

Project Management Career Development Program Certification

SUPERVISORY/SITE REVIEW OF FEDERAL PROJECT DIRECTOR COMPETENCIES FOR PMCDP CERTIFICATION AND PMCDP PROFILE			
<p>Site/Line Managers are requested to critically assess incumbent federal project directors' and candidate project directors' competencies leading to certification. It is expected that site/line managers will review appropriate documentation, conduct interviews as necessary, and/or consult with appropriate persons at site or program offices to adequately determine that candidates meet required competencies for federal project director certification within DOE/NNSA. Supervisory review of project director competencies should be evaluated using PMCDP Certification Equivalency Guidelines, which list detailed knowledge and skill requirements. By signing off on these competencies, the site/line manager signifies that she/he assures that their federal project directors and candidate project directors are certifiable according to the PMCDP module (DOE O 361.1, Change 2 initially issued June 13, 2003 and re-issued under DOE 361.1A, April 19, 2004) and should be regarded as candidates for the Certification Review Board's (CRB) consideration as certified federal project directors.</p>			
CERTIFICATION CANDIDATE NAME: John/Jane Doe			
OPERATIONS/AREA OFFICE: Office of Environmental Remediation, Idaho Site Office			
REQUESTED LEVEL OF CERTIFICATION: 4		PROJECT TPC: \$ 1,200M	Federal Project Director <input checked="" type="checkbox"/> Candidate <input type="checkbox"/> (Check one)
PHONE NUMBER: 123-345-6789	E-MAIL: john.doe@em.doe.gov		TITLE: Project Director
GRADE: 15	YEARS PM EXPERIENCE IN DOE: 20	IN OTHER AGENCIES: 10	IN PRIVATE SECTOR: 5
HIGHEST DEGREE EARNED: Master of Science		FIELD OF STUDY: Mechanical Engineering	
CERTIFICATES/LICENSES: PMP # 123456	RA in (state, # _____),	PE in ID, # 233698 ____	
SITE MANAGER NAME: Samuel Smith			
Site Manager Signature: By signing off these competencies, I affirm that the individual is a federal project director or candidate project director and that she/he has the knowledge, skills, and abilities reflected below.		Signature and Date:	
FIRST LINE MANAGER NAME: Howard Jones			
First Line Manager Signature: By signing off these competencies, I affirm that the individual is a federal project director or candidate project director and that she/he has the knowledge, skills, and abilities reflected below.		Signature and Date:	
Please indicate if First Line Manager is Supervisor <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
GENERAL COMMENTS:			

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In the following table, the columns *Yes* and *No* refer to whether or not the candidate possesses the competency described under *Required Competency*. Place an X under whichever column applies. The columns *Training* (TRG) and *Experience* (EXP) indicate how the candidate acquired the competency. One or both may be checked. The column under *Comments* is used to describe in detail the training and/or experience that substantiates the candidate's competency in that area and any additional information about how the competency was achieved that may be useful to the review board.

*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities. Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance. Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

LEVEL 1

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.1	General Project Management					
1.1.1	Demonstrate a working-level knowledge of the federal project director's roles and responsibilities or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.	X		X	X	<p>Experience: I have acted as a federal project director (FPD) for over 30 years in both the Army and DOE. I have been assigned the responsibility for accomplishing increasingly complex and high value projects through project planning, controlling, executing, and reporting. I have managed project resources, established milestones and schedules, authorized work, and acted as a COR. Over the past 20 years, I have managed at least 10 projects from planning/start-up through close-out. For the Lovely Uranium Mill Tailings Project and the Guardian Waste Facility I took the projects from CD-0 through CD-3, for the U.S. Army Ft. Bragg Refurbishment project, and Ft. Hood Facilities Upgrade projects, I took them from CD-1 through CD-4. I served as COR for the Lovely Uranium Mill Tailings Project from 05/10/1985 to 06/25/1987.</p> <p>Training: As a project manager for the US Army, I attended and completed a 24 hr DOD project management course "Roles and Responsibilities of DOD Program Managers," 10/10/80 (DOD does not use the title project manager – everyone is a Program Manager).</p>

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.1.2	Demonstrate a familiarity-level knowledge of the National Environmental Policy Act (NEPA) and environmental regulations applicable to DOE projects or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.	X		X	X	Experience: I have completed NEPA actions from beginning to end for the Lovely Uranium Mill Tailings Project with a TPC of \$99 million. I developed the technical direction of the NEPA action by fully considering all regulatory, technical, and stakeholder concerns. I participated in the public involvement process and responded fully to all comments received. The project achieved a Record of Decision within 18 months of starting the NEPA process. I defined the environmental standards and requirements for numerous projects including those for the prime contract at the Lovely Uranium Mill Tailings Project. I have ensured that environmental compliance has been incorporated in the Integrated Safety Management System for each project under my direction. Training: Environmental Laws (DOE) (16 hrs) 6/12/92; Environmental Manager (PMI) (20 hrs) 12/2002
1.1.3	Demonstrate an expert-level knowledge of DOE Order 413.3. or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.	X			X	Experience: I manage all projects according to Order 413.3 and have briefed staff on DOE Manual 413.3-1 about the revisions and clarifications of roles and responsibilities (focused on the new roles and responsibilities of FPD and Integrated Project Team [IPT]). I assisted in developing the site office project management and ESAAB procedures based on DOE Order and Manual 413.3. Requirements of the Order which I perform include: act as the primary point of contact of all assigned projects and lead for the IPT's; ensure timely & quality completion of project documentation & other deliverables; identify & ensure timely resolution of critical issues within federal control; coordinating on-site & off-site IPRs and EIRs; ensure documents are accurate & delivered on time; hold monthly status meetings with the contractor; and review monthly updates to P3 schedules.
1.2	Leadership/Team Building					
1.2.1	Demonstrate a working-level knowledge of leadership and team building or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.	X			X	I am PMP certified. Experience: I have built project teams throughout my career. In 2002 the River Bend Remediation project for which I developed the strategy and am the team lead/project manager, I was voted the regional PMI Project of the Year based on the project team's excellence performance.

