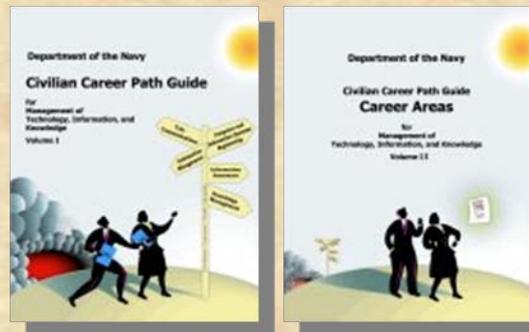


DON Civilian IM/IT/KM Career Path Guide

A Tutorial



Objectives

- 📄 Provide you with a quick “how to” for the DON IM/IT/KM Career Path Guide (CPG)
- 📄 Get you quickly started using the CPG so you can start achieving results
- 📄 Show you how the CPG works using many examples

CPG Structure

- 📄 The CPG is a two volume set:
 - Volume I: IM/IT/KM Career Path Guide
 - Volume II: Career Areas
- 📄 Volume I contains information pertinent to all users of the CPG
- 📄 Volume II contains specialized information specific to the Information Management, Information Technology and Knowledge Management Career Areas
 - You will likely only use a subset of Volume II

Volume I: Career Path Guide

- 📄 Introduces the vision behind and the rationale for the CPG
- 📄 Describes the audience
- 📄 Outlines objectives
- 📄 Discusses the Career Development Process (more later)
- 📄 Introduces the five Career Areas:
 - Information Management
 - Knowledge Management
 - Computer and Information Systems Engineering
 - Information Assurance
 - Telecommunications
 - *Job roles for each career area are defined*
- 📄 Details “Career Foundational Competencies” required by all DON IM/IT/KM employees

Volume II: Career Areas

 Provides detailed worksheets for each of the five career areas

 Outlines:

- Technical competencies for each job role for a career area
- Strategic Value of each competency
- Learning objectives and developmental opportunities for each competency
- Levels and skill topics for each competency

How Do I Get Started?

- 📄 Start with the Career Development Process
 - *Overview on page 6 of Volume I*
- 📄 Career Development Process contains four major steps (phases) taken in turn:
 - Prepare
 - Assess
 - Validate
 - Execute
- 📄 You perform the most work during the Assess and Validate phases

How Do I Get Started?

 Use the Checklist Found in Appendix A of Volume I

KM/IM/IT Career Path Guide

Appendix A: Career Development and Management Checklist

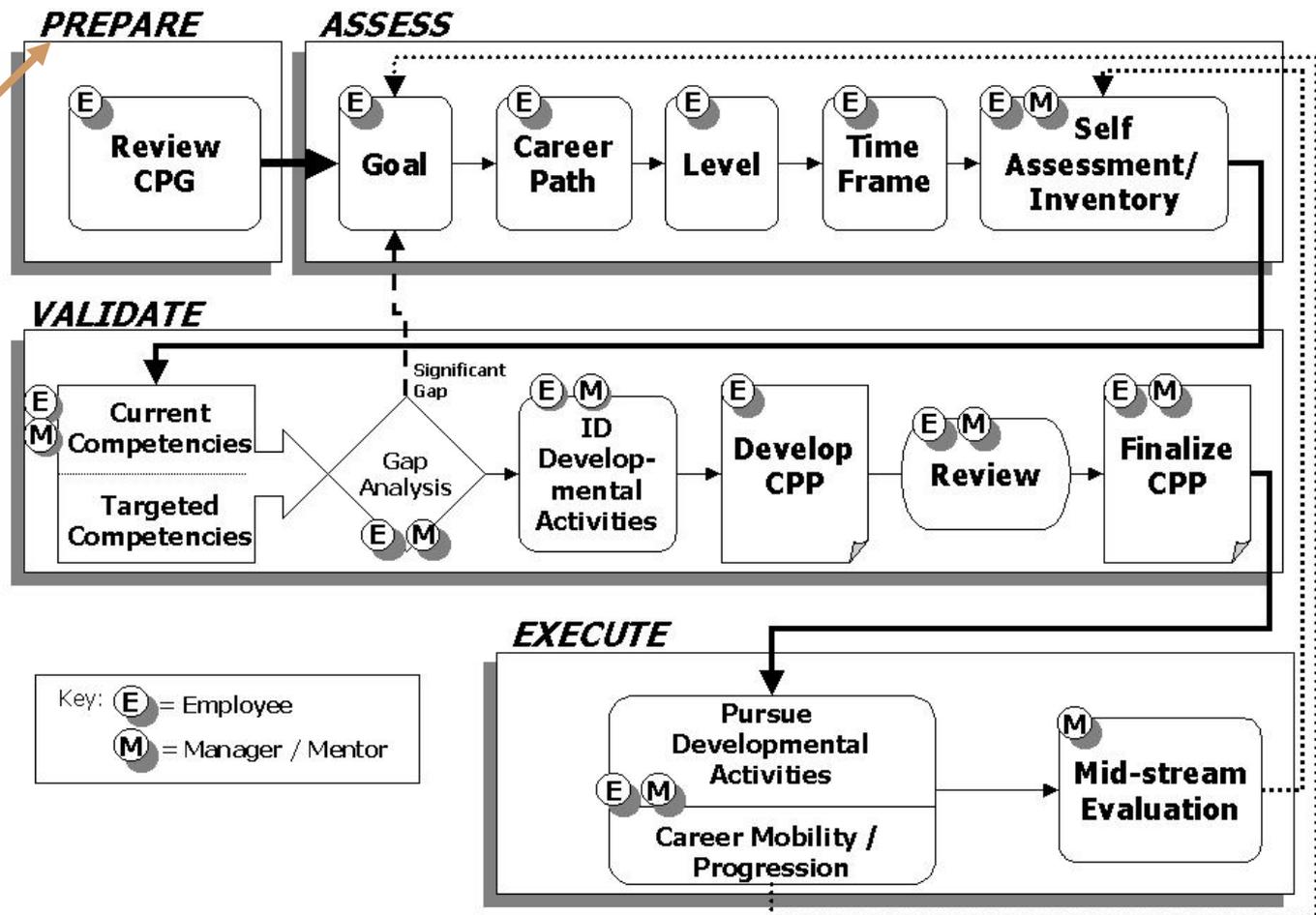
Below is a checklist that can be used to ensure that all of the requisite steps in career development have been completed. It is organized using the PAVE approach discussed earlier in Volume I of the CPG. Check off tasks as you complete them. Page numbers of certain resources are provided for quick reference.

