September 2014

SMALL BUSINESS CAREER FIELD

INFORMATION GUIDE

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1 BACKGROUND

Department of Defense (DoD) Small Business Programs (SBP) is responsible for providing leadership and guidance to the military departments and defense agencies on creating opportunities for small business in the acquisition process, and for protecting and strengthening the defense industrial base. Small business professionals throughout DoD are charged with leading the acquisition workforce to make the best use of small business opportunities by maximizing the contributions of small business in DoD acquisitions and ensuring the technological superiority of the Department. These professionals perform a wide range of functions, including, but not limited to:

- Small business policy analysis;
- Acquisition strategy review, peer review, and program management review;
- Subcontract oversight;
- Development of small business utilization strategy;
- Market research and industrial base capability analysis;
- Program analysis and strategic development;
- SBIR/STTR program management;
- Mentor/protégé program management;
- Advocacy and outreach to promote competition through utilization of small businesses;
- Socioeconomic program management; and,
- Managing or overseeing programs and initiatives at headquarters or OSD level.

In April 2012, the Director, DoD SBP was designated Small Business Functional Advisor/Functional Leader (FL). The FL is responsible for ensuring the small business professional workforce is sized and shaped appropriately to meet the needs of the Department. While these professionals influence over 20 percent of Department of Defense (DoD) discretionary spend, the small business workforce had not been identified as a separate acquisition workforce functional area prior to this designation. The FL must ensure that career development and qualification requirements are designed such that the Department develops and maintains small business professionals of the highest caliber.

In November 2012, the Small Business Functional Integrated Product Team (FIPT) was chartered, formalizing the infrastructure necessary to develop and maintain training, education, and experience criteria for acquisition workforce members. The FIPT has been working together in the strategic development of the appropriate skill sets that will help optimize small business participation at both prime and subcontracting levels; and, to provide training that leads to a responsive industrial base that can contribute directly to the readiness and preparedness of the Department.

The Small Business FL's vision is to transform the small business workforce into a highly skilled, business-oriented force that provides innovative, efficient, and effective influence to the Department's readiness and technological superiority. In this environment, fortified by effective training, empowerment through meaningful experience, and rewards for behaviors that drive efficiencies, these highly skilled professionals will use results-based, end-to-end acquisition management tools to help manage client acquisition portfolios.

In the April 2013 Better Buying Power 2.0 memo, the Under Secretary of Defense for Acquisition, Technology, & Logistics (USD(AT&L)) directed the Small Business FL and the Defense Acquisition University (DAU) to establish a certification curriculum for small business professionals. This document describes efforts to date in the establishment of the Small Business career field and transitional considerations moving forward.

2 WORKFORCE COMPOSITION

A key component to the development of the small business career field was to baseline the composition and expertise of the existing workforce. Small business professionals are not identifiable through the use of the acquisition workforce database, DataMart. The Functional Leader must be able to identify members of the workforce in order to ensure it receives the resources necessary to be healthy. This was a key consideration in determining that a career field was necessary for small business professionals.

Therefore, through the Small Business Functional Integrated Product Team (FIPT), a data call was performed in the second quarter of FY2013 where small business professionals were asked to self-identify. This was meant to be a first step in confirming where these professionals sit, the functions they perform, the training they receive, and how they report. The formal establishment of the career field and position category description (PCD), effective October 1, 2014, (Appendix B) will ensure quarterly reporting of small business workforce data into DataMart pursuant to DoDI 5000.55 (Reporting Management Information on DoD Military and Civilian Personnel and Positions).

The results (Table 1) confirmed many of the anecdotal notions about the small business community, such as most are currently in the Contracting occupational series. Other results highlighted ongoing concerns about staffing and training. It is important throughout the workforce development initiative to ensure that the workforce composition is optimized for current and future requirements.

Table 1. Workforce Size

Component	Total
Army	206
Navy	150
Air Force	176
4th Estate	154
Total Small Business Professionals[1]	**686**

An optimized workforce is one that contains a healthy mix of experience and expertise that will enrich the advisory nature of the small business workforce. The Small Business FL sought a cross-functional acquisition career field as the best way to build core small business talent while also providing the opportunity to move into and out of the career field to obtain experiences that strengthen not only the small business workforce, but the acquisition workforce at large. Key to note is that an acquisition career field is not the same as an occupational series. An acquisition career field is a category of acquisition duties used within the DoD acquisition community to describe specific acquisition functions. Such examples of what constitutes an acquisition career field are: contracting, life cycle logistics; acquisition program management; test & evaluation; and, engineering. In all cases, an acquisition career field is comprised of more than one occupational series (Table 2).

Table 2. Acquisition Career Field Composition

Acquisition Career Field[2]	Top 5 Occupational Series
Contracting	1102, 1101, 0810, 0301, 0830
Life Cycle Logistics	0346, 0301, 1670, 2010, 2003
Acquisition Program Management	1101, 0340, 0343, 0301, 0801
Test & Evaluation	0855, 0801, 0830, 0861, 1550
Engineering	0855, 0801, 0830, 1550, 0861

An acquisition career field does not affect an individual's occupational series. In fact the career fields are primarily meant as an internal-to-acquisition methodology for organizing job functions. The career fields help to identify training and resource requirements in internal systems such as DataMart. In this way, while the Small Business FL is targeting 1101 as the primary occupational series for small business professionals[3], other occupational series will be included in the career field.

3 SMALL BUSINESS COMPETENCIES

As DoD continues to strive to meet statutorily mandated small business goals, it has become evident that building small business workforce capacity and strengthening associated training is paramount

[1] As of June 2013 based upon self-identified civilian workforce data, including both full- and part-time personnel. This data does not include a full representation of the Small Business S&T community. Approximately 90 percent of small business professionals work 50 percent or more on small business duties.

[2] Data as of Q1FY2014from AT&L Workforce and Human Capital Initiatives Homepage "Functional Career Field Information Summaries"

[3] The 1101 occupational series covers all classes of positions dealing with administration, supervising, or performance of: a) any combination of work characteristic of two or more series in this group where no one type of work is series controlling and where the combination is not specifically included in another series or b) other work properly classified in this group for which no other series has been provided. The 1101 series best meets the needs for the majority of small business professionals because it is meant to apply to individuals performing work in multiple series within the 1100 family of occupational series.

to improving performance and ensuring proper execution of small business programs. Efficient DoD acquisition requires the small business workforce to maintain measurable proficiency in competency areas identified within the competency assessment. One of the FIPT priorities is to develop standardized knowledge, skills and experience requirements for entry-level, journeyman, expert, and executive personnel.

In Spring of 2013, starting with a competency assessment completed in 2011 by the United States Office of Personnel Management (OPM), the FIPT completed a competency validation effort. This lead to a small business competency set comprised of 38 technical and 13 professional competencies (Appendix A) in categories that include small business utilization, contracting, science and technology, and entrepreneurship. This significant accomplishment provides the basis for determining the courses to develop for the small business certification curriculum.

The competency set is an enterprise-wide look at the skills necessary to be a small business professional. Therefore, some of the competencies are position-specific and are meant to address unique proficiency requirements for certain members of the workforce (e.g., SBIR program managers).