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.3	Scope Management					
1.3.1	Demonstrate a working-level knowledge of Work Breakdown Structure (WBS) development and project scope baseline or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.	X			X	<p>I am PMP certified.</p> <p>Experience: I participated in the Guardian Waste Facility Project and the Lovely Uranium Mill Tailings Project where work was assigned on a task basis. I began these projects clearly understanding the work to be done from inception to completion since I had participated in the preparation of the proposals. Once each project was awarded, I designed a project scope of work and executed it. In developing the scope, I built the WBS and scope baseline. This included developing a scope statement, and breaking down the work to the lowest possible work package. I then successfully reported against the project scope and schedule. Although I have implemented WBS on almost all the projects that I have participated in, these projects best demonstrate my knowledge from the start of the project through the completion.</p>
1.4	Communication Management					
1.4.1	Demonstrate a working-level knowledge of interpersonal communications or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.	X		X	X	<p>I am PMP certified.</p> <p>Experience: I interact with IPT and other site office personnel on a regular basis related to assigned projects and daily work activities. I brief these persons on the status of the project and I communicate with them to discuss non-project related topics.</p> <p>Training: Completed 16 hr course Social Styles, 06/30/03. The course had the following objectives: recognize difference in styles of interacting and communicating; identify four main clusters of communication behavior; recognize the strengths diversity (communication/decision making/organizing, etc.) brings to the workplace; understand needs and expectations of others; adapt your own behavior to work more effectively with others.</p>
1.5	Quality/Safety Management - There are no specific competencies required in this category for Level I Project Directors.					N/A

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.6	Cost Management					
1.6.1	Demonstrate a working-level knowledge of life cycle cost estimating or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.	X		X	X	I am PMP certified. Experience: As a project director from 1984 to present, I review Life Cycle Cost Analyses for proposed projects during project definition/justification and have used Life Cycle Cost Analysis techniques to choose the most feasible technical solution for an identified technical need. For Lovely Uranium Mill Tailings Site, Guardian Waste Facility Project, and Unique Accelerator Project, I established cost estimates for projects at the earliest stages so that funding was allotted in future year budgets even ahead of formal baseline approval. Training: Lifecycle Cost Estimating, DOE (24 hrs) 07/10/99
1.6.2	Demonstrate a working-level knowledge of the federal budget process or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.	X			X	Experience: As the federal project manager for Lovely Uranium Mill Tailings Site, Guardian Waste Facility Project, and Unique Accelerator Project, I have been accountable to implement planning to obtain budget for assigned missions in accordance with the federal budget process. I established cost estimates for projects at the earliest stages so that funding was allotted in future year budgets even ahead of formal baseline approval.
1.7	Time Management					
1.7.1	Demonstrate a working-level knowledge of project planning and resource loaded scheduling or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.	X		X	X	I am PMP certified. Experience: As a project director from 1984 to present, I managed A-E design tasks, Distributed Control System configuration, and process systems testing efforts, which required extensive utilization of project planning and resource loaded scheduling. For the Zehill Verde housing project, I was responsible for all the project planning. Since this was a multi-property development requiring coordination of resources (both materials and labor), I learned and used resource loaded scheduling to allow me to bring these developments on time and under budget. For the River Bend Remediation Project, this skill is critical to project success. I have employed it during all planning phases; the project continues on schedule and under budget. Training; Project Planning (PMA) (24 hrs) 08/00

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.8	Risk Management					
1.8.1	Demonstrate a familiarity-level knowledge of project risk management or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.	X		X	X	I am PMP certified. Experience: I have contributed to and directed risk-based assessments for many projects. The best example would be the River Bend Remediation Project. During the preparation of the Request for Proposals, the Source Evaluation Board worked to identify the potential project risks so the contract would be written to contain provisions to best deal with the risks and uncertainties. After award, the contractor prepared a risk register where the risks would be tracked and assigned to the organization/person best able to mitigate the project risks. Training: Risk Management (PMI) (16 hrs) 05/96
1.9	Contract Management					
1.9.1	Possess a working-level knowledge of performing as a Contracting Officer's Representative (COR) or successfully complete the following course or its equivalent: Contracting Officer's Representative.	X		X	X	Experience: I have served in a COR capacity in DOD and DOE for the past 24 years. On the Lovely UMTRA Remediation Project, I was the only COR from 05/10/1985 to 06/25/1987. While at Ft. Polk, I acted as the DOD COR for the remediation projects from 1980 - 1984. Training: Contracting Officer's Representative (DOE) (24 hrs) 12/1/99, (8 hrs) 2001, (8 hrs) 2003 Contracting Officer (DOD) (40 hrs) 1/22/1980
1.9.2	Demonstrate a working-level knowledge in the area of acquisition strategy development and acquisition planning or successfully complete the following course or its equivalent: Acquisition Strategy & Planning.	X			X	Experience: I directed and/or personally completed the development of acquisition strategies for Level 4 (and smaller) projects, including the River Bend Remediation Project. I created a strategy to outsource large facilities to small business and developed a design competition to establish a CPIF contract. I was also instrumental in directing the establishment of a privatization contract for Guardian Waste Facility Project. As a commercial contractor, I established successful strategies for a variety of cost plus and fixed price contracts, all of which were profitable. In addition, in current projects, I apply approaches as identified in DOE O 413.3-1 for developing acquisition strategies and have incorporated DOE's Sample Acquisition Strategy tools in my development efforts.

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.9.3	Demonstrate a working-level knowledge in the areas of Contract Types Bid/Evaluation/Award and Performance Based Invenive (PBI) Contracting or successfully complete the following course or its equivalent: Contract Types Bid/Evaluation/Award and PBI Contracting or possess a current PMP certification.	X		X	X	<p>I am PMP certified.</p> <p>Experience: I have a very strong knowledge of the various contract types available to perform different types of work. In private industry, I negotiated a variety of contracts with subcontractors. I have also served as a member of Source Evaluation Boards to match the contract type with the required work. Examples include procurements for the River Bend shipping containers acquisition. I have worked at various times with the most common types of contracts that are used by the DOE which include firm, fixed price, cost plus with different incentives such as fixed fee, and target-cost incentive fee and performance-based incentives.</p> <p>Training: "Contracting in the US Government," the US Department of Agriculture Graduate School, August 2001 (24 hrs).</p>
1.10	Integration Management					
1.10.1	Demonstrate a working-level knowledge in the areas of project control and configuration management or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.	X		X	X	<p>I am PMP certified.</p> <p>Experience: I have established project controls and configuration management for the UMTRA, Guardian Waste Facility, and Unique Accelerator Projects. My project control activities have included establishing systems engineering assessments on the projects as part of the planning; ensuring that an effective scheduling tool is selected; establishing resource loaded baselines; performing risk assessments to establish cost and schedule contingencies and to mitigate project risks; ensuring that project reporting meets requisite requirements for earned value reporting and tracking; and establishing change controls that encourage adherence to project cost estimates rather than permitting a level-of-effort approach on a project.</p> <p>Training: "Project Controls," 40-hour class, Johnson's organization, Long Beach, CA, June 1997.</p>

