

Program Management

Directs all phases of programs from inception through completion. Responsible for the cost, schedule and technical performance of company programs or subsystems of major programs. Participates in the negotiation of contract and contract changes. Coordinates the preparation of proposals, business plans, performance Statement of Work (SOW) and specifications, operating budgets and financial terms/conditions of contract. Acts as primary customer contact for program activities, leading program review sessions with customer to discuss cost, schedule, and technical performance. Establishes design concepts, criteria and engineering efforts for product research, development, integration and test. Develops new business or expands the product line with the customer. Establishes milestones and monitors adherence to master plans and schedules, identifies program problems and obtains solutions, such as allocating resources or changing contractual specifications. Directs the work of employees assigned to the program from technical, manufacturing and administrative areas.

Level 3		Level 4		Level 5		Level 6	
Program Manager		Senior Program Manager		Program Director		Senior Program Director	
Program Complexity	New, small, less complex development, production or services program or developed and mature program with well-defined plans and delivery methodologies.	New or established development, production or services program(s) for major components or medium systems.		New or established development, production or services program(s) for critical major components, large custom subsystems or medium systems.		New or established development, production or services program(s) for large systems.	
Customer and Subcontractor Complexity	Program serves a single customer and requires minor coordination of program requirements.	Program(s) may serve multiple customers and requires coordination of program requirements across planning stages with several subcontractors.		Program(s) serves multiple customers and requires developing and coordinating program requirements with multiple subcontractors across distinct product lines.		Program(s) serves multiple customers and requires developing and coordinating program requirements with multiple subcontractors across business areas and companies.	
Span of Control	Program can be managed from a single domestic location but workforce may be geographically dispersed. Includes moderate coordination with the functional areas (e.g., engineering, field services, HR, and manufacturing).	Program(s) can be managed from a single domestic location but workforce may be geographically dispersed. Includes extensive coordination with the functional area management (e.g., engineering, field services, HR, and manufacturing).		Program(s) may be contained at one primary or multiple geographic locations and may have multiple remote sites. Includes extensive coordination with the functional area management (e.g., engineering, field services, HR, and manufacturing).		Program(s) may be contained at one primary or multiple geographic locations and may have multiple remote sites. Includes extensive coordination with executive management.	
Technical Requirements	Uses standard principles, theories, concepts, and techniques to provide solutions to a variety of program requirements. Low risk.	Applies advanced principles, theories, concepts, and techniques to provide solutions to a variety of program requirements. Requires coordination across program requirements. Low to moderate risk.		Applies advanced principles, theories, concepts, and techniques to provide solutions to a variety of program requirements. Develops solutions to complex problems that require the regular use of ingenuity and creativity. Requires coordination across multiple program requirements. Moderate to high risk.		Applies advanced principles, theories, concepts, and techniques to provide solutions to a variety of program requirements. Develops solutions to complex problems that require the regular use of ingenuity and creativity. Contributes to the development of new principles and concepts to solve complex highly innovative and ingenious problems. Requires coordination across multiple program requirements. Moderate to high risk.	