Using the results of the data call and competency validation, the FIPT has developed the first small business position category description (Appendix B). This will allow for formal accounting of the small business workforce moving forward by ensuring these professionals receive the proper acquisition code and the associated training and experience to be qualified to perform their duties.

Additionally, following the framework established in DoDI 5000.66, the FIPT is working with DAU to crosswalk the competencies into the topics and learning objectives that are the backbone of course development. The FIPT has additionally worked, with DAU leading, to complete an initial gap analysis to determine what courses may already exist across DAU curricula that offer content that may be used in the small business curriculum. This measure is meant to minimize redundancies and drive down costs associated with said redundancies.

The list of certification courses (Appendix C) was completed in March 2014 and course developments will commence prior to the end of FY 2014. Predecessor training can be found in (Appendix D).

Moving forward, these continuing competency and course development efforts will integrate with the competency-based workforce qualification efforts. The FIPT has partnered with the Acquisition Workforce Qualification Initiative (AWQI) team to establish a continuous qualification assessment that addresses capability trends, changes in mission requirements, and needs of the Small Business workforce so that workforce planning initiatives can be adjusted to address the given environment.

NEXT GENERATION ACQUISITION WORKFORCE

The primary objective in the development of training for small business professionals is to deploy innovative training methodologies that maximize training transfer. Training transfer is defined as application of on the job knowledge, skills, and attitudes learned from training as well as the subsequent use of them over time[4]. This transfer is a critical component to ensuring the professional achieves the proficiency necessary to be qualified to perform their day-to-day functions. The Small Business FIPT is engaged with the Acquisition Workforce Qualification Initiative (AWQI), with whom

[4] Carnes, Barbara. Making eLearning Stick . American Society for Training & Development, 2012. eBook.

the FIPT will partner, to ensure systems and policies are in place to reward correct usage of new skills and behaviors, and initiate remedial assistance as required.

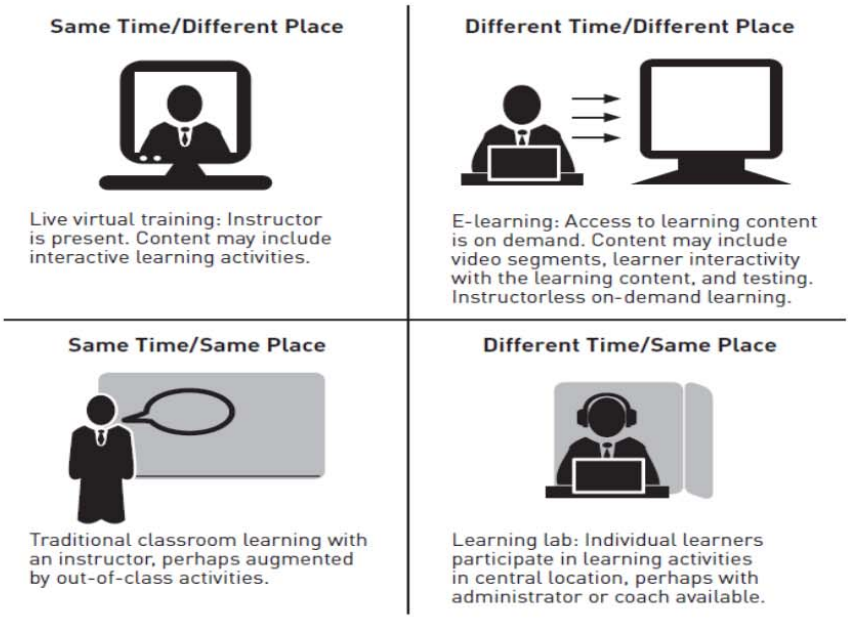


Figure 1. Using Technology in Training

Additionally, training will be aimed at ensuring maximum knowledge retention across all learning styles, focusing on the use of technology-based course delivery (Figure 1). Live virtual training and learning labs, in particular, can provide the value of face-to-face training while providing a more acute training solution and reducing costs associated with travel.

Finally, while it is understood that some redundancy in training is healthy because the workforce encounters training at many different points along the career spectrum, the FIPT is working with DAU to minimize unhealthy redundancies to ensure unnecessary costs are avoided.

5 MEANINGFUL EXPERIENCES

Given there are minimal established professional development opportunities unique to or for small business professionals, a Small Business Exchange Program (SBEP) is in development. SBEP will primarily follow the model of DPAP's Acquisition Exchange Program (AEP); however, will additionally incorporate aspects of successful programs such as Army's CESB Rotational Program and Air Force's PALACE ACQuire. The Functional Leader and the FIPT aim to work with industry in full implementation of the exchange program such that small business professionals will have the opportunity to learn not only how other small business program offices operate, but also how industry operates. Existing best practice indicates that this enriches not only the individual participant, but the offices by diversifying ideas and capabilities.

Finally, DoD SBP will pilot a Small Business Executive Fellowship (SBEF) primarily focused on addressing the Strategic Expertise and Reinforcement areas of the Small Business Qualification Framework described below. The SBEF is meant to offer a challenging and rewarding experience for industry participants to gain the unique perspective of working in an OSD program office and contribute to the collaborative interaction between critical stakeholders, including the Components, OSD, industry, Congress, and the White House. Working with the participants allows the government to collaborate with innovative industry talent to mitigate mission-specific challenges. Joint efforts associated with the fellowship will lead to a better understanding of industry, leading to improved acquisition outcomes.

6 SMALL BUSINESS QUALIFICATION FRAMEWORK

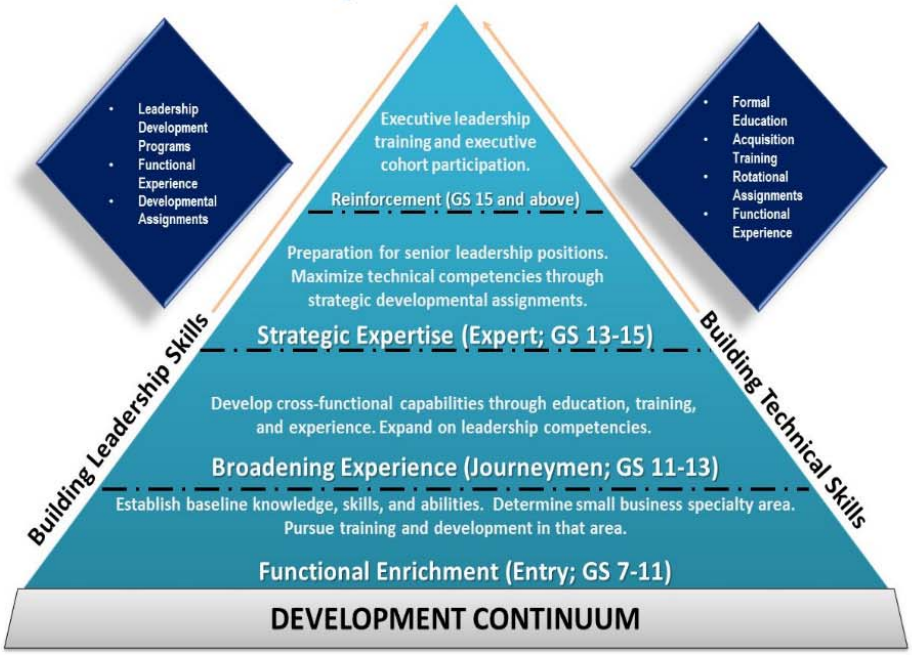


Figure 2. Small Business Qualification Framework

The Small Business Qualification Framework is modeled after the Army's acquisition workforce development framework and Air Force's Program Management Leadership Development model. It encompasses the envisioned workforce development continuum moving forward. This is significant because it outlines a clear track for career advancement for small business professionals, from the point of entry through executive leadership positions.