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.10.2	Demonstrate a working-level knowledge in the areas of EVMS and project reporting or successfully complete the following course or its equivalent: Earned Value Management System and Project Reporting or possess a current PMP certification.	X		X	X	I am PMP certified. Experience: As a project director, I am familiar with the ANSI/EIA 748-A-1998 as it applies to project reporting, determining EAC, and cost and schedule variances. As a new DOE Engineer in 1984-1986, I audited the XMILL facility which applied the old CSCS system, the forerunner to EVMS in DOE. The UMTRA Project was a large multi-year program. When I joined the project, most of the project controls systems were already established. As a project manager, I generated reports using the earned value management system to manage and track project performance. This involved working with more than 500 different activities associated with the uranium site and more than 40 vicinity properties. Training: "Earned Value Management," July 1997, 40-hour class, Johnson's organization, Long Beach, CA.
1.11	Training/Electives -There are no specific competencies required in this category for Level I Project Directors other than the required courses above.	N/A				
1.12	Work and Development Activities					
1.12.1	Work for 12 months as a project engineer or IPT member or possess a PE/RA License or possess a current PMP certification.	X			X	I am a licensed professional engineer. I am PMP certified. I have worked as an integrated project team member since 1999 through 2004. All of my projects have IPTs.
1.12.2	Three years experience in project management or possess a current PMP certification.	X			X	I am PMP certified. I have 35 years experience in project management.

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.13	Behavioral Skills					
1.13.1	The candidate must possess a familiarity-level competency in good people relations.	X		X	X	<p>Experience: I demonstrate respect for others and treat them with dignity. I listen well and am respected for considering diversity of opinions prior to making decisions. I have developed effective relationships with personnel at all levels (up and down) in DOE, and am particularly effective in dealing with stakeholders and regulators. On the Unique Accelerator Project, there were multiple issues with the stakeholders and Congress. I worked with the local governmental agencies, local community groups and Congressional staffers to update them on the project, hear their issues, and communicate back to them on progress in addressing their concerns. This effort allowed the project to work through the multiple environmental issues that threatened to hold up the schedule.</p> <p>Training: Coaching and Counseling Skills (PMI) (8 hrs) 2002 Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001 Effective Communication Skills (AMA) (16 hrs) 1998 Leadership Development/Mentoring (PMI) (24 hrs) 2000 Conflict Dispute Resolution (PMI) (12 hrs) 2000 Seven Habits of Highly Effective People (PMI) (12 hrs) 2003</p>
1.13.2	The candidate must possess a familiarity-level competency in self-management.	X		X	X	<p>Experience: I set priorities for my time well and keep focused on organization missions and goals. I delegate well to others and am responsive to my superiors, contractors, and subordinates. I meet commitments and deliver results. As a beginning project manager at the Zehill Verde housing development, I learned to schedule and budget my time as I managed the project resources. I improved my ability to manage myself throughout my career through professional development classes and by being mentored by senior managers while at the Guardian Waste Facility and the Unique Accelerator Facility. I continue to challenge myself on a daily basis to make sure that on the River Bend Remediation Project, I am focused, organized, and on target for each day.</p> <p>Training: Seven Habits of Highly Effective People (PMI) (12 hrs) 2003</p>

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.13.3	The candidate must possess a familiarity-level competency in good work processes.	X		X	X	<p>Experience: I am a champion for continual improvement and use of effective processes for getting results. I discourage process for process sake; yet know when to implement documentation to improve quality of work or to avoid major mission pitfalls. On the River Bend Remediation Project, I have developed the procedures for two new prime contracts in the past year that supplement existing directives. This will allow the work to be more productive, while meeting all DOE requirements and contractual obligations.</p> <p>Training: Managing Performance: Aligning Goals to Performance (AMA) (24 hrs) 2001</p>
1.13.4	The candidate must possess a working-level competency in creating purpose.	X		X	X	<p>Experience: I provide a clear vision to my employees and contractors regarding the purpose of project actions. I am proactive in cooperating with other senior managers to set organizational goals, and I demonstrate initiative in establishing goals in a timely fashion. At the Lovely UMTRA Remediation Project, it was necessary to keep the project focused upon the removal and remediation of soils from past uranium mill tailing production. I had a staff of seven that were assigned individual properties to coordinate with the overall remediation schedule. At our daily planning meeting, I reinforced how the day's work fit into the overall project goals and how staff efforts were critical in project success. This project was on schedule and under budget during the time I was assigned. My staff has all gone on to becoming excellent project engineers/directors who know how to create purpose in themselves and their staff.</p> <p>Training: Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001</p>

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LEVEL 2

(Level 2 certification requires successful demonstration of Level 1 competencies)

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.1	General Project Management					
2.1.1	Demonstrate a familiarity-level knowledge of systems engineering or successfully complete the following courses or their equivalents: Advanced Project Management Concepts and Project Management Simulation.	X		X	X	Experience: I have executed a full system engineering approach as part of directing the Unique Accelerator Project. The systems engineering program for the project was examined closely and found satisfactory, and rework for the project was minimized. Optimization of capabilities was also performed to avoid excess capacity through time and motion studies. Training: Systems Engineering for Program Manager (DOD) (24 hrs) 4/1992
2.1.2	Demonstrate a familiarity-level knowledge of value management or successfully complete the following courses or their equivalents: Advanced Project Management Concepts and Project Management Simulation.	X			X	Experience: For the Lovely Uranium Mill Tailings Site project, I directed value-engineering programs that were implemented from the start of the project in accordance with DOE directives. The project required contractors to continue value-engineering activities throughout the project. The project was completed on time and under budget.
2.1.3	Demonstrate a familiarity-level knowledge in the area of pre-project planning or successfully complete the following courses or their equivalents: Advanced Project Management Concepts and Project Management Simulation.	X			X	Experience: For the Guardian Waste Facility Project, I conducted a site-wide examination of mission needs and acted as a subject matter expert to DOE team reviews of common needs and capabilities. I also participated as team leader in establishing the options for River Bend Remediation Project ahead of CD-0 decisions by HQ. In addition, for the River Bend Remediation Project, I was involved in the development of the RFP for obtaining the design/build contract, which involved extensive review of preconceptual design information and alternatives.