Check off tasks as you go

<input type="checkbox"/>	Task	Resource	Page	Comments
<input checked="" type="checkbox"/>	Prepare:			
<input checked="" type="checkbox"/>	Read/review CPG	CPG Volume I CPG Volume II	All All	
<input checked="" type="checkbox"/>	Assess:			
<input checked="" type="checkbox"/>	Identify strategic Career Goal and "Future Identity Curve"	CPG Volume I	19	
<input type="checkbox"/>	Identify path to Career Goal	CPG Volume I	22-24	
<input type="checkbox"/>	Identify appropriate Career Level	CPG Volume I	25	
<input type="checkbox"/>	Identify Time Frame to reach Goal	CPG Volume I	26	
<input type="checkbox"/>	Select current Career Area and Job Role	CPG Volume I CPG Volume II	9-17 All	
<input type="checkbox"/>	Select target Career Area and Job Role	CPG Volume I CPG Volume II	9-17 All	
<input type="checkbox"/>	Conduct self-assessment/inventory of: ❖ Career Foundational Competencies	CPG Volume I	35-43	Get manager or mentor involved to

Career Development Process

Step 1



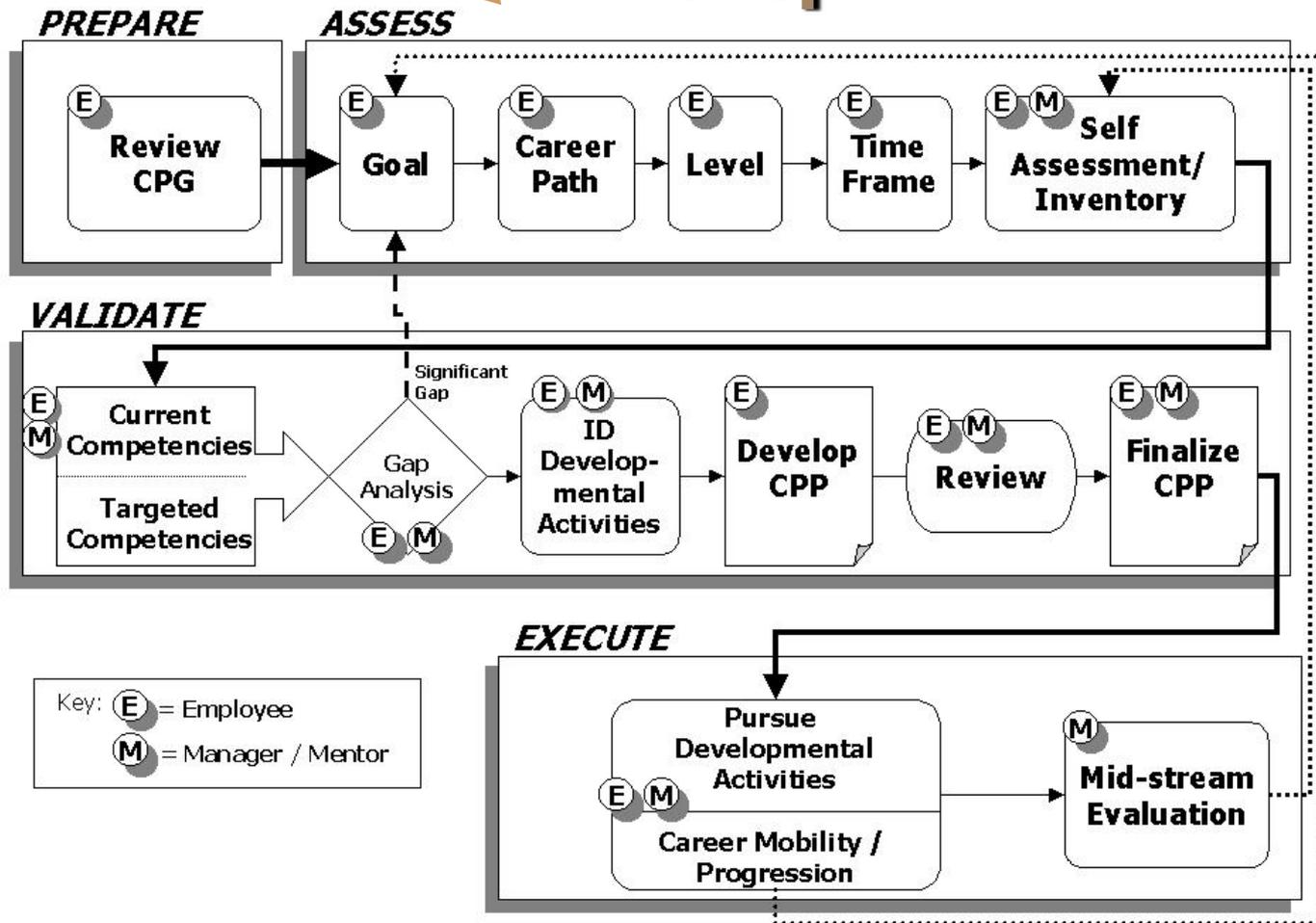
Step 1: Prepare

 Carefully read and review the CPG

 Collect information and organize your thoughts

Career Development Process

Step 2

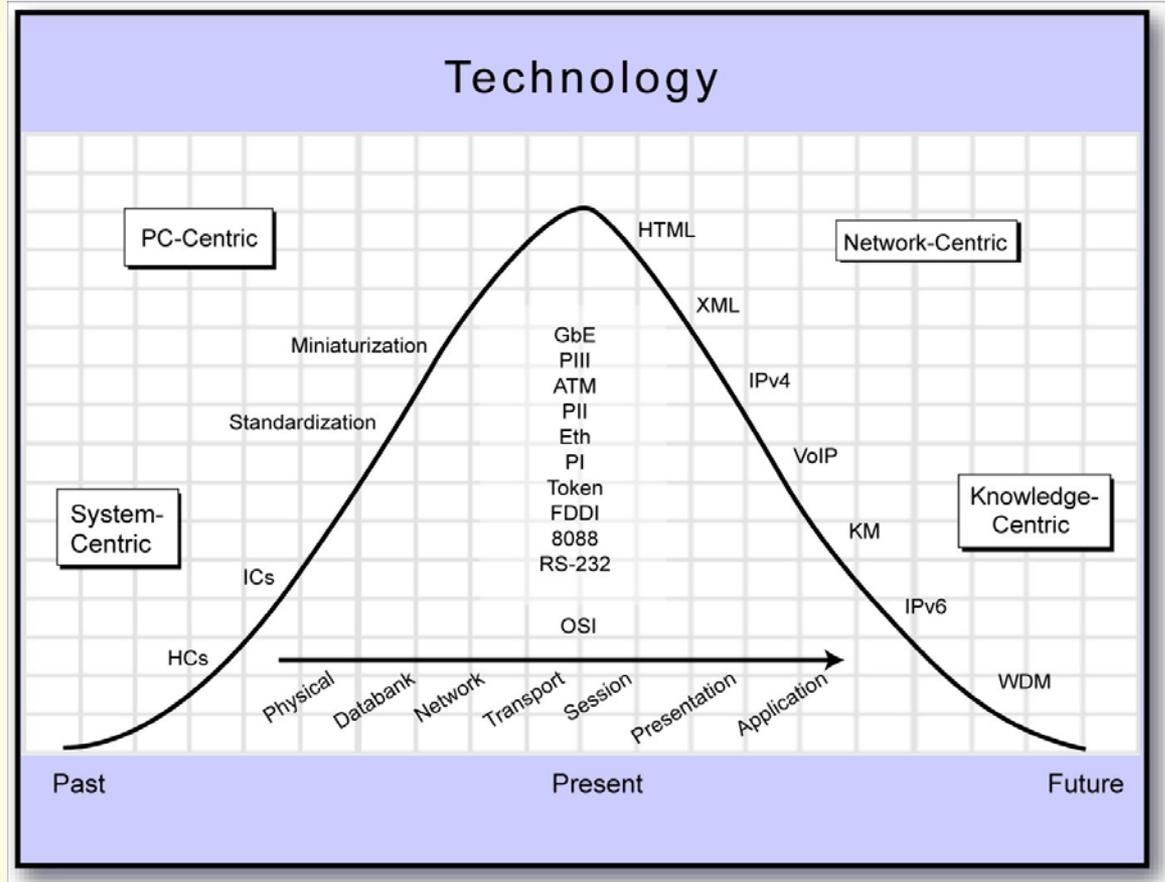


Step 2: Assess

- 📄 Set goals
- 📄 Identify most appropriate career path
 - *See pages 22 - 24 of Volume I*
- 📄 Determine appropriate level and time frame
 - *See pages 25 - 26 of Volume I*
- 📄 Perform a Self Assessment/Inventory
 - Manager/Mentor reviews results
 - Details of how to do this on the next slide...

Future Identity Curve

When identifying your career goal, use a "Future Identity Curve." This is a way to look ahead to see what types of technologies, business competencies and management skills you will need to be successful within an organization. It also identifies the technologies, competencies and skills that an organization emphasizes in fulfilling its mission; thus it ensures a proper "fit" between what you want and what the organization needs