Notably, as part of this professionalization effort, a bachelor's degree will be required to be certified in the small business career field and credits related to business and STEM will be required as one progresses through the career life cycle. The competency-based qualification standards provide small business professionals with a clear understanding of what is expected of them at each level of their career and what is necessary to move forward to the next level in their career.

7 IMPLEMENTATION

Ultimately, the Small Business Workforce Development initiative is designed to develop the next generation of small business experts as well as contribute to the development of an overall acquisition workforce. The career field should include a skills mix of the total small business workforce that reflects experience and expertise in areas indicated in the Small Business Act as

relevant for Small Business Directors[5]. Therefore, the Small Business Functional Leader is establishing career guides (Appendix E) at each stage described in the qualification framework. The guides describe the potential entry and exit points for each stage, the types of positions and grade levels that would be occupied, and the types of training and experience necessary to move through to the next stage.

All small business career field courses are expected to be developed by the end of FY2016. Small business professionals will be required to achieve compliance with the training requirements within 24 months of all courses being developed. Thereafter, all new entrants to the small business workforce will have 24 months to complete the training required of his or her position. This follows the standard of all other acquisition certification training. Individuals unable to meet the training requirements within the 24 month period should notify their supervisor and follow the waiver process pursuant to DoDI 5000.66 (Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program).

In certain instances, professionals entering from other career fields will have already completed some of the courses outlined in the Small Business certification curriculum. In such case, those courses will be accepted and count toward completion of Small Business certification requirements. Consistent with DAU policy, there will not be grandfathering for training. This means that if a position requires a Level III certification, personnel must take the Level I and Level II training in addition to the Level III training in order to achieve compliance with the position requirement. Supervisors and leadership within the Small Business chain should work with their respective Directors for Acquisition Career Management (DACM) to ensure availability of resources such as the Defense Acquisition Workforce Development Fund (DAWDF) and DAU's non-traditional course offerings to fill training gaps and aid in completion of requirements.

The position category description should be used by acquisition career managers, along with small business hiring officials to establish appropriate position documents for hiring new entrants to the career field. Additionally, small business leadership should be engaged with their respective DACM to ensure that the appropriate databases are updated such that small business professionals can be coded, accounted for, and receive the training and experiences necessary to meet certification and qualification requirements. See Key Implementation Events (Appendix F) for planning milestones and scheduling.

A FINAL THOUGHT

Small businesses are a significant contributor to the industrial base DoD relies upon to provide products and services in an efficient and innovative manner. The future acquisition workforce will have received the training and experiences necessary to approach acquisition with both an entrepreneurial spirit and with the skills necessary to understand the perspective of the entrepreneurs within industry. They will be capable and ready to make use of all available resources to ensure the needs of the warfighter are met and the technological superiority of the Department is maintained.

[5] 15 U.S. Code § 644 states that the management of a small business office shall be "vested in an officer or employee of such agency, with experience serving in any combination of the following roles: program manager, deputy program manager, or assistant program manager for Federal acquisition program; chief engineer, systems engineer, assistant engineer, or product support manager for Federal acquisition program; Federal contracting officer; small business technical advisor; contracts administrator for Federal Government contracts; attorney specializing in Federal procurement law; small business liaison officer; officer or employee who managed Federal Government contracts for a small business…"

APPENDIX A: Small Business Professional Competencies

Units of Competence: 8 Technical Units; 1 Professional Unit	37 Technical Competencies 13 Professional Competencies	62 Technical Sub-Competencies 15 Professional Sub-Competencies
Small Business Utilization	01. Small Business Market Research	01.1. Investigate market capabilities to identify potential small business product and service providers.
	02. Small Business Utilization Planning	02.1. Determine and recommend the appropriate level of small business participation during the acquisition planning process to maximize utilization opportunities for small businesses.
	03. Small Business Program Analysis and Strategic Development	03.1. Assess and analyze the effectiveness of established command or agency small business program initiatives and objectives. 03.2. Ability to develop a strategy for achievement of objectives and accomplishment of the mission. 03.3. Monitor progress toward strategic goals, prioritize work in alignment with organizational and stakeholder goals, identify long-term issues, problems, or opportunities, align current actions with strategic goals, evaluate results against strategic goals, redesign business to better meet long- and short-term objectives, determine strategic actions by weighing costs and benefits.
	04. Small Business Advocacy	04.1. 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. 04.2. Able to work with organizational leaders to garner support and persuades key decision makers to invest appropriate resources; engages with other extra-organizational constituents to seek support for key initiatives.
	05. Counseling	05.1. Knowledge of technical subject matter and available resources to counsel, advise, and assist industry and government personnel in navigating Federal procurement process.
Outreach	06. Small Business Development	06.1. 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 and 8(a)).
	07. Small Business Program Training	07.1. Develop and conduct education and training to increase small business program awareness, responsibilities, and participation.
	08. Small Business Outreach	08.1. 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.
Contracting	09. Proposal and Source Selection Small Business Analysis	09.1. Evaluate small business elements in proposals and solicitation criteria to ensure the consideration of small business participation.
	10. Subcontractor Compliance Assessment	10.1. Assess contractor actions to determine compliance with terms and conditions of government contract and program performance reporting requirements.
	11. Contract Compliance Management	11.1. Ability to determine and facilitate the actions required to prevent, mitigate, or resolve contractual claims, protests, or conflicts.
	12. Electronic Acquisition Systems	12.1. Knowledge of a variety of electronic procurement tools, software, and systems, including their interrelationships/interfaces and utilization.