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.1.4	Demonstrate a working-level knowledge of facilitation techniques and conflict resolution or successfully complete the following course or its equivalent: Leadership/Supervision.	X		X	X	<p>Experience: In 2003 I facilitated a workshop of stakeholders, regulators, and contractors to establish a path forward for the River Bend Remediation Project. This major effort resulted in bringing diverse points of view around to a common set of goals and objectives. I have resolved many employment conflicts in my tenure as DOE project director.</p> <p>Training: Facilitation Techniques/Conflict Resolution (Management Worlds) (24 hrs) 5/5/98, OMB Leadership Program (40 hrs) 9/9/90 Army War College Executive Leadership (DOD) (80 hrs) 1984</p>

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.2	Leadership/Team Building					
2.2.1	Demonstrate a working-level knowledge of leadership principles or successfully complete the following course or its equivalent: Leadership/Supervision.	X		X	X	<p>Experience: I am a leader who defines clear vision, and I am able to recruit and attract talented personnel to achieve mission success. My military experience and training provided me the basis for command presence and participative leadership. At Ft. Bragg, I led an integrated project team of six persons. This team had severe personnel clashes when I was assigned to the project. I was able to identify the problem, develop a plan to address the issues, and worked with the individuals to coach them to the required behavioral changes that were required. Both of the individuals involved in the dispute went on to become excellent leaders who learned from this incident. From the time this incident was resolved, the team worked cohesively and followed my leadership with no problems. The project teams I have led both within and outside of DOE have been successful and rewarding for all participants. I am able to communicate effectively, support my subordinates, and respond to managers. I have a detailed understanding of technical and business aspects of work, and I find common sense approaches to get the job done. I provide continuous feedback to my team, listen to their inputs and concerns, and adapt my projects for success. On my current project, the River Bend Remediation, I lead a staff of twenty-three. I have challenged them to follow my lead and flow down to their peers and/or staff, clear and un-wavering direction and decision-making. This project is complex and technical challenge to all involved and my leadership is allowing it to continue on schedule and under budget.</p> <p>Training: Leadership/Supervision (PMI) (40 hrs) 12/14/93 Army War College Leadership Training (24 hrs) 1984 Pre-Command course (Army) (80 hrs) 1976 Combined Services Leadership Development Program (120 hrs) (Army) 1983</p>

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.2.2	Demonstrate a working-level knowledge in the area of Human Resources (HR) supervision and motivational techniques or successfully complete the following course or its equivalent: Leadership/Supervision.	X		X	X	<p>Experience: As a project director at US Army Ft. Bragg Refurbishment project, and Ft. Hood Facilities Upgrade project, Lovely Uranium Mill Tailings Site, Guardian Waste Facility Project, Unique Accelerator Project, and the River Bend Remediation Project, I have been a supervisor/manager and have extensive experience in all aspects of human resources management of a federal workforce. I have directed reassignments, instilled discipline, resolved personal disputes of all sorts, encouraged diversity and equal opportunity, and have established a reputation for being open and fair in my dealings with all. I delegate to subordinates, ensure their training and preparation for assignments, and encourage their professional advancement. I have assisted in designing and applying recognition and incentive programs for my office unit. I mentor personnel at all levels on a frequent basis.</p> <p>Training: Human Resources Management for Managers (DOE PM0111), (18 hrs) 4/5/97.</p>
2.2.3	Demonstrate a working-level knowledge in the area of integrated project team building or successfully complete the following course or its equivalent: Leadership/Supervision.	X		X	X	<p>Experience: Throughout my career as a project director I have developed integrated project teams and my ability to be successful was dependent on my knowledge of the organization workflow. At Lovely Uranium Mill Tailings Site, Guardian Waste Facility Project, Unique Accelerator Project, and the River Bend Remediation Project I assembled and developed teams where the teams understood their roles and responsibilities, what they were to do, the objectives and goals, and when items were due. This approach ensured that all team members knew their roles and, combined, we could make sure no activity would be lost. We met routinely throughout the project and implemented a communication strategy to keep members informed. As team leader, I guided the team in successfully mediating any challenges that arose.</p> <p>Training: Leadership/Supervision (PMI) (40 hrs) 12/14/93 Army War College Leadership Training (24 hrs) 1984 Combined Services Leadership Development Program (Army) (120 hrs) 1983.</p>

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.3	Scope Management - There are no specific competencies required in this category for Level 2 Project Directors.	N/A				
2.4	Communication Management					
2.4.1	Demonstrate a working-level knowledge in effective briefing techniques or successfully complete the following course or its equivalent: Advanced Project Management Concepts.	X		X	X	Experience: For the Unique Accelerator Project and the River Bend Remediation Project, I provided news media interviews with television, and local press. I made many presentations to stakeholders and regulators in a particularly effective manner. Training: Army War College Leadership Training (24 hrs) 1984 Combined Services Leadership Development Program (Army) (8 hrs of instruction on briefing protocol and approaches) 1983
2.5	Quality/Safety Management					
2.5.1	Demonstrate a familiarity-level knowledge of Integrated Safety Management (ISM) or successfully complete the following courses or their equivalents: Advanced Project Management Concepts and Project Management Simulation.	X		X	X	Experience: I am a qualified Integrated Safety Management Phase II verification team leader. I ensured that full integration of all site ISMS programs occurred for the multiple prime contracts that existed within the Unique Accelerator Project, and the River Bend Remediation Project. Training: Integrated Safety Management (DOE course PM 0222) (8hrs) 10/10/99
2.5.2	Demonstrate a familiarity-level knowledge of quality management or successfully complete the following courses or their equivalents: Advanced Project Management Concepts and Project Management Simulation.	X		X	X	Experience: I have directed Level 4 projects at the Unique Accelerator Project, and the River Bend Remediation Project, which required establishing NQA-1 quality programs for critical work. I directed an upgrade of site QA programs to meet the requirements for the Lovely Uranium Mill Tailings Site Project. Training: Quality Assurance (DOE – PMJ0399) (16 hrs) 08/08/99
2.6	Cost Management - There are no specific competencies required in this category for Level 2 Project Directors.	N/A				

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.7	Time Management					
2.7.1	Demonstrate a familiarity-level knowledge of automated scheduling software or successfully complete the following courses or their equivalents: Advanced Project Management Concepts and Project Management Simulation.	X		X	X	<p>Experience: As a project director, I have used Primavera software for scheduling work and for establishing resource loading, as well as for monitoring project performance on a weekly and monthly basis. I coordinated the implementation of a pilot to interface earned value reporting software with site scheduling and cost accounting data systems. I am familiar with automated scheduling. I have built schedules utilizing P3 to determine critical path, and I have run different scenarios to analyze aspects of a schedule.</p> <p>Training: Primavera for Project Management (PMI) completed (16 hrs) 6/7/98</p>

Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.8	Risk Management					
2.8.1	Demonstrate a working-level knowledge in project risk management or successfully complete the following course or its equivalent: Project Risk Management or possess current PMP certification.	X			X	I am PMP certified. Experience: Risk management is a very important part of successfully bringing projects to fruition. I have performed risk analyses for new projects and performed risk assessments for ongoing project operations. The Lovely UMTRA Project involved the cleanup of the former uranium-milling site so the land could be used as a wildlife refuge. The total cost for this work was estimated to be nearly \$150 million. To complete the work, the DOE and the contractor needed to evaluate the risks and then assign them to the personnel best suited to handle the risks. Some of the risks and mitigation activities had previously been identified and assigned in contract language. I worked with my team to identify options that best met the needs of the DOE. In some instances, the contractor had taken positions that favored self-interests as opposed to the DOE interests. I worked with the site to monitor the performance to ensure that the contractor adequately dealt with his risks and had the guidance necessary to perform the work. Although the contractor had heavy incentives to control cost and meet schedules, continued monitoring by HQ and the site was necessary to prevent decisions from being made that were favorable to the contractor, but increased the risks to DOE. Such an outcome would ultimately be detrimental to the DOE. Most costs associated with a project are based on technical decisions. Certain initial technical decisions lead to other costs and activities down the road. By monitoring and understanding the risks that affected technical progress and costs, I was able to provide the Senior DOE Managers with the information that they needed to make their decisions that directly focused on project risk reduction.
2.9	Contract Management - There are no specific competencies required in this category for Level 2 Project Directors.	N/A				
2.10	Integration Management -There are no specific competencies required in this category for Level 2 Project Directors.	N/A				

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.11	Training/Electives: Successfully complete at least one elective or possess current PMP certification.					
2.11.1	Demonstrate an expert-level knowledge of cost and schedule estimating processes or successfully complete the following course or its equivalent: Cost and Schedule Estimation.	X			X	Experience: I have extensive DOE, DOD, and private sector project management experience for cost and schedule estimating. In the private sector, I was solely responsible for these duties for the Zehill Verde Housing Project. In reviewing contractor cost estimates, I was able to identify \$1.01 million cost estimating errors. In the Army, I was solely responsible for these duties for the Ft. Hood Facilities Upgrade Project and the Ft. Bragg Barracks Refurbishment Project. There had never been a cost estimating review done on these projects before I was assigned to the projects. My reviews of all identified costs, current rates and schedules resulted in the identification of \$90,000 of cost estimating omissions. Based upon the success of these efforts, I developed a cost-estimating guide for Ft. Polk that was distributed and used by most of the other Army project offices. At DOE, for the Lovely Uranium Mill Tailings Site and Guardian Waste Facility Project, I was solely responsible for capital project planning, project quality assurance, value engineering, independent cost estimating, project control, and project reports. For the Unique Accelerator Project and the River Bend Remediation Project, I am involved in all critical decisions on capital, expense, and schedule. I conducted an analysis of future probable costs and schedule and the confidence level in various funding scenarios using independent cost estimates. Of all the critical decisions I implemented, not one caused a project to overrun its total project cost or break the schedule, and no project had an inflated estimate or schedule. I have also served DOE as a validator of projects and headed review teams that covered cost and schedule reviews, and I made the determination and provided the rationale for funding the projects.

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.11.2	Demonstrate an expert-level knowledge of the techniques used in scope management, baseline development and WBS development or successfully complete the following course or its equivalent: Scope Management/Baseline Development/WBS Development.	X			X	Experience: I have been accountable for over 8 years on the Level 4 Unique Accelerator Project and the River Bend Remediation Project for defining work scope (first function of ISMS) through systems engineering, establishing work breakdown structure, developing formal project baselines in accordance with project management requirements, performing risk analyses to establish contingencies, and developing resource loading requirements. Scope validations have been performed of contractor-established work scopes to ensure mission objectives remain the focus of contracted work. I am routinely requested to review and evaluate the work scope/baseline development of others within my area/site office. At the Unique Accelerator Project, I was heavily involved in the development of the WBS and the ongoing efforts to analyze and mitigate the risk for this one-of a kind facility. Scope management was crucial at the accelerator facility since many engineering changes were being made during CD-2 and CD-3 due to the changes in technology applicable to the accelerator's mission. This project was on schedule and under budget during my tenure as the project director. At my current project, and the River Bend Remediation Project, I have been involved since the design and concept phases. We have used a systems engineering approach and have accelerated the development of this project by eighteen-months ahead of its original schedule.
2.11.3	Demonstrate an expert-level knowledge of value engineering or successfully complete the following course or its equivalent: Value Engineering.	X			X	Experience: On all of the DOE projects I have managed, I have either led a value engineering session or have been part of one. One outcome from a value engineering session (which was helping a project get ready for CD-1) was to cancel the project and add some of the scope to an existing project. This action reduced projected project cost and schedule. I have also been a member of sessions on value engineering associated with the construction phase of the Ft. Hood Facilities Upgrade Project, Ft. Bragg Barracks Refurbishment Project, and Guardian Waste Facility Project, which yielded better and more efficient ways of completing the construction projects.

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.11.4	Demonstrate an expert-level knowledge of ISM or successfully complete the following course or its equivalent: Integrated Safety Management.	X		X	X	Experience: For the Unique Accelerator Project and the River Bend Remediation Project, I integrated the fundamental principles and functions of DOE's ISM programs into the project's safety program. Before DOE developed a "work smart standards" set, I led the use of a work smart standards process for the Lovely Uranium Mill Tailings Site Project to identify design, safety, and environmental standards for the project, assuring that we identified a necessary and sufficient set for the work to be performed. Training: Integrated Safety Management (DOE PM 003) (16 hrs) 10/10/00
2.11.5	Demonstrate an expert-level knowledge of the federal budget process or successfully complete the following course or its equivalent: The Federal Budget Process.	X		X	X	Experience: I have more than 20 years experience in planning, preparing, and implementing federal and private sector budgets in programs ranging from \$8 million to over \$1.2 billion dollars. My responsibilities have included successful management and direction of annual efforts to plan and prioritize the project budgets. I have managed budget planning and implementation for waste management, environmental restoration, project management, and facility construction and renovation. Training: Advanced Budget Appropriations (DOE) (16 hrs) 4/15/04
2.12	Work and Development Activities					
2.12.1	Work for a minimum of two years as a Level 1 Project Director.	X			X	Experience: I was project director at Zehill Verde Housing Development (TPC of \$8 million) and United States Army projects at Ft. Bragg and Ft. Hood for 15 years (TPC of \$18 million).
2.12.2	One year of experience as a supervisor or as a team leader.	X			X	Experience: I was team lead at Lovely Uranium Mill Tailings Site Project from 1988-1990. I have been a supervisor since 1974.
2.12.3	One year of project experience post CD-3 phase (construction) with an Architect/Engineering firm or DOE M&O/M&I contractor or possess a PE/RA License. This requirement will not apply to project directors who are incumbent project directors on DOE projects as of the effective date of DOE O 361.1 and are certified at Level 2 within two years of the effective date of the Order. In addition, this requirement may be waived by OECM, in consultation with the appropriate program directors and field managers, for project directors with more than 10 years of federal experience in project management roles.	X			X	I am a licensed professional engineer in the state of Idaho. I am an incumbent Level 4 project director.