Self Assessment/Inventory

➤ Determine Appropriate Career Area

○ This is your *desired* career area

✦ Determine Appropriate Job Role

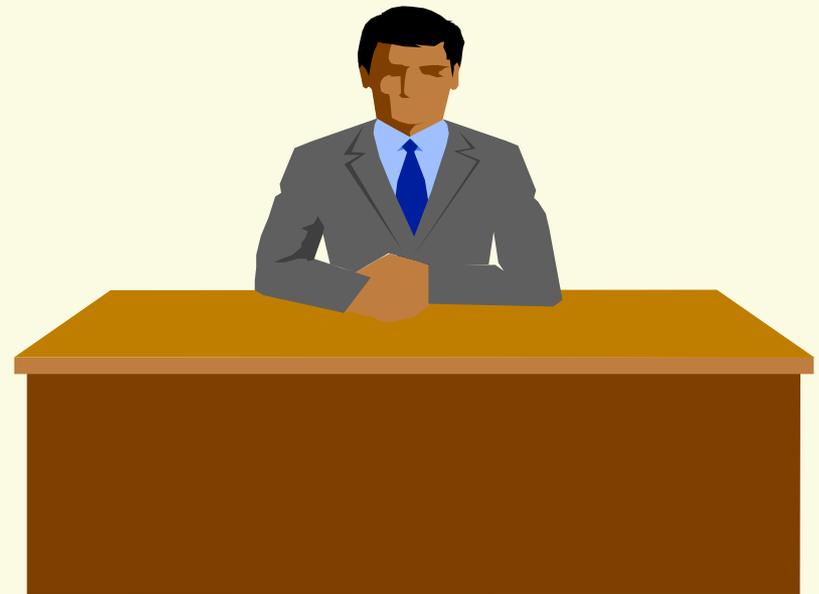
○ This is your *desired* job role

✦ Locate competency worksheets from Volume II for selected Career Area and Job Role

✦ Complete the worksheets for your *current* level of competency

Example

- ☰ "Bob," a GS-340 (Program Management), wants to move into a career in Acquisition Oversight
- ☰ Bob performs most of his work in the IM area
- ☰ Bob is taking training to be a Contracting Officer's Representative
- ☰ Bob is a GS-12, and is considered a "journeyman"



Example

Information Management Career Area

First, Bob selects a career area and job role. In this case, Bob selects the Acquisition Oversight job role from the Information Management Career Area.

Volume II shows the list of competencies associated with each job role. Keep in mind that not all competencies are required for a given job role.

Job roles in the Information Management Career Area include the following competencies:

❖ *Acquisition Oversight*

1. Acquisition
2. Business Development
3. Life Cycle Management
4. Acquisition Policy Development and Implementation
5. Procurement Strategy Planning and Implementation
6. Capital Planning and Investment
7. Business Process Reengineering
8. Systems Integration
9. Information Technology, Information Management, Knowledge Management
10. Architecture
11. Operations Research
12. Program Management
13. Contracting Officer's Representative
14. Information Assurance

Example

Next, Bob examines each of the technical competencies, starting with the first one, *Acquisition*.

