

DoD Small Business Competency Model (Detailed Level):

Units of Competence: 8 Technical Competency Topics; 1 Professional Competency Topic	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 met 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.
	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.

Contracting	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	<p>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.</p> <p>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.</p> <p>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.</p>
	31. Ambassadorship	<p>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.</p>
	32. Opportunity Focus	<p>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.</p>
	33. Customer Analysis & Management	<p>33.1. Understand internal and external markets for products and services. Able to perform feasibility analysis.</p> <p>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</p>
	34. Industry Awareness	<p>34.1. Knowledge of the industrial base (e.g., economic trends, awareness of commercial/business practices, standards, affiliations, joint ventures, mergers, and acquisitions).</p> <p>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.</p>
	35. Business Acumen & Economics	<p>35.1. Knowledge of budgeting and financial processes, accounting, marketing, business decisions and savvy, and technological developments.</p> <p>35.2 Knowledge and understanding of small business economic modes, including pricing and costing strategies.</p> <p>35.3 Ability to evaluate suppliers and understand operations management, including inventory and quality issues.</p>
	36. Marketing	<p>36.1. Understanding of marketing and promotion techniques; understand how to use the internet in marketing, including social media; knowledge of distribution networks.</p>
	37. Funding and Budget Formulation	<p>37.1. Knowledge of funding sources available directly to small businesses as well as through programs in which small businesses may participate.</p> <p>37.2. Knowledge of financial and cash management, and forecasting techniques used by small businesses.</p>

Professional Competency	Entrepreneurship	<p>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.</p> <p>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.</p> <p>1.3. Recognizes the contributions of those who have enabled positive change, and develops or gives appropriate rewards for extraordinary achievements.</p>
	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.
	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.