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.13	Behavioral Skills					
2.13.1	The candidate must possess a familiarity-level competency in good people relations.	X		X	X	<p>Experience: I demonstrate respect for others and treat them with dignity. I listen well and am respected for considering diversity of opinions prior to making decisions. I have developed effective relationships with personnel at all levels (up and down) in DOE, and am particularly effective in dealing with stakeholders and regulators. On the Unique Accelerator Project, there were multiple issues with the stakeholders and Congress, I worked with the local governmental agencies, local community groups and Congressional staffers to update them on the project, hear their issues, and communicate back to them on progress in addressing their concerns. This effort allowed the project to work through the multiple environmental issues that threatened to hold up the schedule.</p> <p>Training: Coaching and Counseling Skills (PMI) (8 hrs) 2002 Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001 Effective Communication Skills (AMA) (16 hrs) 1998 Leadership Development/Mentoring (PMI) (24 hrs) 2000 Conflict Dispute Resolution (PMI) (8 hrs) 2000 Seven Habits of Highly Effective People (PMI) (12 hrs) 2003</p>
2.13.2	The candidate must possess a familiarity-level competency in self-management.	X		X	X	<p>Experience: I set priorities for my time well and keep focused on organization missions and goals. I delegate well to others and am responsive to my superiors, contractors, and subordinates. I meet commitments and deliver results. As a beginning project manager at the Zehill Verde housing development, I learned to schedule and budget my time as I did the project resources. I continued my ability to manage myself throughout my career through professional development classes, and being mentored by senior managers while at the Guardian Waste Facility and the Unique Accelerator Facility. I continue to challenge myself on a daily basis to make sure that on the River Bend Remediation Project, I am focused, organized and on target for each day.</p> <p>Training: Seven Habits of Highly Effective People (PMI) (12 hrs) 2003</p>

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.13.3	The candidate must possess a familiarity-level competency in good work processes.	X		X	X	<p>Experience: I am a champion for continual improvement and use of effective processes for getting results. I discourage process for process sake; yet know when to implement documentation to improve quality of work or to avoid major mission pitfalls. On the River Bend Remediation Project, I have developed the procedures for two new prime contracts in the past year that supplement existing directives. This will allow the work to be more productive, while meeting all DOE requirements and contractual obligations.</p> <p>Training: Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001</p>
2.13.4	The candidate must possess a working-level competency in creating purpose.	X		X	X	<p>Experience: In addition to the information provided in 1.13.4, with the DOE projects of which I have been personally involved, it has been important to communicate the project vision by demonstrating the importance of the project to staff and DOE, particularly in context of the office's and agency's strategic goals at the River Bend Remediation Project. I routinely communicate everyone role in attaining the goals of the project and the benefits to the work group and to the agency. As a project director, I have consistently strived for results, where results have meant good project cost, schedule, and technical performance; or effective facility oversight that leads to improved management systems, or efficient facility operations that meet user needs. The Unique Accelerator, Guardian Waste Facility, and the River Bend Remediation Projects have required effectively setting priorities in complex work environments, as well as, communicating established priorities.</p> <p>Training: Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001</p>

Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

In the following table, the columns *Yes* and *No* refer to whether or not the candidate possesses the competency described under *Required Competencies*. Place an X under whichever column applies. The columns *Training* (TRG) and *Experience* (EXP) indicate how the candidate acquired the competency. One or both may be checked. The column under *Comments* is used to describe in detail the training and/or experience that substantiates the candidate's competency in that area and any additional information about how the competency was achieved that may be useful to the review board.

*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities. Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance. Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

LEVEL 3

(Level 3 certification requires successful demonstration of Levels 1 and 2 competencies)

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.1	General Project Management - There are no specific competencies required in this category for Level 3 Project Directors.	N/A				
3.1.1	Demonstrate an expert knowledge of program management and portfolio analysis or successfully complete the following course or its equivalent: Program Management and Portfolio Analysis Simulation.	X		X	X	Experience: Because of the cost and the large scope of the Lovely UMTRA Project, a full program management approach was implemented. I employed a systems engineering approach to consider the large number of technical issues that had to be addressed over 42 properties. I assembled three interdisciplinary teams early in the project composed of members with experience and degrees in civil engineering, ground water hydrology, health physics, geotechnical engineering, regulatory compliance, and cost and scheduling. I acted as the team leader for the three interdisciplinary teams and broke the work down to the work package level, and then plans were made followed by resource loading the different activities. Each property was planned and implemented as an individual project. I managed the projects as a portfolio in a manner similar to that of a headquarters program manager. Training: Program Management and Portfolio Analysis Simulation (PMCDP) (40 hrs) 12/7/03
3.2	Leadership/Team Building - There are no specific competencies required in this category for Level 3 Project Directors.	N/A				
3.3	Scope Management - There are no specific competencies required in this category for Level 3 Project Directors.	N/A				

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.4	Communication Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.5	Quality/Safety Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.6	Cost Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.7	Time Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.8	Risk Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.9	Contract Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.10	Integration Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.11	Training/Electives: Successfully complete at least one elective from Group, A & B.					
3.11.A	GROUP A					
3.11.A.1	Demonstrate a working-level knowledge of the Operational Readiness Review process or successfully complete the following course or its equivalent: Operational Readiness Reviews.	X		X	X	Experience: I have participated in the Operational Readiness Review process for the Lovely UMTRA project, the Guardian Waste Facility, Unique Accelerator Project, and the River Bend Remediation Project. Training: DOE, PMJ2222 "Operational Readiness Review," (16 hrs) completed January 1986.
3.11.A.2	Demonstrate a expert-level knowledge of pre-project planning and project alignment processes or successfully complete the following course or its equivalent: Pre-project Planning/Project Alignment.	X			X	Experience: I have reviewed or written sections of Project Execution Plans, which included justification of mission need, project alternatives, stakeholder issues, and WBS composition. I wrote the justification and mission need for Guardian Waste Facility, developed initial baseline, and worked on the project team that developed the WBS and project priorities. I was responsible for conducting independent cost estimates, value engineering, development of Value Engineering Reports, and the Acquisition Strategy Plan.