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:		Level:					Skill Topics:									
		Current	Required	E	I	J	S	Ex										
<p><u>Strategic Value:</u></p> <p>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DCN acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	0	1	2	3	4	0	1	2	3	4				X	X	X	<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BFR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - DAU DAWIA curriculum (all) 	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p>					<p><u>Gap Mitigation Strategy:</u></p>											

Example

Bob notes that this competency fits within the journeyman level.

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:		Level:					Skill Topics:									
		Current	Required	E	I	J	S	Ex										
<p><u>Strategic Value:</u></p> <p>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DCN acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	0	1	2	3	4	0	1	2	3	4				X	X	X	<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BFR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - DAU DAWIA curriculum (all) 	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p>					<p><u>Gap Mitigation Strategy:</u></p>											

Example

Next, Bob looks over the list of skill topics to get an idea on type of work done within this competency.

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:		Level:					Skill Topics:									
		Current	Required	E	I	J	S	Ex										
<p><u>Strategic Value:</u></p> <p>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DCN acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	0	1	2	3	4	0	1	2	3	4				X	X	X	<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BFR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - DAU DAWIA curriculum (all) 	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p>					<p><u>Gap Mitigation Strategy:</u></p>											

Example

Bob circles a 2 for his current proficiency, showing he can perform the activities described in this competency, but requires help.

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:		Level:					Skill Topics:									
		Current	Required	E	I	J	S	Ex										
<p><u>Strategic Value:</u></p> <p>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DCN acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	0	1	2	3	4	0	1	2	3	4				X	X	X	<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BFR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - DAU DAWIA curriculum (all) 	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p>					<p><u>Gap Mitigation Strategy:</u></p>											

Example

Bob feels that he can perform the work in this competency autonomously (without supervision), so he circles a 3 in Current Proficiency.

Areas

Department of the Navy

Career Area: Information Management

Job Role: Acquisition Oversight

2 Competency: Business Development		Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> <i>To sustain the structure and operations of the organization within projected cost and revenue, and to ensure requirements for planned growth and technology insertion are met with adequate capital investment resources.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	Current	Required	E	I	J	S	Ex	-Marketing - Customer business requirements - Competitive proposal preparation and presentation - Customer service -Business case analysis
				0 1 2 3 4	0 1 2 3 4				
<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - Managerial Accounting Course (all) - Financial management course (all)		<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap							
		<u>Gap Mitigation Strategy:</u>							

Example

Department of the Navy						Career Areas															
Career Area: Information Management																					
Job Role: Acquisition Oversight																					
3 Competency: Life Cycle Management				Proficiency:			Level:			Skill Topics:											
<u>Strategic Value:</u>				<u>Learning Objectives:</u>			Current	Required	E	I	J	S	Ex	- Project Planning - AIS Life Cycle Management							
To ensure adherence to Federal law and DOD Life Cycle Management regulations in the maintenance, operation, and disposal of required support services and materials.				Knowledge of and ability to acquire required hardware,			0	1	2	3	4	0	1		2	3	4	X	X	X	
Department of the Navy						Career Areas															
Career Area: Information Management																					
Job Role: Acquisition Oversight																					
4 Competency: Acquisition Policy Development and Implementation				Proficiency:			Level:			Skill Topics:											
<u>Strategic Value:</u>				<u>Learning Objectives:</u>			Current	Required	E	I	J	S	Ex	- Commercial, Federal and Military standards - Regulatory environment - Operational procedures - Operational doctrine - Tariffs and pricing structures - Policy directives - Policy development - Migration/integration initiatives							
To develop staff and assist in the implementation of departmental policy regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information systems).				Knowledge of and ability to apply information management concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify policy.			0	1	2	3	4	0	1		2	3	4			X	X
							<u>Gap Assessment:</u>														
							$\text{Required Proficiency} - \text{Current Proficiency} = \text{Gap}$														
							<u>Gap Mitigation Strategy:</u>														
				Work-based: - Serve in an policy organization as a staff action officer (1)																	

Next, Bob moves on to the next set of competencies, *Life Cycle Management* and *Acquisition Policy Development and Implementation*.

Example

He determines that he doesn't have a need for either competency, so he circles a zero for both.

Department of the Navy		Career Areas										
Career Area: Information Management												
Job Role: Acquisition Oversight												
3	Competency: Life Cycle Management	Proficiency:				Level:				Skill Topics:		
<i>Strategic Value:</i> To ensure adherence to Federal law and DoD Life Cycle Management regulations in the acquisition, maintenance, operation, and disposal of required support services and materials.	<i>Learning Objectives:</i> Knowledge of and ability to acquire required hardware,	Current	Required	E	I	J	S	Ex	- Project Planning - AIS Life Cycle Management			
		0	1	2	3	4	0	1				2
Department of the Navy		Career Areas										
Career Area: Information Management												
Job Role: Acquisition Oversight												
4	Competency: Acquisition Policy Development and Implementation	Proficiency:				Level:				Skill Topics:		
<i>Strategic Value:</i> To develop staff and assist in the implementation of departmental policy regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information systems).	<i>Learning Objectives:</i> Knowledge of and ability to apply information management concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify policy.	Current	Required	E	I	J	S	Ex	- Commercial, Federal and Military standards - Regulatory environment - Operational procedures - Operational doctrine - Tariffs and pricing structures - Policy directives - Policy development - Migration/Integration initiatives			
		0	1	2	3	4	0	1				2
<i>Developmental Opportunities:</i> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) Work-based: - Serve in an policy organization as a staff action officer (I)		<i>Gap Assessment:</i> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap				<i>Gap Mitigation Strategy:</i>						