Level 3		Level 4		Level 5		Level 6	
Program Manager		Senior Program Manager		Program Director		Senior Program Director	
Financial Impact	The financial risk associated with execution of the program is low to moderate. The financial risk is dependent on the specifics of the program, such as program size/complexity, strategic importance, contract type, technical risk, profit margin, growth potential, etc. Opportunity for growth in the near term may be limited. Cost overruns have a low impact to profit, and may have a moderate impact on winning new business.	The financial risk associated with execution of program(s) is moderate to high. The financial risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, technical risk, profit margin, growth potential, interdependencies between programs that may lead to tradeoffs etc. Opportunities for moderate growth in the near term. Cost overruns will impact profit and have a moderate impact on winning new business. Annual forecast represents a key factor in the company's operational business objectives.	The financial risk associated with execution of program(s) is moderate to high. The financial risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, technical risk, profit margin, growth potential, interdependencies between programs will lead to tradeoffs etc. Opportunities for moderate to high growth in the near term. Cost overruns will impact profit and have a moderate to high impact on winning new business. Multi-year forecast represents a key factor in the company's strategic business objectives.	The financial risk associated with execution of program(s) is moderate to high. The financial risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, technical risk, profit margin, growth potential, interdependencies between programs will lead to tradeoffs etc. Opportunities for moderate to high growth in the near term. Cost overruns will impact profit and have a moderate to high impact on winning new business. Multi-year forecast represents a key factor in the company's strategic business objectives.	The financial risk associated with execution of program(s) is moderate to high. The financial risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, technical risk, profit margin, growth potential, interdependencies between programs will lead to tradeoffs etc. Opportunities for moderate to high growth in the near term. Cost overruns will impact profit and have a moderate to high impact on winning new business. Multi-year forecast represents a key factor in the company's strategic business objectives.	The financial risk associated with execution of program(s) is moderate to high. The financial risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, technical risk, profit margin, growth potential, interdependencies between programs will lead to tradeoffs etc. Opportunities for moderate to high growth in the near term. Cost overruns will impact profit and have a moderate to high impact on winning new business. Multi-year forecast represents a key factor in the company's strategic business objectives.	The financial risk associated with execution of program(s) is moderate to high. The financial risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, technical risk, profit margin, growth potential, interdependencies between programs will lead to tradeoffs etc. Opportunities for moderate to high growth in the near term. Cost overruns will impact profit and have a moderate to high impact on winning new business. Multi-year forecast represents a key factor in the company's strategic business objectives.
Impact	The schedule and technical risk associated with execution of the program is low to moderate. The schedule and technical risks are dependent on the specifics of the program, such as program size/complexity, strategic importance, contract type, growth potential, etc. Failure to meet schedule and/or requirements will cause expenditure of additional time, human resources, funds, and may jeopardize future business activity.	The schedule and technical risk associated with execution of the program(s) are moderate to high. The schedule and technical risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, growth potential, etc. Failure to meet schedule and/or requirements will cause expenditure of additional time, human resources, funds, and may jeopardize future business activity and affect the financial and employee posture of the company.	The schedule and technical risk associated with execution of the program(s) are moderate to high. The schedule and technical risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, growth potential, etc. Failure to meet schedule and/or requirements will cause expenditure of significant additional time, human resources, funds, jeopardize future business activity, and affect the financial, employee and public relations posture of the company.	The schedule and technical risk associated with execution of the program(s) are moderate to high. The schedule and technical risks are dependent on the specifics of the program(s), such as program size/complexity, strategic importance, contract type, growth potential, etc. Failure to meet schedule and/or requirements will cause expenditure of significant additional time, human resources, funds, jeopardize future business activity, and affect the financial, employee and public relations posture of the company.	The schedule and technical risk associated with execution of the program(s) are moderate to high. The schedule and technical risks are dependent on the specifics of the program(s) such as program size/complexity, strategic importance, contract type, growth potential, etc. Failure to meet schedule and/or requirements will cause expenditure of significant additional time, human resources, funds, jeopardize future business activity, and affect the financial, employee and public relations posture of the company.	The schedule and technical risk associated with execution of the program(s) are moderate to high. The schedule and technical risks are dependent on the specifics of the program(s) such as program size/complexity, strategic importance, contract type, growth potential, etc. Failure to meet schedule and/or requirements will cause expenditure of significant additional time, human resources, funds, jeopardize future business activity, and affect the financial, employee and public relations posture of the company.	The schedule and technical risk associated with execution of the program(s) are moderate to high. The schedule and technical risks are dependent on the specifics of the program(s) such as program size/complexity, strategic importance, contract type, growth potential, etc. Failure to meet schedule and/or requirements will cause expenditure of significant additional time, human resources, funds, jeopardize future business activity, and affect the financial, employee and public relations posture of the company.