	13. Acquisition Laws & Regulations	13.1. Knowledge of the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Component Supplements and acquisition processes (e.g., pre- and post-award process, cost/price analysis process, negotiation process, source selection), policies, and directives for acquisition and administration.
Legislation & Policy	14. Small Business Laws and Regulations	14.1. Knowledge and awareness of procurement laws and regulations (i.e. NDAA, Small Business Act) and their effects on small business utilization to ensure sound acquisition and business practices.
	15. Small Business Policy Planning and Development	15.1. Develop organizational policies, initiatives, and objectives that comply with legislative intent for providing opportunities to small business; and develop and implement programs and processes for organizational action that achieves the mission and goals.
General Business	16. Project Planning	16.1. Define initiatives and develop plans that achieve a specific program mission, project, or objective.
	17. Project Management	17.1. Manage, coordinate, and execute interdependent activities to fulfill established requirements that meet project goals and objectives.
	18. Financial Management	18.1. Monitor and control finances to ensure the accountability of monetary resources that support programs and policies.
	19. Manpower Management	19.1. Provide opportunities and coordinate resources necessary to establish and maintain a qualified workforce and optimize personnel effectiveness within the organization.
Requirements & Risk Management	20. Agency Needs and Requirements Analysis	20.1. Knowledge of requirements, such as products, services, RDT&E, construction, and systems being acquired in order to review and assist in developing acquisition documentation for potential small business participation. 20.2. Use requirements management to trace back to user-defined capabilities and other sources of requirements, and to document all changes and rationale for changes.
	21. Risk Management	21.1. Knowledge of the principles, methods, and tools used for risk identification, assessment, and mitigation including assessing the policy compliance, and probability and consequences of potential issues and constraints. 21.2. Ability to systematically identify the risks of a potential business decision to create effective, comprehensive, and integrated solutions; ability to prioritize threats and evaluate costs and benefits of the business decision.
Science & Technology	22. Capabilities Assessment	22.1. Translate requirements and requirements documents to identify opportunities for small business R&D and technology efforts. 22.2. Designate R&D topics to support agency needs or specific solicitations, accept proposals from small businesses to facilitate awards made on a competitive basis (when required), and manage the technology developed under the topic up to the point of commercialization.
	23. Requirements Development and Management	23.1. Elicits inputs from relevant stakeholders and translate the inputs into technical requirements. 23.2. Translate warfighter capability requirements into science and technology development plans and assess the feasibility for small business participation.
	24. S&T Risk Management	24.1. Ability to apply the risk management process across an acquisition program to manage program technical risk accounting for all relevant design considerations. 24.2. Participate in the generation of science, technology development, and risk strategy.

	25. Design and Development	25.1. Knowledge of design considerations (boundaries, interfaces, standards, available production process capabilities, performance and behavior characteristics. 25.2 Knowledge of the capability development process manifested in advanced technology development (6.3)/demonstration & validation (6.4) R&D programs.
	26. Technology Readiness and Commercialization	26.1. Verify readiness of technology for commercialization or fielding. 26.2 Knowledge of 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. 26.3. Knowledge of trends in military and commercial technology needs and the ability to leverage external technology networks to assess the production potential of technologies developed under the small business program. 26.4. Knowledge of intellectual property laws and regulations associated with small business programs. 26.5. Facilitate technology transition or rapid fielding to an acquisition program through the use of small businesses.
	27. Portfolio Development & Forecasting	27.1. Develop S&T portfolios and forecasts, consistent with stakeholder requirements and technology trends, to maximize value to the warfighter. 27.2. Synchronize or align small business technology projects with technology roadmap and investment strategy to meet customer timelines. 27.3. Coordinate with relevant programs, efforts, and communities including those in DoD technology clusters, other services, and other agencies to maximally leverage S&T as appropriate, form alliances, or uncover new S&T directions.
	28. Technical Contributions	28.1. Contribute to and support advancement of science, technology, and research capability through patents, publications, technology transitions, rapid fielding, invention and innovation. 28.2. Provide technical or subject matter expertise to an acquisition program and ops sustainment that is using small businesses.
	29. Technical Credibility	29.1. Apply, and/or convey S&T principles, procedures, requirements, regulations, and policies related to specialized technical competencies and/or needed by program decision-makers. 29.2. Foster innovation and problem solving, allow others to take risks, explore new approaches and alternate scientific perspectives. 29.3. Pursue self-development to prepare for changing technologies. 29.4. Maintain currency of technical knowledge and skills.
Entrepreneurship	30. Conceptual Thinking	30.1. Researches and seeks innovative approaches that could lead to significant improvements in products and processes supporting organizational mission; establishes new methodologies for meeting customer needs and the demands of other stakeholders. 30.2. Explore new ideas, take reasonable job-related risks, treat new problems as opportunities, monitor progress toward objectives in risky actions; understand the broader business implications of ideas, issues, and observations. 30.3. Proactively identifies new ways of improving existing processes and doing things more efficiently; strives to understand what is missing from current product stream, and searches for new ideas for product improvement everywhere; attempts to address product gaps and build the business by creating innovative and unique solutions.

	31. Ambassadorship	31.1. Advances and promotes the needs of the organization and the customer; identifies ways to remove or avoid bureaucratic processes, especially when they interfere with an innovative climate; and works to change processes that interfere with growth and innovation.
	32. Opportunity Focus	32.1. Perceives unmet customer needs, seizes high quality business opportunities, actively identify products or services that provide real benefit to the customer, and which meet customer need.
	33. Customer Analysis & Management	33.1. Understand internal and external markets for products and services. Able to perform feasibility analysis. 33.2. Builds trust and long-term relationships with internal and external customers; generates an expectation of high level customer service; aims to exceed customer expectations.
	34. Industry Awareness	34.1. Knowledge of the industrial base (e.g., economic trends, awareness of commercial/business practices, standards, affiliations, joint ventures, mergers, and acquisitions). 34.2. Keeps up to date with developments in the sector; seeks out best practices; and identifies and seizes opportunities that may not be obvious.
	35. Business Acumen & Economics	35.1. Knowledge of budgeting and financial processes, accounting, marketing, business decisions and savvy, and technological developments. 35.2 Knowledge and understanding of small business economic modes, including pricing and costing strategies. 35.3 Ability to evaluate suppliers and understand operations management, including inventory and quality issues.
	36. Marketing	36.1. Understanding of marketing and promotion techniques; understand how to use the internet in marketing, including social media; knowledge of distribution networks.
	37. Funding and Budget Formulation	37.1. Knowledge of funding sources available directly to small businesses as well as through programs in which small businesses may participate. 37.2. Knowledge of financial and cash management, and forecasting techniques used by small businesses.
	Entrepreneurship	1.1. Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage. 1.2. Fosters innovation and entrepreneurial activity in team members; challenges teams to take calculated risks for innovation, and ensures teams have time to pursue their ideas for new and improved products or processes. 1.3. Recognizes the contributions of those who have enabled positive change, and develops or gives appropriate rewards for extraordinary achievements.
	Customer Service	2.1. Provides stakeholders/clients with assistance, assessments, and problem resolution through knowledge of expectations requirements, and both product and service needs.
	Decisiveness	3.1. Exercises good judgment by making sound and well informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Professional Competency	Oral Communication	4.1. Effectively expresses communication to individuals or groups, considering the audience and nature of the information; makes clear and convincing presentations, listens to others; attends to nonverbal clues.
	Problem Solving	5.1. Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and make recommendations.
	Accountability	6.1. Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.
	Team Building	7.1. 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.
	Written Communication	8.1. 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.
	Creativity / Innovation / Vision	9.1. Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes. Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.
Professional Competency	Initiative	10.1. Proactively shares guidance, recommendations, policy and statutory expertise to stakeholders, remaining current (lifelong learning).
	Service Motivation	11.1. Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.
	Partnering	12.1. Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.
	Interpersonal Skills	13.1. Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

