition programs.</p> <p>Sub-Competency 40. Knowledge of the Systems Engineering Plan development process specific to the need to create production, quality, and manufacturing inputs.</p>
8	<p>Knowledge of the risk management process and its related impact on manufacturing risk and readiness.</p>	<p>Sub-Competency 41. Knowledge of risk assessments and decision analysis in the selection of risk handling options.</p> <p>Sub-Competency 42. Knowledge of the impact of risk areas necessary to formulate appropriate risk strategies and provide the program manager with actionable recommendations related to managing risks.</p> <p>Sub-Competency 43. Knowledge of risk identification, assessment, and mitigation techniques.</p> <p>Sub-Competency 44. Knowledge of risk management tools to track, rate, and handle risk events, as well as identify critical path in order to determine probabilities of program completion dates and costs.</p> <p>Sub-Competency 45. Knowledge needed to mitigate risks to the contractor's ability to meet schedule and contractual requirements through analysis of potential risks and make recommendations to minimize risk to the programs</p>
9	<p>Knowledge of the integrated product and process development ("Design-Build") approach to Concurrent Engineering, design trades for manufacturing and production (including multi-year procurement and Economic Ordering Quantities), Producibility Engineering and Planning, technical risk identification, management and reporting.</p>	<p>Sub-Competency 46. Knowledge of program infrastructure necessary to achieve producibility goals, integrate producibility into the program's risk management strategy, and employ producibility design guidelines.</p> <p>Sub-Competency 47. Knowledge needed to assess producibility on a product level by monitoring and controlling manufacturing processes through measurement, to ensure those processes can repeatedly produce accurate, high quality products with process variability limited to a tolerable range.</p> <p>Sub-Competency 48. Knowledge of evaluation techniques for integrating producibility into initial design efforts through design objectives, key design characteristics, trade studies, manufacturing plans and in-design</p>

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		<p>complexity analysis.</p> <p>Sub-Competency 49. Knowledge of producibility evaluation techniques and their associated measurements during design to ensure producibility is optimized in manufacturing plans and reported at major technical reviews.</p> <p>Sub-Competency 50. Knowledge of evaluation techniques related to measurement of producibility processes, products, and systems.</p>
Unit of Competence: Cost and Funding		
10	Knowledge needed of funding parameters and practices to achieve program manufacturing targets and goals. Includes knowledge of cost modeling and cost analysis (including sensitivity analysis).	<p>Sub-Competency 51. Knowledge of the Earned Value Management system.</p> <p>Sub-Competency 52. Knowledge of production cost models.</p> <p>Sub-Competency 53. Knowledge of the Work Breakdown System.</p>
11	Knowledge needed for the identification of manufacturing and production cost drivers, understanding manufacturing cost risks, allocation of cost targets to subsystems, and affordability.	<p>Sub-Competency 54. Knowledge of possible production program cost drivers under various circumstances and significant production cost risks for contractor proposals, manufacturing plans, productions schedules, etc., and proper mitigation strategies.</p> <p>Sub-Competency 55. Knowledge of cost analysis methodologies to ensure manufacturing costs are collected, analyzed, and tracked against targets.</p> <p>Sub-Competency 56. Knowledge of the preparation of manufacturing investment budgets required to meet program goals.</p>
Unit of Competence: Materials Management		
12	Knowledge of the risks associated with materials (including basic/raw materials, components, semi-finished parts, and subassemblies). Includes materials properties and maturity, security, availability (including scale-up, long-lead, single/sole/foreign sources), subcontractor management and	<p>Sub-Competency 57. Knowledge of material maturity (e.g., manufacturability properties, maturity for program phase).</p> <p>Sub-Competency 58. Knowledge of material availability, to include scale-up risks and long-lead issues.</p>

