DON BUS-CE Career Roadmap

The following slides are intended to help individuals and supervisors assess progress toward career success for DON cost analysts.

The topics and touchstones presented herein are NOT definitive – they only represent general progression characteristics. Undoubtedly our personnel will have other tremendous experiences to consider as part of successful career paths.

The first slide attempts to depict a snapshot of positive career highlights across experience levels, organized by profession skill areas. The four follow-on slides attempt to provide additional perspective within each experience level.

The shading on all the slides is intentional: no clear division of time or experience exists – between levels or within a level.

Use levels and skills as general guides for discussion.
**DON BUS-CE Career Roadmap**

No path is set in stone – view each area as a continuum. Variations abound.

<table>
<thead>
<tr>
<th>Years</th>
<th>0</th>
<th>5</th>
<th>10</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry</td>
<td>Journeyman</td>
<td>Expert</td>
<td>Senior Leader</td>
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</table>

### Technical Competency

<table>
<thead>
<tr>
<th>Years</th>
<th>0</th>
<th>5</th>
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<tbody>
<tr>
<td>Mandatory: BUS-CE Level I</td>
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<tr>
<td>Optional: Other DAWIA Fields</td>
<td>Level II</td>
<td>Level III</td>
<td></td>
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<tr>
<td>PCEA</td>
<td>CCEA</td>
<td></td>
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<tr>
<td>M.S. in Cost, OR, Eng., etc.</td>
<td>Leadership Courses</td>
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<tr>
<td>Other areas of expertise</td>
<td>Eisenhower School/War College</td>
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</tbody>
</table>

### Certification/Education

- Mandatory: BUS-CE Level I
- Optional: Other DAWIA Fields
- Level II
- Level III
- PCEA
- CCEA
- M.S. in Cost, OR, Eng., etc.
- Leadership Courses
- Other areas of expertise
- Eisenhower School/War College

### Job Roles

- Team Member. Sub-system, Single Phase. Short Rotations.
- Lead Team Member for System Elements.
- Branch/Division Head – Tech Lead. Key Advisor to DON Leadership. Innovating Solutions.
- Guiding Teams.

### Leadership/Improve Community

- Professional Organizations. Advance Collaboration.
- Leadership Seminars. Coach and Teach.
- Mentor.

### Personal/Interpersonal

- Deepen Areas of Expertise. Seek Personal Improvement.
- Explore New Experiences. and Career Broadening.

### Communication

- Draft Memos.
## DON BUS-CE Career Roadmap

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<thead>
<tr>
<th>Entry</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

### Technical Competency

Focus on gaining experiences to reinforce tenets of education and training programs. Apply knowledge of types of estimates, data acquisition and usage, analytic and statistical methods, earned value, work breakdown structures, estimating relationship development, life-cycle phases, etc., to specific system elements and life-cycle phases. Read. Attain technical depth and breadth working different programs.

**Certification/Education**

Required: DAU courses for BUS-CE certification. Attend organization-provided and external cost analysis training and seminars. Might embark on a Master’s degree in Cost Analysis, Operations Research, Systems Engineering, or similar discipline.

### Job Roles

Focus on gaining experience estimating various ACAT and non-ACAT systems and sub-systems. Ideally experiences involve all acquisition life-cycle phases. Work on different programs (and potentially other cost organizations).

### Leadership/Improve Community

Focus on self and team. Become a mentee, look to the broader organization for possible candidates. Practice personal leadership and followership. Volunteer to participate with variety of organizational projects. Find ways to add value. Consider DON and DoD leadership development programs available to entry level such as ALP and DCELDP.

### Personal/Interpersonal

Develop self and build immediate team/management/stakeholder relationships. Get to know your teammates and customers. Don’t be a stranger and show your face. Work with leadership to make opportunities to interface with customers. Participate with insightful and well thought-out comments and questions.

### Communication

Present within organization. Learn how to structure written, oral and graphic media to adjust to intended audience characteristics. Focus on ability to present and defend your estimates; to describe data and methodologies used; to explain your thought process in developing your analyses; and to understand and present both explicit and implicit assumptions.