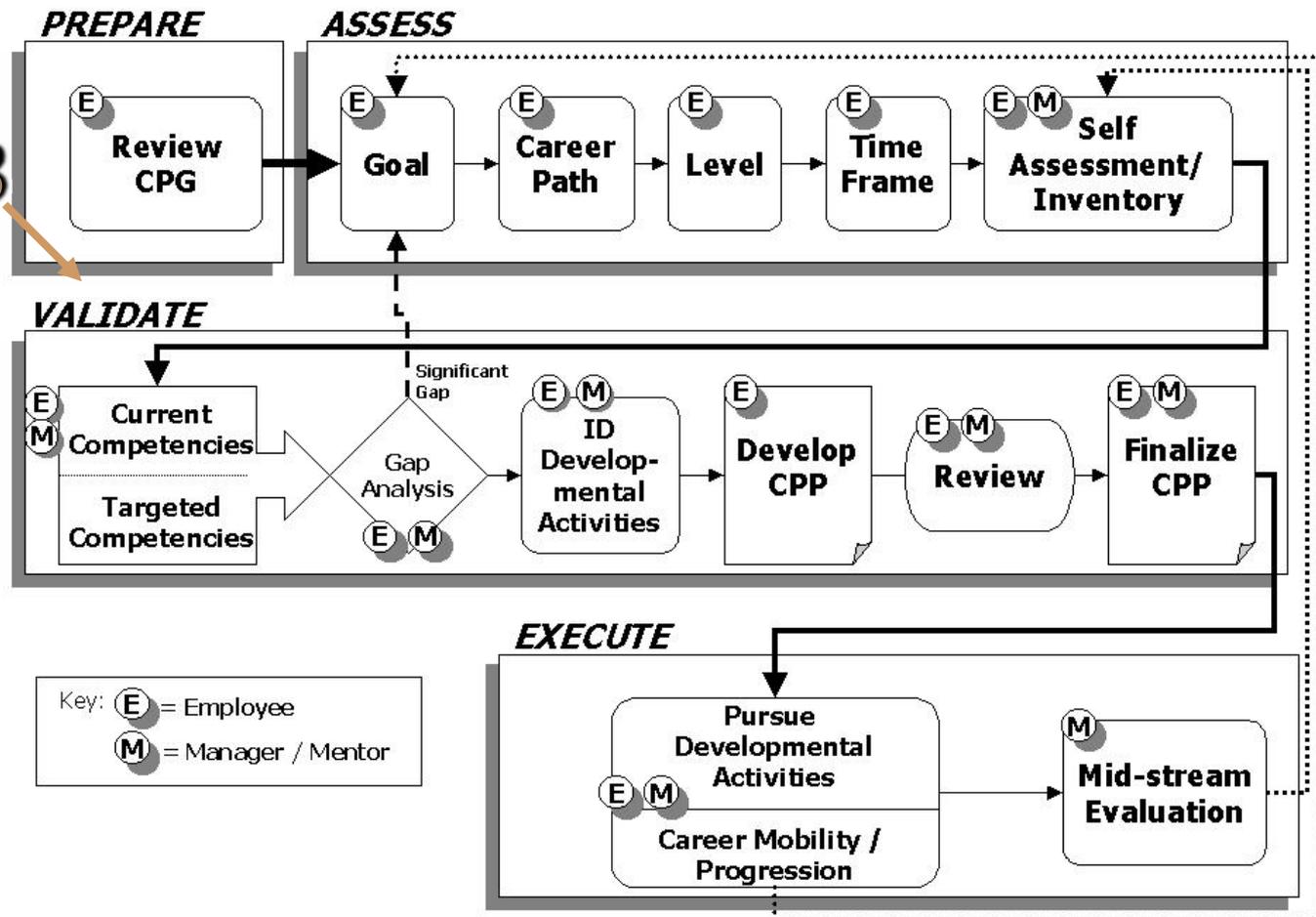
Example



- 📄 Bob works until all of the competency worksheets for Acquisition Oversight are complete
- 📄 Next, Bob and his manager review the worksheets...

Career Development Process

Step 3



Step 3: Validate

- ☞ Determine your target competencies
- ☞ Compare target competencies with current competencies
- ☞ Analyze the “Gaps”
- ☞ Identify how you will close the “Gaps” with developmental opportunities
- ☞ Develop a Career Progression Plan (CPP) or Individual Development Plan (IDP)
- ☞ Review the CPP or IDP with a manager/mentor and revise as needed

Example



- 📄 Bob and his manager decide what target competencies are needed to fulfill Bob's career goal
- 📄 They use the same worksheets to perform this step

Example

Bob's manager suggests that he should be able to perform the tasks in this competency without the help of others. Therefore, he suggests a required proficiency of '3'.

Department of the Navy

Career Area: Information Management

Job Role: Acquisition Oversight

1 Competency: Acquisition		Proficiency:		Level:					Skill Topics:
<p><u>Strategic Value:</u> To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u> Knowledge of and ability to apply Federal, DoD and DCN acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BFR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
		0 1 2 3 4	0 1 2 3 4					X	
<p><u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - DAU DAWIA curriculum (all)</p>		<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>							

100

Example

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:	Level:	Skill Topics:														
<p><u>Strategic Value:</u></p> <p>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	<table border="1"> <tr> <th>Current</th> <th>Required</th> <th>E</th> <th>I</th> <th>J</th> <th>S</th> <th>Ex</th> </tr> <tr> <td>0 1 2 3 4</td> <td>0 1 2 3 4</td> <td></td> <td></td> <td>X</td> <td>X</td> <td>X</td> </tr> </table>	Current	Required	E	I	J	S	Ex	0 1 2 3 4	0 1 2 3 4			X	X	X		<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BPR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	Current	Required	E	I	J	S	Ex											
0 1 2 3 4	0 1 2 3 4			X	X	X												
<p><u>Developmental Opportunities:</u></p> <p>Learnings:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) 	<p><u>Gap Assessment:</u></p> $\frac{3}{\text{Required Proficiency}} - \frac{2}{\text{Current Proficiency}} = \frac{1}{\text{Gap}}$																	
		<p><u>Gap Mitigation Strategy:</u></p>																

After noting the numbers for the required and current proficiency, they subtract the two to come up with the gap (which is '1')

Example

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:	Level:	Skill Topics:						
		Current	Required	E I J S Ex						
<p><u>Strategic Value:</u></p> <p>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DCN acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	0 1 2 3 4	0 1 2 3 4							<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DCN budget and procurement processes - BPR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DCN regulations
	<p><u>Developmental Opportunities:</u></p> <p>Learnings:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - DAU DAWIA curriculum (all) 	<p><u>Gap Assessment:</u></p> <p>3 - 2 = 1</p> <p>Required Proficiency - Current Proficiency = Gap</p>			<p><u>Gap Mitigation Strategy:</u></p>					

Next, Bob and his manager review the list of suggested developmental opportunities for this competency.