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	supply chain issues, special handling, storage (hazardous materials), shelf-life, and Government Furnished Property/Material/Equipment/Facilities issues.	<p>Sub-Competency 59. Knowledge of supply chain management to determine whether the contractor has the adequate supplier base to support the life-cycle of programs and contracts.</p> <p>Sub-Competency 60. Knowledge of material specifications necessary to determine production facilities suitability.</p> <p>Sub-Competency 61. Knowledge needed to assess supplier performance and determine supplier capability to ensure prime contractors control of subcontractors and vendors.</p> <p>Sub-Competency 62. Knowledge needed to identify and evaluate critical suppliers and schedules to ensure sub-contracted requirements support production schedules.</p> <p>Sub-Competency 63. Knowledge of the Diminishing Manufacturing Sources and Material Shortages (DMSMS) to assess, develop, and incorporate a management strategy into design activities as a best practice to reduce DMSMS cost and readiness impacts throughout the life cycle.</p> <p>Sub-Competency 64. Knowledge of the appropriate production, quality, and manufacturing role within system security engineering and program protection (e.g., supply chain risk management, cybersecurity, counterfeit prevention, hardware/software/ consumables assurance, anti-tamper, and exportability protections). Includes certification-related policies, principles, practices, and reporting across all levels and phases of an acquisition program to increase the level of confidence that a system functions as intended, is free from exploitable vulnerabilities, and protects critical program functions and information.</p>

Unit of Competence: Process Capability and Control

13	Knowledge of the risks in manufacturing processes' ability to	Sub-Competency 65. Knowledge required to assess manufacturing
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	reflect the design intent (repeatability and affordability) of key characteristics, (e.g., manufacturing modeling and simulation (product and process), manufacturing process maturity, and process yields and rates.	<p>process maturity, including process capability studies to determine whether manufacturing processes are able to meet design requirements.</p> <p>Sub-Competency 66. Knowledge needed to evaluate the manufacturing process demonstration to ensure the ability of the system to operate in a useful way consistent with the program Key Performance Parameters and that system production can be supported by demonstrating the manufacturing process.</p> <p>Sub-Competency 67. Knowledge of contractor process capability and plans for future process capability objectives to ensure conformance with prescribed standards for process capability and control requirements.</p> <p>Sub-Competency 68. Knowledge needed to evaluate a contractor's capability to produce prototypes outside of the laboratory in production relevant, production representative, and pilot line environments.</p> <p>Sub-Competency 69. Knowledge of modeling and simulation in the place of actual performance data when time and expense of buying and testing the item itself is not possible, and to model processes, products, and facilities.</p> <p>Sub-Competency 70. Knowledge needed to conduct predictive analysis of results from equipment tests, inspections, and operational usage to statistically forecast the likelihood and criticality of failures, maintenance requirements, and manufacturing/design changes.</p>
Unit of Competence: Quality Management		
14	Knowledge of the risks and management efforts to control quality, and foster continuous improvement. Includes knowledge of quality management (quality models, quality strategy, quality planning, and quality tools (such as Quality Function Deployment, Design Of Experiments, Statistical Process Control, Key Characteristics, etc.), product quality (product inspection and acceptance testing - in-process and final), cost of quality, scrap, rework and repair rates, and	<p>Sub-Competency 71. Knowledge of quality management systems with process controls needed to achieve effective and efficient practices and to support the transition to production.</p> <p>Sub-Competency 72. Knowledge of product quality considerations including inspection and acceptance testing, in-process and final inspections, statistical process control, adequacy of inspection, and</p>