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No path is set in stone – **view each area as a continuum. Fluid Growth.**
## DON BUS-CE Career Roadmap

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<thead>
<tr>
<th>Years</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
</tr>
</thead>
</table>
| **Technical Competency Certification/Education** | Journeyman | Gain and expand technical competency through working full estimates, other commodities, larger acquisitions, portfolios, etc. Build knowledge of data sources available for conducting various DON analyses germane to their organization. Demonstrate ability to extract, normalize, and analyze data independently. Read. Adept at generating estimates using analogies, estimating relationships, engineering buildups, and historical performance data. Consider developing expertise in specific area(s) of interest, if wish to pursue Subject Matter Expert (SME) status.  
Finish requirements for DAWIA certification in BUS-CE. If not already, may embark/complete Master’s degree. Consider ICEA certification. Begin to explore sub-specialty certifications, if applicable.  
| **Job Roles** | Key team expertise on particular commodities or sub-system technical characteristics. Undertake efforts to collect, validate, normalize, and analyze data for develop sound and/or new cost and schedule estimating relationships. Increasing ability to develop furthering analyses for their projects with minimal guidance from their team leaders. |  |
| **Leadership/Improve Community** | Widen organizational responsibility and greater professional communities. Assume responsibility as lead for small programs and projects, business cases, etc. Take active role in teaching junior staff. Serve on IPTs. Identify data sources to not only help their program, but also help other programs and the competency. Apply to leader programs like ELDP or CHFP. Find mentee opportunities and outside mentors. |  |
| **Personal/Interpersonal** | Work to establish recognition as go-to person for specific area(s) of expertise and a face-to-face representative for your customer. Broaden working relationships to other SYSCOMs/NCCA and/or related career opportunities. More face-to-face interaction when appropriate. Increased Networking. |  |
| **Communication** | Broaden working level interaction with customers and subject matter experts. Build and present written work and oral presentations to wider audiences. Represent organization in collaboration and reconciliation discussions with other cost organizations. Independently present and defend analyses. Demonstrate sufficient technical and programmatic knowledge to support your estimates. |  |

No path is set in stone – view each area as a continuum. Explore Possibilities.
# DON BUS-CE Career Roadmap

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<th>8</th>
<th>9</th>
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<th>Years</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
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### Technical Competency

### Certification/Education
- Continue developing expertise in cost-related acquisition areas, through DAU and other academic/training venues. If not attained already, get Master’s – maybe Doctorate. Possibly attend Eisenhower School/War College.

### Job Roles
- Responsible for all aspects of developing life-cycle estimates for major weapon system, services, business system, and/or automated information systems. Develop innovative methods and tools for understanding technical and programmatic issues. As a SME, act as POC for organization on all issues relating to your area of expertise. Continue to stay current on all relevant research and policy, and disseminate new information as required.

### Leadership/Improve Community
- Supervise/manage growing number of people, both informally and formally. Cost team lead on major program or analytic endeavor or portfolio. Participate in leadership development programs, such as DSLDP, FEO, NSLS, or SSCF. Propose ideas for the using personnel and funding resources. Engage in both mentee and mentoring activities.

### Personal/Interpersonal
- Expand professional network to different agencies and more senior levels. Instill in others – junior and senior – the desire to critically evaluate and challenge the status quo of established processes. Work in IPTs to develop and propose policy and process improvements.

### Communication
- Ensure comprehensive and understandable documentation of estimates and analyses. Present and publish analyses and research work in professional colloquia and journals. Defend estimating methods and data to internal and external leadership and boards.

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*No path is set in stone – view each area as a continuum. Fill in Gaps.*
Exercise and expand senior competency and share technical knowledge. If not already, find and delve extensively into subject matter areas of expertise. Read. Expand knowledge about organizational, functional, and political relationships between cost estimating and other acquisition competencies. Actively Listen.

Continue developing expertise in cost-related acquisition areas, through DAU and other academic/training venues. If not attained already, get Master’s – maybe Doctorate. Attend Eisenhower School/War College and/or attend advanced leadership and training seminars.

Cost community decision maker. Establishing policies and best practices. Identify and implement methods to improve the ways the DON uses cost analysts and the results of their work. Typical positions would be branch and/or division head, and senior technical director.

Oversee major aspects of cost community policy, processes and personnel. Deciding how to use the expertise of organizational and DON cost analysts. Decide how, when, and where funding and personnel resources are applied to estimating tasks. Lead and develop DON cost analyses and organization as a whole. Continue engagement in mentee and mentoring activities. Attend leadership development programs such as DSLDP, FEI, NSLS, and SSCF.

Serve as mentor to help other personnel develop their skills and attain career success. Engage across DoD and DON communities at senior, strategic level.

Advocate cost perspectives across the entire acquisition community – at DON and DoD levels. Ensure communication flows to all levels within organization.

No path is set in stone – view each area as a continuum. Never done.