Example

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:	Level:	Skill Topics:					
		Current	Required	E I J S Ex					
<p><u>Strategic Value:</u></p> <p>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DCN acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>	0 1 2 3 4	0 1 2 3 4						<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DCN budget and
	<p><u>Developmental Opportunities:</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Learning: <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) <input checked="" type="checkbox"/> DAU DAWIA curriculum (all) 	<p><u>Gap Assessment:</u></p> <p>3 - 2 = 1</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>							

They determine that the first and last developmental opportunities listed are relevant to getting Bob 'up to speed' on the competency. The second one is recommended for Senior and Executive level, which is above the Journeyman level Bob is looking for.

Example

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

1	Competency: Acquisition	Proficiency:	Level:	Skill Topics:				
		Current	Required	E I J S Ex				
	<p><u>Strategic Value:</u></p> <p><i>To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</i></p>	0 1 2 3 4	0 1 2 3 4		X	X	X	<ul style="list-style-type: none"> - Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BPR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.</p>							
	<p><u>Developmental Opportunities:</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Learning: <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) <input checked="" type="checkbox"/> DAU DAWIA curriculum (all) 	<p><u>Gap Assessment:</u></p> <p>3 - 2 = 1</p> <p>Required Proficiency - Current Proficiency = Gap</p>						
		<p><u>Gap Mitigation Strategy:</u></p>						

Note: there may be other specific developmental opportunities not listed here. The ones in the CPG are to get you thinking about the types of opportunities available. In addition, there may be some work-based (i.e., assignments) developmental opportunities as well.

Example

Bob and his manager review each of the competencies associated with this job role until all have been examined.

Department of the Navy

Career Areas

Career Area: Information Management

Job Role: Acquisition Oversight

2	Competency: Business Development	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
	<p><u>Strategic Value:</u></p> <p><i>To sustain the structure and operations of the organization within projected cost and revenue, and to ensure requirements for planned growth and technology insertion are met with adequate capital investment resources.</i></p>								<ul style="list-style-type: none"> - Marketing - Customer business requirements - Competitive proposal preparation and presentation - Customer service - Business case analysis
	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.</p>	0 1 2 3 4	0 1 2 3 4				X	X	
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - Managerial Accounting Course (all) - Financial management course (all) 								<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>

Example

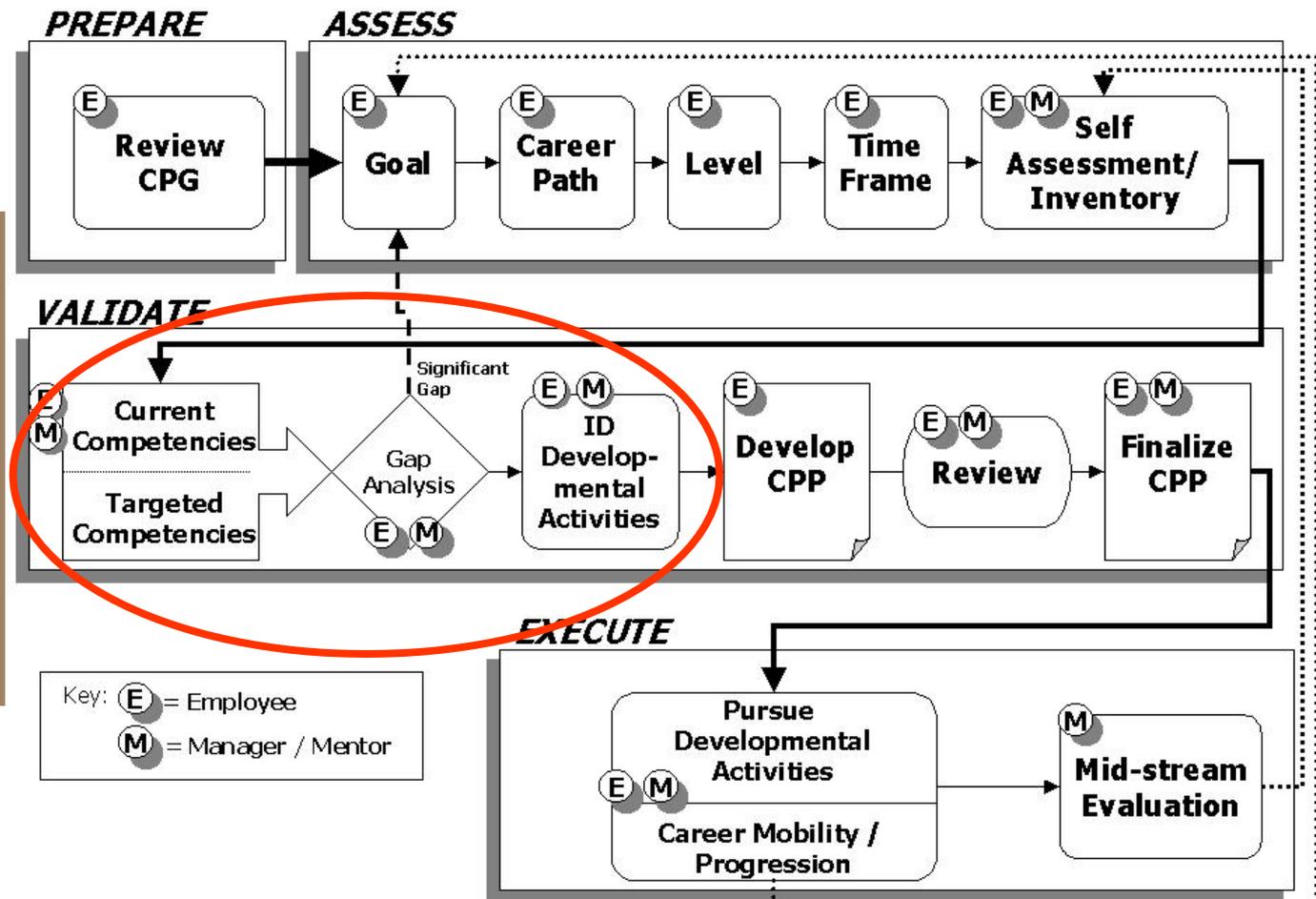
Department of the Navy KM/DM/IT Career Path Guide