Scope	Responsible for managing cost, schedule, performance and stakeholders of programs which are of relatively low risk and complexity or part of a larger program. Ensures that all required resources, such as engineering, human resources, production, computer time, and facilities are available for the program. Plans, directs and monitors program budget and serves as primary customer contact for program information. May be responsible for business development within current customer base and/or for new customers.	Responsible for managing cost, schedule, performance and stakeholders of programs which are of low to moderate risk and complexity or developmental in nature, or may have deputy responsibility for a larger program. Is frequently involved simultaneously in several programs. Ensures that all required resources, such as engineering, human resources, production, computer time, and facilities are available for the program. Oversees program budget and schedules prepared and managed by subordinate staff. Serves as primary customer contact for program information. May have primary responsibility for program growth, and be responsible for business development within current customer base and/or for new customers. May manage proposal efforts.	Responsible for managing cost, schedule, performance and stakeholders of programs which are of moderate to high risk. May manage large, fixed-price contracts, or have deputy responsibility for a larger and more complex program. Provides oversight for several programs. Ensures that all required resources, such as engineering, human resources, production, computer time, and facilities are available for the program. Oversees program budget and schedules prepared and managed by subordinate staff. Serves as primary customer contact for program information. Has primary responsibility for program growth and follow-on business acquisition. Responsible for business development within current customer base and/or for new customers. Will manage proposal efforts. May have Senior Program Managers, Program Managers, or Technical Leads as direct reports.	Responsible for managing cost, schedule, performance and stakeholders of programs which are of moderate to high risk. May manage large, fixed-price contracts, or have deputy responsibility for a larger and more complex program. Provides oversight for several programs. Ensures that all required resources, such as engineering, human resources, production, computer time, and facilities are available for the program. Oversees program budget and schedules prepared and managed by subordinate staff. Serves as primary customer contact for program information. Has primary responsibility for program growth and follow-on business acquisition. Responsible for business development within current customer base and/or for new customers. Will manage proposal efforts. May have Senior Program Managers, Program Managers, or Technical Leads as direct reports.	Responsible for managing cost, schedule, performance and stakeholders of large complex programs which are of moderate to high risk. Provides oversight for numerous programs. Responsible for program staffing for all programs under purview. Resolves issues and/or team conflicts escalated through the Program Managers. Champions continuous process improvement. Provides regular status reports to executive management. Responsible for business development initiatives. Will manage proposal efforts. Responsible for organization, Division or business area programs. Direct reports may include Senior Program Managers, Program Managers, or Technical Leads.	Responsible for managing cost, schedule, performance and stakeholders of large complex programs which are of moderate to high risk. Provides oversight for numerous programs. Responsible for program staffing for all programs under purview. Resolves issues and/or team conflicts escalated through the Program Managers. Champions continuous process improvement. Provides regular status reports to executive management. Responsible for business development initiatives. Will manage proposal efforts. Responsible for organization, Division or business area programs. Direct reports may include Senior Program Managers, Program Managers, or Technical Leads.	Responsible for managing cost, schedule, performance and stakeholders of large complex programs which are of moderate to high risk. Provides oversight for numerous programs. Responsible for program staffing for all programs under purview. Resolves issues and/or team conflicts escalated through the Program Managers. Champions continuous process improvement. Provides regular status reports to executive management. Responsible for business development initiatives. Will manage proposal efforts. Responsible for organization, Division or business area programs. Direct reports may include Senior Program Managers, Program Managers, or Technical Leads.

	Level 3	Level 4	Level 5	Level 6
	Program Manager	Senior Program Manager	Program Director	Senior Program Director
Minimum Education and Experience	5+ years of project, program or related experience. BS required. Engineering, science or technical BS desired. Experience managing government contracts desired. PMP or equivalent desired. XLSS green belt desired.	8+ years of project, program or related experience. BS required. Engineering, science or technical BS/MS desired. Experience managing government contracts required. PMP or equivalent required. XLSS green belt desired.	10+ years of project, program or related experience. BS required. Engineering, science or technical BS/MS desired. MBA desired. Experience managing government contracts required. PMP or equivalent required. XLSS green belt required.	15+ years of project, program or related experience. BS required. Engineering, science or technical BS/MS desired. MBA desired. Experience managing government contracts required. PMP or equivalent required. XLSS green belt required.