APPENDIX B: SMALL BUSINESS POSITION CATEGORY DESCRIPTION

AT&L Workforce Position Category Description (PCD)

Career Field: Small Business
Short Title: SBP
Category Code: M
Date Approved: 2 Sept 2014
Last Reviewed: 23 Jan 2014

Ref: (a) DoDD 5000.52 dtd 12 Jan 2005
(b) DoDI 5000.66 dtd 21 Dec 2005
(c) DoD Desk Guide for AT&L Workforce Career Management dtd 10 Jan 06
(d) DoDI 4205.01 dtd 10 Mar 2009

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 (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:

- Analyzes stakeholder requirements, and is an advisor on small business issues during acquisition planning/strategy development. Provides market research expertise to ensure maximum practicable opportunities for small businesses to participate in agency procurements.
- Apply statutory and policy procurement-related requirements, especially as related to small business procurements; support attainment of government socio-economic objectives; conduct market research; acquisition planning; cost and price analysis; solicitation and selection of sources; review of subcontracting plans, small business participation strategies, and past performance.
- Manage an office of small business programs. Responsibilities may be broad (e.g., PM, DPM, AD, or Deputy) or focused (e.g., AD for a particular function), and may be line or staff in nature.
- Manage a socioeconomic program (e.g., Women-Owned Small Businesses, Service-Disabled Veteran Owned Small Businesses, Small Disadvantaged Businesses, HUBZone Businesses)
- Manages funded program or funded program office (e.g., SBIR/STTR, RIF, MPP).
- Plans and attends small business advocacy events; advises stakeholders on acquisition process, forecasts, and contract requirements.
- Monitor and/or evaluate prime contracting performance and subcontracting plans.
- Performs headquarters-level small business office functions such as workforce development, science, technology, engineering, and mathematics (STEM), entrepreneurship, industrial base policy development, oversight, and/or Director support.

Typical Line and Staff Position Titles: Small Business Program Director/Deputy, Small Business Program Manager/Deputy, Acquisition Small Business Manager, Small Business Specialist, Procurement Analyst, Small Business Innovation Research Program Manager, Small Business Technology Transfer Program Manager, Mentor-Protégé Program Manager, Small Business Program Analyst, Small Business Technology Specialist.

Typical Position Locations: Any DoD activity/organization performing contracting functions regardless of location. Service component organizations such as: ARI, ARL, ARO and Research Development and Engineering Centers for the Army; ONR, NRL, and Warfare Centers for the Navy; AFOSR, AFRL for the Air Force and 4th Estate organizations such as MDA, DTRA, and NGA. Acquisition organizations within the service components (i.e., Systems Commands, Materiel Commands, DRPMs. PEOs, as well as organizations/field activities supporting such organizations). Other DoD Components, Agencies and OSD/Service/HQ staff elements performing/supporting acquisition functions, such as: DCMA; DLA.

Typical Career Codes:					
Civilian Personnel		**Uniformed Personnel**			
OCC Series		**Army AOC**	**Navy AQD**	**Air Force AFSC**	**Marine Corps MOS**
03XX	0201				
08XX	0501				
11XX	0905				
13XX					
15XX					

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.

APPENDIX C: Small Business Certification Courses

Course	New?	Length?*	Description	Competencies
LEVEL ONE				
SBP 101 - Introduction to Small Business Programs (R)**	Y	2.5 days	This course will target new entrants to the Small Business Professional career field and will cover the small business vision, goals, culture, and values from the view of the Functional Leader, AT&L, and the SECDEF. There will also be a review of the small business cases and success stories highlighting the contributions small businesses make to the success of the Department. The course will provide key, baseline business processes, tools, legislation/policies, and procedures, including funded programs and socioeconomic programs. Finally, the course will discuss the expectations of small business professionals throughout the Department to help provide an understanding of where and how they fit into the Defense acquisition landscape.	1.1, 2.1, 5.1, 6.1, 12.1, 13.1, 14.1, 30, 34
CON 090 - FAR Fundamentals (R) OR SBP 102 - Fundamentals of the FAR for Small Business Professionals	Y	4 weeks **OR** 35 hours	FAR Fundamentals is a four week, resident, foundational course for new hires that provides a total immersion into the Federal Acquisition Regulation (Parts 1-53) and the Defense Federal Acquisition Regulation Supplement (DFARS). The course will prepare the 21st century acquisition workforce to operate successfully in a web enabled environment. CON 090 is a limited lecture, research-intensive, exercised-based curriculum. Participants will analyze contracting business scenarios developed through research of the FAR and its supplement DFARS. The course is presented in four modules: Contracting Overview using the FAR and DFARS; Contract Acquisition Planning; Contract Formation; and Contract Management/Administration. Students are expected to become familiar with FAR Parts 1-53. Students will be quizzed daily on FAR part knowledge, lecture/lesson content, and homework. Students should be prepared to dedicate 2-3 hours per evening for homework. Classroom laptop computers will be provided for each student.	1.1, 2.1, 5.1, 9.1, 10.1, 11.1, 13.1, 14.1

*Course lengths provided for new courses are estimates only. Final course length may be adjusted as a result of the development process.
** (R) signifies a resident training.

1 Course from the Harvard Business School Modules	N	2-3 hours		4.1, 5.1, 8.1, 31.1, 32.1, 35, 36.1, 37
CON 100 - Shaping Smart Business Arrangements	N	20 hours	Personnel new to the Contracting career field will gain a broad understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the various Department of Defense (DoD) mission areas and the types of business arrangements and procurement alternatives commonly used to support each area. Information systems, knowledge management, as well as recent DoD acquisition initiatives will be also be introduced in the course. Additionally, interactive exercises will prepare you for contracting support within the DoD. We will also address the overarching business relationships of government and industry, and the role of politics and customer relationships.	13.1, 14.1
CON 121 - Contract Planning, CON 124 - Contract Execution, AND CON 127 - Contract Management OR SBP 103 - Contract Lifecycle for Small Business Professionals	Y	35 hours (total) OR 25 hours	**CON 121**: Contract Planning will introduce personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students' role in understanding their customers' mission and their ability to plan successful mission support strategies based upon their knowledge of the contracting environment and their customer needs. Students will learn how to use the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process.	1.1, 2.1, 3.1, 11.1, 13.1, 33.1

*Course lengths provided for new courses are estimates only. Final course length may be adjusted as a result of the development process.
** (R) signifies a resident training.

			CON 124: Contract Execution is the second of three online Level I contracting courses. It focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides students with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Students will learn the techniques and benefits of early industry involvement in shaping requirements. Students will learn basic procedures for acquisition of both commercial and noncommercial requirements, effectively conduct analysis of market data, and determine when a price is fair and reasonable. Finally students will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.	
			CON 127: Contract Management is the final of three online courses. This course builds on the foundation established in CON 121 and CON 124 and provides students with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. Students will explore performance assessment strategies and remedies for contractual non-compliance, how to make and price contract changes after award, handle disputes, and finally how to close out completed contracts. Additionally, students will gain a fundamental knowledge of the characteristics and principles of the contract termination process.	
CON 237 - Simplified Acquisition Procedures	N	6 hours	Professionals participating in this course will gain training on Part 13 of the Federal Acquisition Regulation and Part 213 of the Defense Federal Acquisition Regulation Supplement, which cover simplified acquisition procedures (SAP).	1.1, 13.1, 14.1
LEVEL TWO				

*Course lengths provided for new courses are estimates only. Final course length may be adjusted as a result of the development process.
** (R) signifies a resident training.