Focus Area:	Strategic Focus	Proficiency:			Level:					Developmental Opportunities:	
		Current	Required	Gap	E	I	J	S	M		Ex
Strategic Value:	Competencies:										
Creates a shared vision of the organization's future; serves as a change agent; keeps up to date with external events and trends; implements effective abatement to manage risk; considers external influences.	Strategic Vision	0 1 2 3 4	0 1 2 3 4		X	X	X	X	X	X	<ul style="list-style-type: none"> - DONHR Civilian Leadership Development Program (All) - OPM Federal Executive Institute courses (Ex): <ul style="list-style-type: none"> - Leadership for a Democratic Society - Executive Media Skills - Developing the Strategic Leader: Thinking, Acting, Influencing - Facilitating Government - OPM Management Development Center (Ex): Executive Development Seminar - American University (Ex): Key Executives Program - George Washington University (Ex): Contemporary Executive Education - Civilian sponsored programs (All)
	Change Management	0 1 2 3 4	0 1 2 3 4		X	X	X	X	X	X	
	Risk Management	0 1 2 3 4	0 1 2 3 4		X	X	X	X	X	X	
	External Awareness	0 1 2 3 4	0 1 2 3 4		X	X	X	X	X	X	
	Legal, Government and Jurisprudence	0 1 2 3 4	0 1 2 3 4		X	X	X	X	X	X	

In addition to the Career Area technical competencies, Bob conducts a similar gap analysis for the different focus areas of the "Career Foundational Competencies." Although the worksheets differ slightly than those for the technical competencies, they are used in much the same manner.



Career Development Process



Essentially, they complete these three steps at the same time: comparing current and targeted competencies, analyzing the proficiency gaps, and determining what developmental activities are recommended to fill those gaps.

Example

- Next, Bob drafts a “Career Progression Plan” (CPP)
- A CPP is equivalent to an Individual Development Plan (IDP); in fact, an IDP can be used if preferred
- The CPP can be found starting on *page 47 of Volume I*



Department of the Navy Information Management/Information Technology/Knowledge Management Career Progression Plan (CPP)			
1. NAME (Last, First, Middle)		2. PERIOD FROM	3. PERIOD TO
4. POSITION (Title, Series and Grade)		5. ORGANIZATIONAL CODE	
Part I – Career Development Information			
Career Goal:			
Anticipated Career Path:			
Level at Full Performance:		Time Frame to Full Performance:	
Part II – Needs Analysis			
Competencies Needing Development	Learning Objectives	Proposed Developmental Activity	Priority

Example

Department of the Navy Information Management/Information Technology/Knowledge Management Career Progression Plan (CPI)				
1. NAME (<i>Last, First, Middle</i>)		2. PERIOD FROM	3. PERIOD TO	
4. POSITION (<i>Title, Series and Grade</i>)		5. ORGANIZATIONAL CODE		
Part I – Career Development Information				
Career Goal:				
Anticipated Career Path:				
Level at Full Performance:		Time Frame to Full Performance:		
Part II – Needs Analysis				
	Competencies Needing Development	Learning Objectives	Proposed Developmental Activity	Priority

After filling out the personal information (name, position, etc.), Bob fills out Part I - Career Development Information.



Example

Department of the Navy Information Management/Information Technology/Knowledge Management Career Progression Plan (CPI)			
1. NAME (<i>Last, First, Middle</i>)		2. PERIOD FROM	3. PERIOD TO
4. POSITION (<i>Title, Series and Grade</i>)		5. ORGANIZATIONAL CODE	
Part I – Career Development Information			
Career Goal: Career in Acquisition Oversight			
Anticipated Career Path: Bridge from current position to one that is in acquisition			
Level at Full Performance: Journeyman		Time Frame to Full Performance: 2-3 years	
Part II – Needs Analysis			
Competencies Needing Development	Learning Objectives	Proposed Developmental Activity	Priority

After filling out the personal information (name, position, etc.), Bob fills out Part I - Career Development Information.



Example

Department of the Navy Information Management/Information Technology/Knowledge Management Career Progression Plan (CPP)			
1. NAME (<i>Last, First, Middle</i>)		2. PERIOD FROM	3. PERIOD TO
4. POSITION (<i>Title, Series and Grade</i>)			
Part I – Career Development Information			
Career Goal: Career in Acquisition Oversight			
Anticipated Career Path: Bridge from current position to one that is in acquisition			
Level at Full Performance: Journeyman		Time Frame to Full Performance: 2-3 years	
Part II – Needs Analysis			
Competencies Needing Development	Learning Objectives	Proposed Developmental Activity	Priority

Page 22 of Volume I describes and explains anticipated paths.



Example

Part II – Needs Analysis				
	Competencies Needing Development	Learning Objectives	Proposed Developmental Activity	Priority

Next, Bob fills out Part II - Needs Analysis. He bases this information on the gap analysis performed previously with his manager.

Example

Part II – Needs Analysis			
Competencies Needing Development	Learning Objectives	Proposed Developmental Activity	Priority
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.	- Information Resources Management College, Information Management Planning - DAU DAWIA curriculum	1
Business Development	Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	- Information Resources Management College, Information Management Planning	2
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.	- Serve on rotational staff position doing acquisition oversight	3

Note that this section can include Career Foundational competencies needing development as well.

Example

Part II – Needs Analysis			
Competencies Needing Development	Learning Objectives	Proposed Developmental Activity	Priority
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.	- Information Resources Management College, Information Management Planning - DAU DAWIA curriculum	1
Business Development	Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	- Information Resources Management College, Information Management Planning	2
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.	- Serve on rotational staff position doing acquisition oversight	3

Note: this proposed developmental activity was one Bob came up with (not one listed in the CPG)

Example

Part II – Needs Analysis						
Competencies Needing Development	Learning Objectives		Proposed Developmental Activity		Priority	
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.		- Information Resources Management College, Information Management Planning - DAU DAWIA curriculum		1	
Business Development	Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.		- Information Resources Management College, Information Management Planning		2	
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.		- Serve on rotational staff position doing acquisition oversight		3	
Part III – Developmental Strategy						
Title / Source	Costs		Hours		Proposed Dates	Comments
	Tuition & Fees	Travel & Per Diem	On Duty	Off Duty		

Next, Bob fills out Part III - Developmental Strategy. This is a formalized plan for achieving the competencies needing development (identified in Part II).