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.11.A.3	Demonstrate a working-level knowledge of systems engineering or successfully complete the following course or its equivalent: Systems Engineering.	X		X	X	<p>Experience: I employed a systems engineering approach for a functional analysis and system feasibility analysis for numerous designs to treat a wide variety of material at the Guardian Waste Facility Project. I developed a Systems Engineering Management Plan along with a Statement of Work and a WBS based on these functions and requirements. This formed the basis for a significant portion of the DOE, EPA, and DOS Agreements. I have worked on a number of different projects where systems engineering principles were applied in conjunction with strategic planning. In the case of Guardian Waste Facility Project systems engineering, early attention was given to the required functionality of the project, clearly establishing the requirements for the success of the project and then continuing with the design and construction. By integrating a large number of disciplines and specialty groups into teams, the whole lifecycle process from early concept through operations can be accounted for and incorporated into the project. Many times the requirements of the different systems had competing and opposing requirements and had to be carefully worked for the whole to be successful.</p> <p>Training: Completed 2-week course on Systems Engineering Management (80 hrs) in Richland, Washington, December 1991.</p>

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.11.A.4	Demonstrate a expert-level knowledge of the requirements of NEPA and DOE environmental regulations or successfully complete the following course or its equivalent: NEPA and Environmental Regulations.	X		X	X	<p>Experience: In my position as federal project director for the Unique Accelerator Project and the River Bend Remediation Project, I was directly responsible for assuring compliance with all applicable environmental and safety regulations, including those from NEPA, CAA, NPDES, CWA, and OSHA. I had increased my understanding of these requirements during the ES&H team assessment of the Lovely Uranium Mill Tailings Site Project. As the federal project director for the Lovely Uranium Mill Tailings Site Project, I had similar responsibilities, but was also involved in RCRA and CERCLA. I am very familiar with the NEPA process as an integral part of decision-making, and have utilized each of the forms of analysis, from categorical exclusions to environmental assessments, to full environmental impact statements at the Lovely Uranium Mill Tailings Site Project. I have managed this process through completion with either a Finding of No Significant Impact, or a Record of Decision. For the Unique Accelerator Project, I managed the preparation of a project-specific EIS. I have also had the opportunity to participate in the public review and comment process, and manage the discovery, reporting, removal, and disposal of hazardous (PCB containing capacitors) materials in full compliance with the governing environmental regulations.</p> <p>Training: Project Management Technical Management, 40 hrs (DOE) 12/12/98 NEPA Workshop, 12 hrs (DOE) 5/23/01 NEPA and DOE Environmental Regulations (20 hrs) (DOE) 8/16/95 Environmental Laws and Regulations, (16 hrs) (DOE) 9/9/86 OSHA for other Federal Agencies (AMA) (32 hrs) 10/7/93 HAZWOPER Training, (24 hrs) (Safety Compliance Management Inc.) 4/30/93</p>

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.11.B	GROUP B					
3.11.B.1	Demonstrate a working-level knowledge of labor management relations or successfully complete the following course or its equivalent: Labor Management Relations.	X			X	Experience: I have more than 30 years as a project director, and in my present capacity as the River Bend Remediation project director, I have gained significant experience in labor management relations. The River Bend Project has eighteen staff members as part of the integrated project team approach. These individuals are all members of the federal employees union and covered under collective bargaining. I effectively deal with performance issues via labor contracts and personal interaction. I establish and maintain the highest standards of employee performance and the continued development and implementation of progressive work practices. I am experienced in facilitating and improving employee performance and have 30 years experience (1984-2004) having Governmental authority to hire, direct, assigns, promote, reward, transfer, discipline, or remove employees. I am also experienced in the grievance process and recommended actions.

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.11.B.2	Demonstrate a expert-level knowledge of performance based contracting or successfully complete the following course or its equivalent: Performance Based Contracting.	X		X	X	<p>Experience: I have extensive DOE, DOD, and private sector project management experience. I have been involved in every aspect of the preparation of fixed price contracts (FFP), cost plus type contracts (CPPC, CPFF, CPIF and FPPIF), bid packages, contractor bid information meetings, fair cost estimate preparation, bid receipt and evaluation, award and administering the contract. I have developed evaluation criteria and negotiated them with contractors. In recent years there has been an increased use of performance-based contracts that show some advantages over more subjective contracts when properly prepared. At the River Bend Remediation Project, I have developed Performance Based Invenitive for Westingridge and Lockmoore for the pools remediation.</p> <p>Training:</p> <p>I have routinely updated my knowledge of contract management and administration, which includes current applications in performance based contracting via training,</p> <p>COR Refresher (18 hrs) February 2004 Project River Bend Management Contract, Understanding the Contract Administration, (32 hrs) June 2003 Project River Bend Management Contracting, (18 hrs) February 2003 DOE PJM152 Project Execution, Cost& Schedule Estimating and Analysis, (16 hrs) May 2003 Project Planning, PMI, (16 hrs) September 2000 Technical Reps. Contract Administration, PMI, (24 hrs) December 1999 Grants Management and Cost Analysis of Grants Applications, Contract Planning, PMA, (40 hrs) 3/1998 Cost Contracting, PMA (32 hrs) 4/1998 Industrial Property Administration, DOD, (32 hrs) 1984</p>

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.11.B.3	Demonstrate a working-level knowledge of negotiation strategies and techniques or successfully complete the following course: Negotiating Strategies and Techniques.	X			X	Experience: As the project director for the River Bend Remediation Project, I am involved in the negotiations for the annual performance measures for the M&O contractor and the assessment of their performance. I have participated in the process for the negotiation of construction contracts and resolution of claims as the project director for the Zehill Verde housing development. 20 years experience (1984-2004) in the Government contract arena. Familiar with statutes and regulations (Federal Acquisition Regulation), negotiating strategies and tactics, i.e. initiating and conducting the negotiation; establishing an active defense; and finalizing the negotiation. Twenty years experience in pre-award actions within the Government (selection, competitive procedures, types of contracts, and preparing requests for proposal). My experience at Zehill Verde housing development honed my skills for working on negotiation processes, i.e. background; research; negotiation goals; and where and when to negotiate.
3.11.B.4	Demonstrate a working-level knowledge of facilitation techniques and conflict resolution processes or successfully complete the following course or its equivalent: Facilitation Techniques/Conflict Resolution.	X			X	Experience: I have used facilitators and have served in that capacity in developing remedial design features for the Lovely UMTRA site, which was included in Records of Decision. When the original plan incorporated into the Record of Decision was rejected, another plan had to be developed. I worked with the EPA representative to help bring the responsible parties to closure with the regulatory agencies. Extensive experience in facilitation and conflict resolution obtained through more than 30 years as a DOE supervisor addressing conflicts in program and project management and resolving them. I have gained significant experience in establishing techniques for conflict resolution, which included diagnosing causes of conflict, mediation, negotiation, and problem solving. At the Lovely UMTRA project, I worked with parties to understand all potentials, communicate effectively, and recognize opportunity for compromise. I established a framework for finding a mix of compromises to resolve the conflict. Thorough knowledge of rules and guiding principles effective in conflict negotiation. As a facilitator, I provided an opportunity for each group member to contribute to the discussion and share ideas. I am experienced in encouraging disputing parties to propose options and propose ideas for how to resolve issues in dispute and to concentrate on areas of agreement, not disagreements.