ACQ 101 - Fundamentals of Systems Acquisition Management	N	25 hours	This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the Joint Capabilities Integration and Development System; the planning, programming, budgeting, and execution process; DoD 5000-series policy documents; and current issues in systems acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, this course has proven very useful to personnel in headquarters, program management, and functional or support offices.	13.1, 18.1, 20.2, 21.1, 22.1, 25.1, 26.3
ACQ 315 - Understanding Industry (Business Acumen) (R)	N	4.5 days	Course covers a wide range of business acumen competencies including industry orientation, organization, cost and financial planning, business strategy/development, supplier management, incentives, and negotiating strategies. Business skills will be learned on aligning company strategies, finances, and operations that motivate company decisions to meet their business goals, gain fair and reasonable profits, while providing best taxpayer value to the government on defense products.	34.1, 35.1
CON 216 - Legal Considerations in Contracting OR ACQ 370 - Acquisition Law (R)	N	23 hours	**CON 216**: This course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course also addresses various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.	13.1
		4.5 days	**ACQ 370**: DoD policy now mandates that the acquisition process be conducted through integrated product teams. The employment of integrated product teams in the acquisition process has resulted in the involvement of many non-contracting government personnel. ACQ 370 provides an overview of government contract law, specifically laws and regulations that are applicable to government contracts.	

*Course lengths provided for new courses are estimates only. Final course length may be adjusted as a result of the development process.
** (R) signifies a resident training.

CON 280 - Source Selection and Administration of Service Contracts (R)	N	9.5 days	This course builds on the foundation established through the Level I curriculum and the course prerequisites. The primary focus is on the acquisition of services under FAR Part 15 procedures, with an emphasis on performance-based acquisitions (PBA) for services, contract types, contract incentives, source selection, and contract administration. Students will learn the fundamentals of a performance based service acquisition -- from acquisition planning to contract closeout through a realistic case study. The course takes students through the solicitation process using the mandatory DoD Source Selection Procedures. Students will prepare contractual documents, and develop and deliver high-level source selection briefings with recommendations for contract award.	9.1
CLE 045 - Introduction to DoD Science & Technology Management	N	2 hours	This module introduces DoD Science & Technology (S&T) organizations, planning, activities and processes, technology transition and technology maturity issues and concerns as it applies to acquisition programs. Students will gain an understanding of: the DoD S&T review processes; the process of S&T development through Basic Research, Applied Research and Advanced Technology Development, including the type of funding and budget accounting used; the Service processes and DoD technology initiatives which facilitate advanced technology use in new DoD systems and capabilities; and the concept of technology maturity, including the use of Technology Readiness Levels (TRL), Critical Technology Elements (CTE) and their use in acquisition Technology Readiness Assessments (TRA).	20.1, 21.1, 35.3
LOG 101 - Acquisition Logistics Fundamentals	N	27 hours	Acquisition Logistics Fundamentals provides a broad overview of the role of acquisition logistics in the systems acquisition life cycle and systems engineering processes. Modules cover the logistics-relevant aspects of requirements identification, life-cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting, and contractor support.	13.1, 20.1

*Course lengths provided for new courses are estimates only. Final course length may be adjusted as a result of the development process.
** (R) signifies a resident training.

1 Course from the Harvard Business School Modules	N	2-3 hours		4.1, 5.1, 8.1, 31.1, 32.1, 35, 36.1, 37
SBP 201A - Intermediate Small Business Programs, Part A	Y	10 hours	Intermediate Small Business Programs, Part A uses computer-based training to prepare mid-level small business professionals to work in integrated product teams by providing an overview of key acquisition milestones and decision points that include small business requirements and considerations.	1.1, 2.1, 10.1, 12.1, 20.1, 30, 31.1, 32.1, 33.1, 34
SBP 201B - Intermediate Small Business Programs, Part B (R)	Y	3 days	Intermediate Small Business Programs, Part B prepares mid-level small business professionals to work effectively in integrated product teams by through group interaction and role-play of key points within the acquisition lifecycle. Students will understand the roles and responsibilities pertaining to small businesses utilization and planning throughout the acquisition lifecycle.	5.1, 7.1, 8.1, 9.1, 10.1, 12.1, 13.1, 14.1, 16.1, 20, 21, 30, 34, 35
SBP 202 - Subcontracting	Y	10 hours	This course will provide an overview of the types of subcontracting plans and reports, and who is responsible for each. Additionally, the course will cover the regulations and electronic systems associated with contracting, with interactive application exercises. Students will learn about source selection, small business utilization, subcontract compliance, and how a small business can become a subcontractor.	9.1, 10.1, 12.1, 13.1, 14.1, 35.3
SBP 203 - Business Decisions for Small Business	Y	19 hours	This course builds on Level I small business knowledge necessary to ensure maximum practicable opportunity for small business participation in a given procurement. The course will focus on small business utilization strategies and the interactions with other members of the acquisition team necessary for specific functions. Emphasis will be placed on the costs and benefits of various tools that can be used by a small business professional in an advisory function.	2.1, 4.2, 9.1, 10.1, 13.1, 14.1, 21.1, 31.1, 33.1
LEVEL THREE				
ACQ 201A - Intermediate Systems Acquisition Management, Part A	N	25 hours	Intermediate Systems Acquisition, Part A, uses computer-based training to prepare mid-level acquisition professionals to work in integrated product teams by providing an overview of systems acquisition principles and processes.	13.1, 21.2

*Course lengths provided for new courses are estimates only. Final course length may be adjusted as a result of the development process.

** (R) signifies a resident training.

SBP 301 - Small Business for Decision Makers (R)	Y	4.5 days	Through realistic scenario-based learning, students work individually and in teams to practice developing sound business solutions as a valued strategic and expert business advisor. Students will learn to analyze complex small business situations with emphasis on critical thinking, problem solving, research, and risk reduction. Student course work is designed to contribute real solutions on real acquisition problems to senior leadership and local supervisors.	3, 4, 7, 8, 13.1, 15.1, 19, 21.2, 30, 31.1, 32.1, 33.2, 36.1
1 Course from the Harvard Business School Modules	N	2-3 hours		4.1, 5.1, 8.1, 31.1, 32.1, 35, 36.1, 37

*Course lengths provided for new courses are estimates only. Final course length may be adjusted as a result of the development process.
** (R) signifies a resident training.