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	Material Review Board actions, and Supplier Quality Management (including supply base quality improvement).	<p>acceptance test procedures.</p> <p>Sub-Competency 73. Knowledge of supplier quality management and supplier base quality improvement, to include potential supplier base capabilities, sub-tier supplier quality management, and supplier quality audits.</p> <p>Sub-Competency 74. Knowledge of the full range of test and inspection techniques, including functional, destructive, and nondestructive tests/inspections, at process steps throughout the product/process.</p> <p>Sub-Competency 75. Knowledge of statistical analysis and sampling techniques to determine compliance with applicable requirements.</p> <p>Sub-Competency 76. Knowledge of failure analysis and reliability tests to ensure products perform reliably.</p>
15	Knowledge of principles to reduce waste in new and existing processes to improve production efficiency and effectiveness.	<p>Sub-Competency 77. Knowledge of continuous process improvement tools to include Theory of Constraints, Lean, Six Sigma, Cost of Poor Quality, Value Stream Mapping, etc.</p> <p>Sub-Competency 78. Knowledge of failure modes and effects analysis methods in reviewing components, assemblies, and subsystems to identify failure modes, identify the causes and effects, and document results.</p> <p>Sub-Competency 79. Knowledge of the Value Engineering Program to support the efforts for efficiency, effectiveness, costs reduction, and utilization of new and appropriate technologies.</p>
Unit of Competence: Manufacturing Workforce		
16	Knowledge of the number of personnel required, as well as skills, availability, and training/certification requirements needed to support the manufacturing effort.	<p>Sub-Competency 80. Knowledge of workforce size, skill levels, and training requirements.</p> <p>Sub-Competency 81. Knowledge of contractor's ability to meet staffing requirements to ensure successful production and quality management.</p>

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		Sub-Competency 82. Knowledge of risks associated with contractor bargaining unit agreements.
Unit of Competence: Facilities		
17	Knowledge of the capabilities and capacity of public or private (government or contractor) manufacturing facilities, such as, maintenance/repair depots, prime contractor, subcontractor, supplier, and vendor engineering/manufacturing plants, including tooling and test equipment.	<p>Sub-Competency 83. Knowledge of suitability of existing or planned facilities to meet current and future capacity from specifications.</p> <p>Sub-Competency 84. Knowledge of potential safety, health, and environmental issues, as well as processes to ensure compliance.</p> <p>Sub-Competency 85. Knowledge of tooling and test equipment design, fabrication, proofing, and accountability.</p> <p>Sub-Competency 86. Knowledge of equipment maintenance requirements, including calibration/metrology.</p> <p>Sub-Competency 87. Knowledge of manufacturing facility shutdown, restart, and surge implications, risks, and recovery.</p>
Unit of Competence: Manufacturing Assessment		
18	Knowledge of the organization of all elements needed to translate the design into an integrated and fielded system (meeting program goals for affordability and availability). Includes manufacturing strategy development, manufacturing planning, scheduling & control, materials planning, and industrial engineering activities.	<p>Sub-Competency 88. Knowledge of manufacturing strategy development including contractor and government program manufacturing strategies as related to the acquisition strategy development.</p> <p>Sub-Competency 89. Knowledge of manufacturing/production planning activities to include the development of the manufacturing plan (or production plan).</p> <p>Sub-Competency 90. Knowledge of work instructions development.</p> <p>Sub-Competency 91. Knowledge of production planning, scheduling and control systems.</p> <p>Sub-Competency 92. Knowledge of materials planning systems,</p>

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		Make/Buy decisions, and Bills of Material.
Unit of Competence: Professional		
19	Problem Solving	Sub-Competency 93. Knowledge of how to leverage technical knowledge and experience in developing a clear understanding of systems, identifying and analyzing problems using a total systems approach, weighing the relevance and accuracy of information, accounting for interdependencies, and evaluating alternative solutions.
20	Strategic Thinking	Sub-Competency 94. Knowledge of contingency planning & solutions planning.
21	Professional Ethics	Sub-Competency 95. Knowledge of the governing ethics and standards of conduct in engineering and business practices to ensure integrity across the acquisition life-cycle.
22	High-Performance Teams	Sub-Competency 96. Knowledge of approaches to direct and motivate teams to ensure the proper application of systems engineering processes and the overall success of the technical management process. Knowledge of steps necessary to create an environment of trust, respect, and esprit de corps: (1) Builds successful teams, (2) Develops trust and respect, (3) Builds team cohesion, and (4) Understands the human dynamics of a team gains respect credibility, and trust.
23	Communication	Sub-Competency 97. Knowledge of effective two-way communications, i.e., verbal and written, including active listening, ensuring understanding and providing constructive feedback: (1) Effectively communicates and checks for understanding, (2) Translates complex information into a clear and organized manner, and (3) Persuades others to adopt and act on specific ideas.
24	Coaching and Mentoring	Sub-Competency 98. Knowledge of the steps necessary to develop and advance the capabilities of others through use of coaching, mentoring, and interpersonal skills including: (1) Skills to lead others, (2) Managing conflict, (3) Attracting followers (charisma), (4) Developing and empowering others (including effecting career advancement), (5) Appreciating/recognizing others, (6) Helping others advance, (7)