Example

Part II – Needs Analysis						
Competencies Needing Development	Learning Objectives		Proposed Developmental Activity		Priority	
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.		- Information Resources Management College, Information Management Planning - DAU DAWIA curriculum		1	
Business Development	Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.		- Information Resources Management College, Information Management Planning		2	
Acquisition	Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.		- Serve on rotational staff position doing acquisition oversight		3	
Part III – Developmental Strategy						
Title / Source	Costs		Hours		Proposed Dates	Comments
	Tuition & Fees	Travel & Per Diem	On Duty	Off Duty		
Information Resources Management College, Information Management Planning	\$ 0	\$ 500	40	0	10/16/00-10/20/00	
DAU DAWIA curriculum	\$100	\$ 75	160	0	Spring 2001	

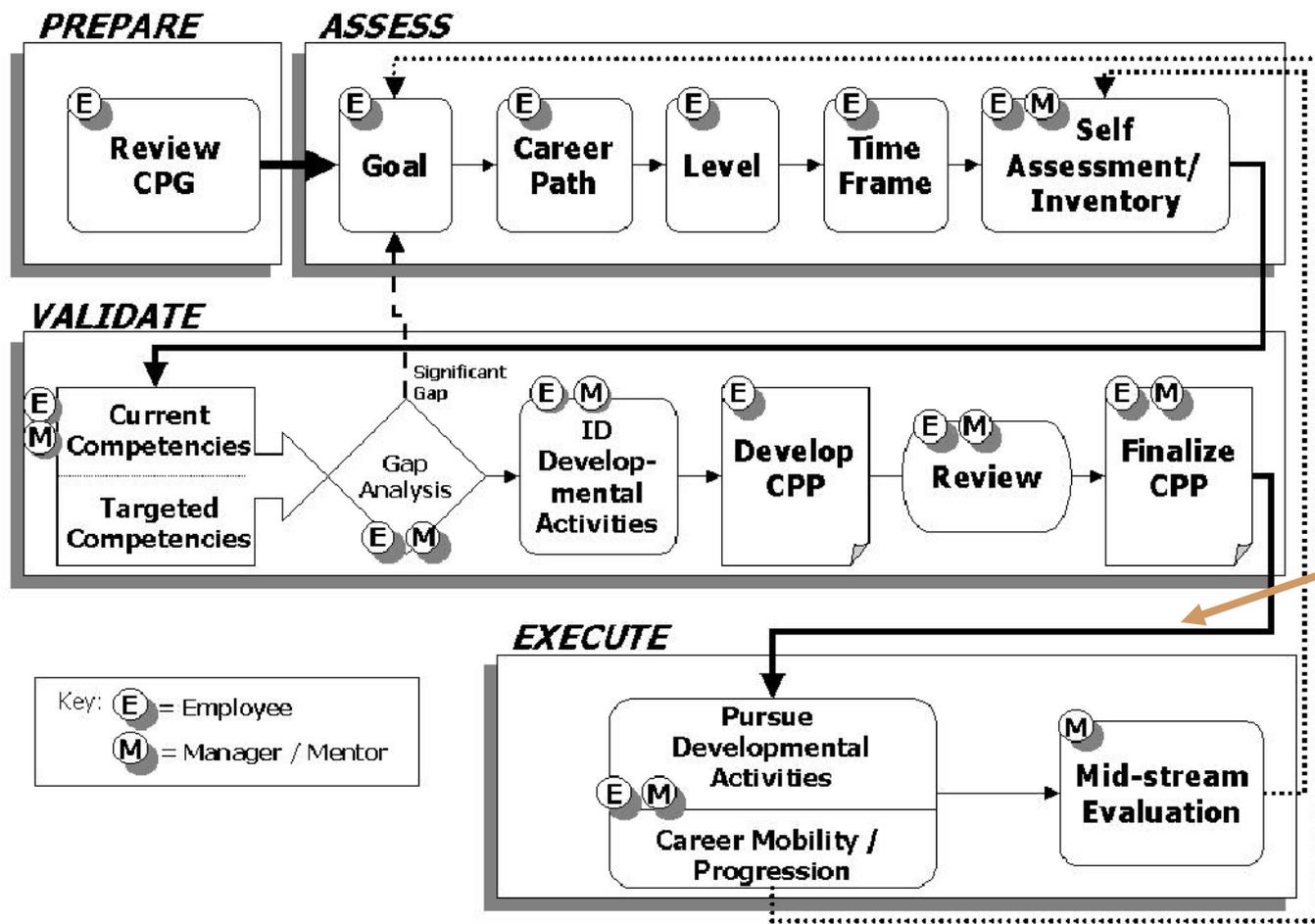
Next, Bob fills out Part III - Developmental Strategy. This is a formalized plan for achieving the competencies needing development (identified in Part II).

Example



- 📄 Bob shows a completed draft CPP to his manager
- 📄 They agree on any changes needed and finalize the plan

Career Development Process



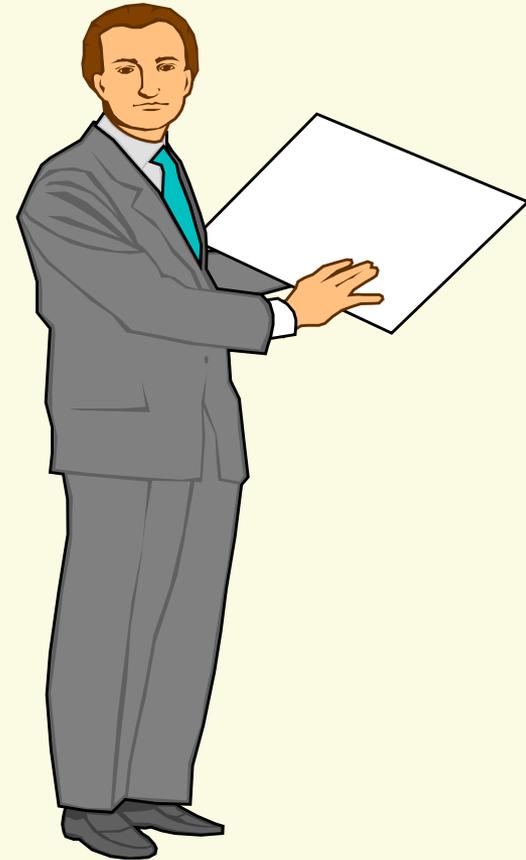
Step 4

Step 4: Execute

- Execute the CPP or IDP
- Perform down-stream evaluations and revise plans as goals change, competencies are developed, etc.

Example

- ☞ With the plan in place, Bob executes the CPP
- ☞ He meets regularly with his manager or mentor to monitor his progress with the plan



Now it's your turn...

 Use the CPG to embark on a career that is rewarding and fulfilling!