APPENDIX D: Predecessor Courses

LEVEL 1

Course #	Predecessor Courses		PDS Code	Accepted Until
CON 090	None			
CON 100	None			
CON 121	CON 115	Contracting Fundamentals	ZJD	INDEF
		▲ OR ▼		
	CON 110	Mission-Support Planning	BEO	9/30/2013
		▲ AND ▼		
	CON 111	Mission Strategy Execution	BE8	9/30/2013
		▲ AND ▼		
	CON 112	Mission-Performance Assessment	BE9	9/30/2013
		▲ AND ▼		
	CON 120	Mission-Focused Contracting	JHN	9/30/2013
CON 124	CON 115	Contracting Fundamentals	ZJD	INDEF
		▲ OR ▼		
	CON 110	Mission-Support Planning	BEO	9/30/2013
		▲ AND ▼		
	CON 111	Mission Strategy Execution	BE8	9/30/2013
		▲ AND ▼		
	CON 112	Mission-Performance Assessment	BE9	9/30/2013
		▲ AND ▼		
	CON 120	Mission-Focused Contracting	JHN	9/30/2013
CON 127	CON 115	Contracting Fundamentals	ZJD	INDEF
		▲ OR ▼		
	CON 110	Mission-Support Planning	BEO	9/30/2013
		▲ AND ▼		
	CON 111	Mission Strategy Execution	BE8	9/30/2013
		▲ AND ▼		
	CON 112	Mission-Performance Assessment	BE9	9/30/2013
		▲ AND ▼		
	CON 120	Mission-Focused Contracting	JHN	9/30/2013
CON 237	None			

LEVEL 2

Course #	Predecessor Courses		PDS Code	Accepted Until
ACQ 101	None			
ACQ 315	None			
CON 216	CON 210	Government Contract Law	BDP	10/1/2011
ACQ 370	LAW 801	Acquisition Law	JHH	INDEF
CON 280	CON 215	Intermediate Contracting for Mission Support	JHQ	9/30/2013
CLE 045	None			
LOG 101	None			

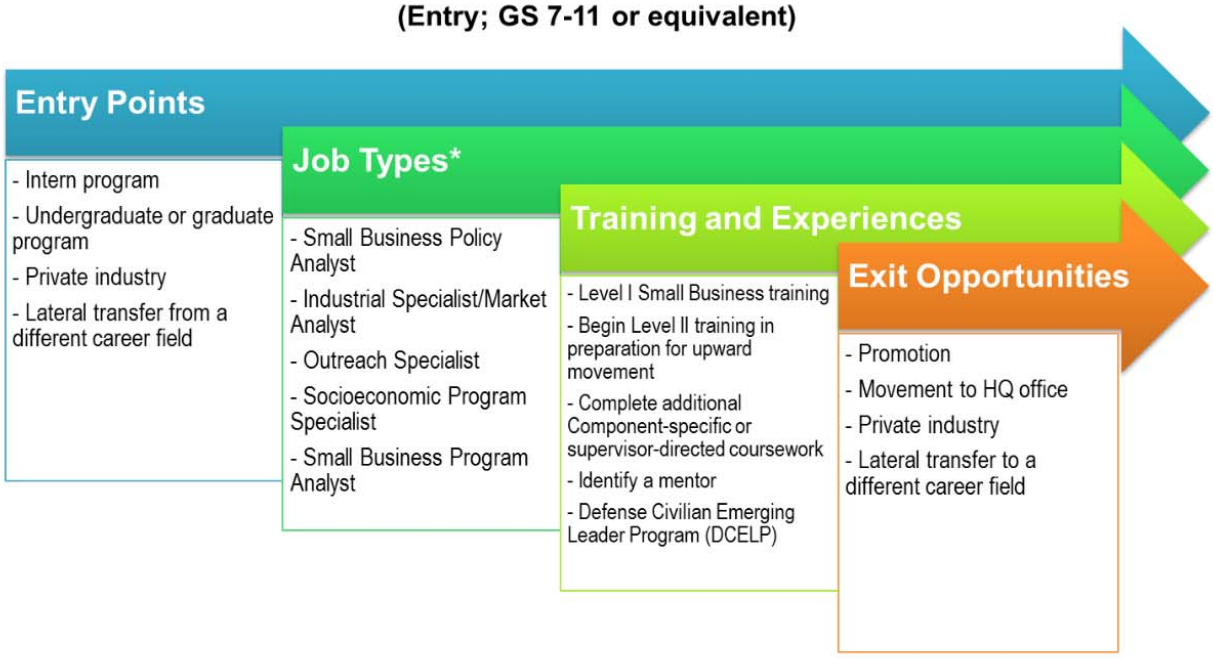
LEVEL 3

Course #	Predecessor Courses		PDS Code	Accepted Until
ACQ 201A	ACQ 201	Intermediate Systems Acquisition	JHA	1-Oct-16

APPENDIX E: Career Guides

Functional Enrichment

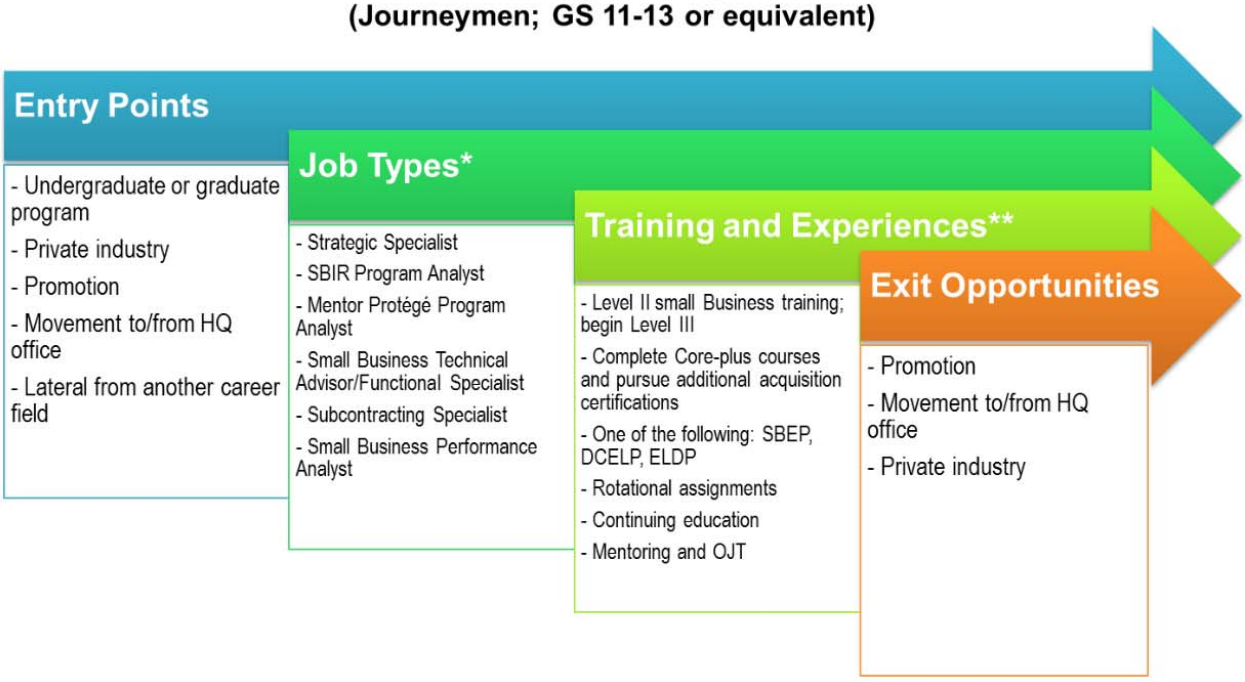
(Entry; GS 7-11 or equivalent)



*May be specializing in one or more of these areas.