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		Advancing ideas of others, (8) Coaching and mentoring, (9) Delegating responsibilities, (10) Respecting the level of knowledge and skills of others, and (11) Teaching and training both formally and informally.
25	Managing Stakeholders	Sub-Competency 99. Knowledge of how to build and manage effective relationships with all stakeholders through use of influencing skills, negotiating, collaborating and a value-added approach to partnerships including: (1) Identifying all stakeholders along program/product/service life-cycle, (2) Use of influencing skills, (3) Building collaborative relations with partners, (4) Applying continuous improvement, (5) Use of negotiating skills, (6) Building consensus/buy-in, and (7) Navigating the political climate.
26	Mission and Results Focus	Sub-Competency 100. Knowledge of the overall organizational mission and how to align goals and work efforts toward its fulfillment through requirements identification, prioritization, measurement, and results orientation as well as: (1) prioritizing tasks, (2) creating a shared vision and direction, (3) identifying and setting priorities, (4) seeking/taking systems view in all efforts, (5) possessing a positive attitude and dedication to mission success, (6) being results, mission requirements and strategic goals oriented, and (7) capturing/sharing knowledge.
27	Personal Effectiveness/Peer Interaction	Sub-Competency 101. Knowledge of individuals' strengths and weaknesses, maintaining currency on issues impacting ones work environment, working and collaborating with peers, open to feedback and instilling these qualities in others: (1) taking the initiative, (2) leveraging emotional intelligence, (3) knowing appropriate boundaries, (4) learning and applying lessons from successes and failures, and (5) remaining open minded and objective.
28	Sound Judgment	Sub-Competency 102. Knowledge of approaches to seeking out and utilizing appropriate information and subject matter expertise in making decisions that balances policy, systemic needs and risks, trade-offs, and creativity, and accepts accountability for decisions. Judgment should be characterized as: (1) decisiveness, (2) accountability, (3) sacrifices/trade-offs, (4) calculated risks, (5) evidence-based decisions, and (6) creative and problem solving abilities.

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Unit of Competence: Business Acumen		
29	Industry Landscape	Sub-Competency 103. Knowledge of the scope of the defense industry market environment.
30	Organization	Sub-Competency 104. Knowledge of how company organization varies with business strategy and resource capacity (size).
31	Cost, Pricing, and Rates	Sub-Competency 105. Knowledge of cost accounting basics defense companies use to manage direct and indirect costs and the use of rates for proposal submission and program execution.
32	Cost Estimating	Sub-Competency 106. Knowledge of the importance of defense company cost estimating requirements, methods, and key process elements.
33	Financial Reporting and Metrics	Sub-Competency 107. Knowledge of company financial reports and metrics to measure company health to better enable best value program decisions.
34	Business Strategy	Sub-Competency 108. Knowledge of defense company elements of a strategic planning, marketing, and business development process.
35	Capture Planning and Proposal Process	Sub-Competency 109. Knowledge of the company scope of work during the capture planning and proposal response development process.
36	Supplier Management	Sub-Competency 110. Knowledge of management responsibilities and challenges between a prime contractor and its supply chain.
37	Industry Motivation, Incentives, Rewards	Sub-Competency 111. Knowledge of strategies and incentives industry/defense companies use to influence corporate decisions or effect future competition.
38	Negotiations	Sub-Competency 112. Knowledge of negotiation techniques, from both the Government and business perspectives, to enable the Government to obtain on time delivery of products that meet all requirements, at the best price.