Broadening Experience

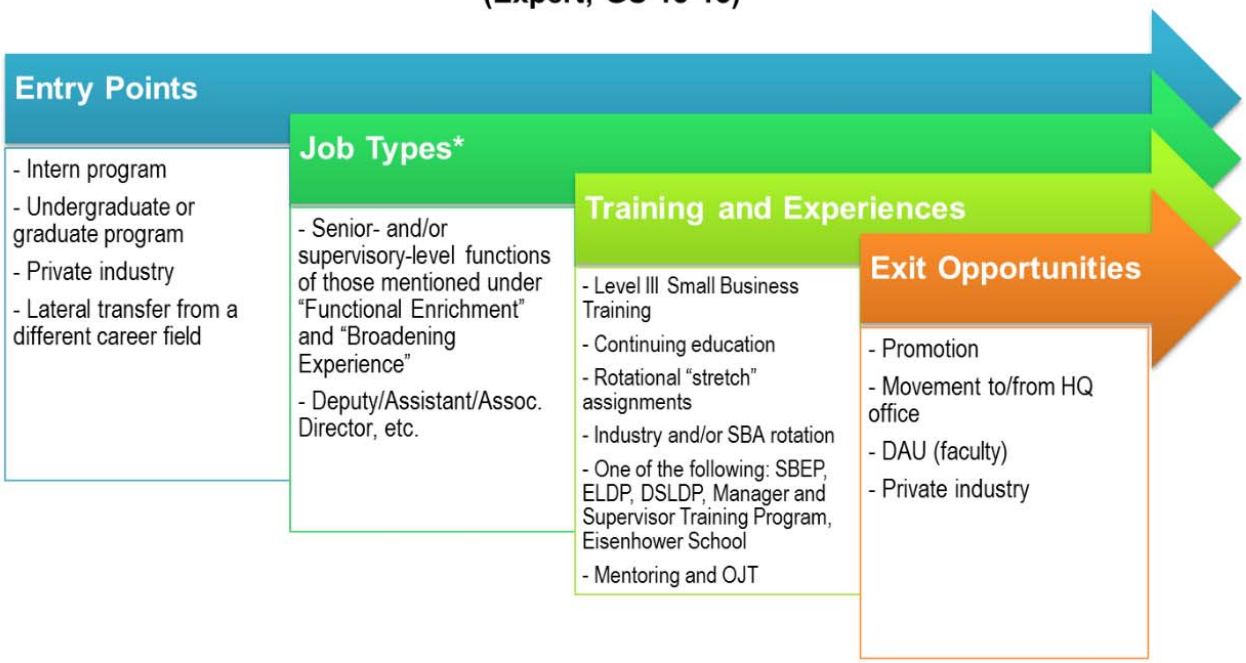
(Journeymen; GS 11-13 or equivalent)



*May be specializing in one or more of these areas.

Strategic Expertise

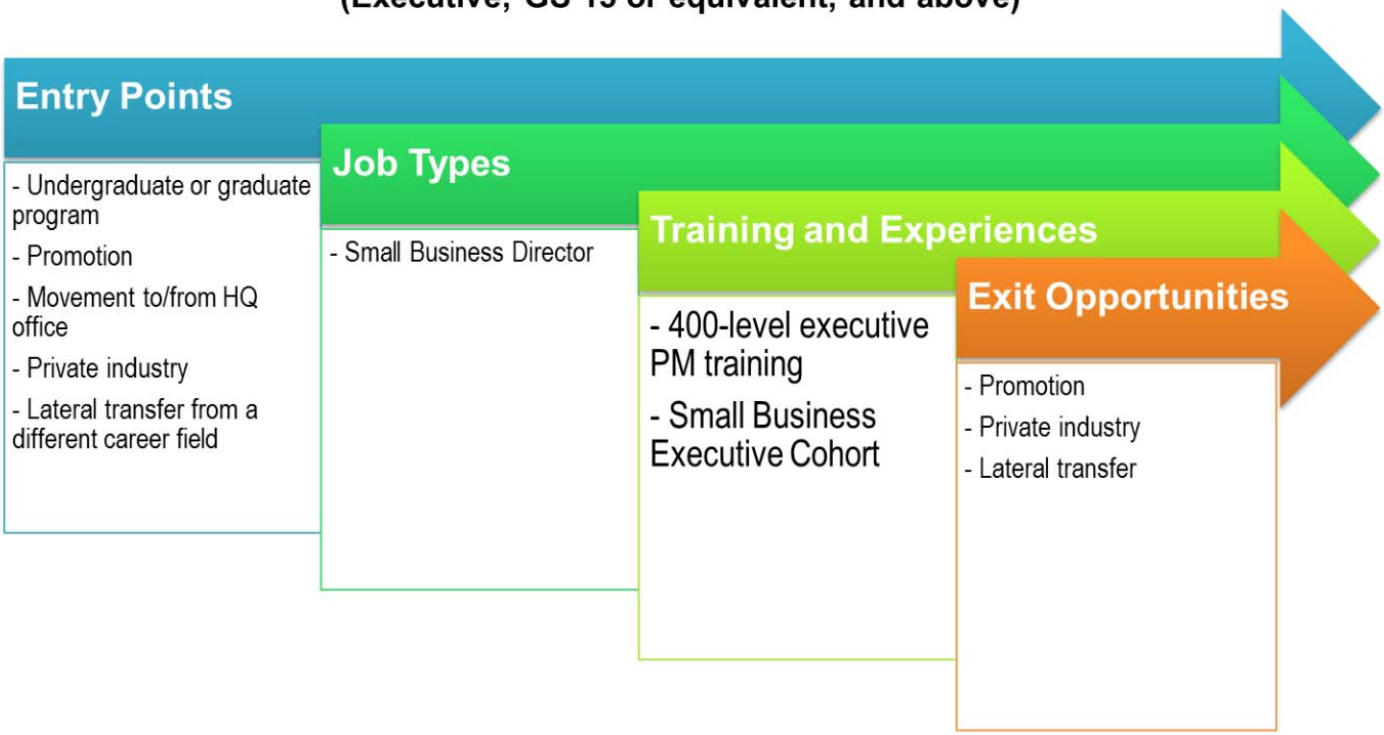
(Expert; GS 13-15)



*May be specializing in one or more of these areas.

Reinforcement

(Executive; GS 15 or equivalent, and above)



APPENDIX F: Implementation Schedule

Event	Estimated Completion Date
Competency Assessment and Validation	Complete
Position Category Description	Complete
Certification Course Listing	Complete
Course Development and Updates	30 September 2016
SBEP and SBEF Full Implementation	30 September 2016
Small Business Awards Program	30 September 2015
Full Implementation of Career Field	01 October 2016