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Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.12	Work and Development Activities					
3.12.1	Work for a minimum of two years as a Level 2 Project Director.	X			X	Experience: I was the project director for the Level 2 Lovely Uranium Mill Tailings Project (TPC \$99M) from 1984-1991.
3.12.2	Be mentored by a Level 4 Project Director for six months.	X			X	Experience: Directly mentored for 4 years by senior management at Lovely Uranium Mill Tailings Project. I am an incumbent project director with more than 10 years federal project management experience.
3.12.3	Serve one year as a COR or currently is an incumbent project director eligible for Level 3 or 4 certification (incumbent project directors on DOE projects as of the effective date of DOE O 361.1 and eligible for Level 3 or higher certification are determined to receive fulfillment for COR).	X			X	Experience: I have served 20 years in DOE as a COR. Served as COR for the Lovely Uranium Mill Tailings Project from 05/10/1985 to 06/25/1987, in addition to serving as COR for other projects between 1987 to 2004. I have served as COR on the Guardian Waste Facility Project, which is currently at CD-3, since 1992 beginning at the start-up of the project phase comparable to CD-0.
3.13	Behavioral Skills					
3.13.1	The candidate must possess expert-level competency in leading change: continually striving to improve performance; maintain focus, intensity and persistence, even under adversity.	X		X	X	Experience: I have been a member of the SES for over 15 years and have served on multiple construction projects. Construction projects evolve daily and managing the change is the key role of the project director. I have led change by continuing to update my skills with professional training every year and by implementing progressive management and personal persistence, while continually striving to improve performance without losing focus. In the private sector, I was responsible for the construction of housing developments. In this segment of my career, I led the builder to design a more efficient and economical building sequence, and then during construction I drove change in contract management to yield more effective utilization of manpower. These changes led to cost savings and completion ahead of schedule. Training: Motivating Change (AMA) (16 hrs) 12/1/2000 Increasing Human Effectiveness (PMI) (20 hrs) 3/6/1999.

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.13.2	The candidate must possess expert-level competency in leading people: maximizing people's potential and fostering high ethical standards.	X			X	Experience: As the project director for the Lovely Uranium Mill Tailings Project, the Guardian Waste Facility, and the River Bend Remediation Project, I have hired and developed the capabilities of forty-three individual project engineers and project managers over the past 20 years. I have been proactive in seeing that employees identify their goals and work in a concrete way to achieve them and by reviewing opportunities for training and experience on a periodic basis as part of employee performance reviews. I have demonstrated the highest standards of ethical conduct and have demanded it from subordinates. I have taken several disciplinary actions at the Unique Accelerator Facility to emphasize the mandatory compliance with ethical standards and to ensure that all are treated with dignity and respect.
3.13.3	The candidate must possess expert-level competency in producing results: accepting accountability and promoting continuous improvement.	X			X	Experience: I have routinely produced results for Level 4 projects in my career. My personal leadership resulted in resolving a long-standing problem of the Unique Accelerator Project. I forged the stakeholder and regulatory support to move forward on this effort. In addition, I have provided significant leadership for the River Bend Remediation Project during a period of significant delays due to legal and legislative matters. My leadership has resulted in obtaining agreements on the way to proceed, and I can be counted on to get results for the most difficult problems no matter what the substance of the issue.

Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME: John/Jane Doe

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.13.4	The candidate must possess expert-level competency in business acumen: acquiring and managing resources to effectively and efficiently achieve project objectives.	X			X	Experience: At the Zehill Verde housing development, I was accountable for bottom line profitability of a residential housing development. I produced profitable results and had the most profitable development in my company. I also have experience in all contract types from both a customer and contractor perspective. I learned the importance of keeping on budget, keeping subcontractors on schedule, and managing scarce labor and other resources to successfully complete these developments on time and under budget. Within DOE, I am an expert on contract terms and conditions and have been very effective in finding acquisition strategies that can be implemented within small business and enhance competition in the government area for the Unique Accelerator Facility and the River Bend Remediation Projects. I have used my business experience and knowledge to enhance competition in government contracting, reduce costs, increase productivity and quality, and bring all of my projects in on schedule and under budget.
3.13.5	The candidate must possess expert-level competency in building coalitions and communications: maintaining the capacity to explain and advocate all project practices, serving as an experienced negotiator, and being effective in networking with project stakeholders.	X			X	Experience: I have developed a habit of putting myself in the other person's place and deciding what I would want to know if I were in their position. I am an expert at building coalitions among stakeholders and regulators that are involved in DOE business. I have led or facilitated public meetings with stakeholders. I routinely respond to or work with senior management in communicating policies and practices to stakeholder communities. I routinely communicate orally and in writing to senior management regarding project practices/status, as well as stakeholder concerns. I am widely respected in these circles as straight forward and informative. I listen well and bring outside views to DOE making them part of the solution of a problem rather than creating unresolved issues. I have led the River Bend Remediation Project teams to a cohesive and integrated approach on this complex operation. I have given presentations to the internal team, to stakeholders and to local and national governmental officials to effectively communicate the mission and status of the project. I have been successful in bringing together the local community to support the project as presented by DOE and have them as an advocate with the congressional delegations.

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.14	CRB Interview - Level 3 candidates must successfully complete DOE Certification Review Board (CRB) panel interviews. However, this requirement will not apply to project directors who were incumbents at Level 3 or 4 before the date of issuance of DOE O 361.1. New DOE hires for positions requiring Level 3 certification must successfully complete CRB panel interviews.	X			X	I have been incumbent at directing Level 3 & 4 projects prior to issue of DOE O 361.1. I currently am incumbent directing a portfolio of projects at Level 4.

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In the following table, the columns *Yes* and *No* refer to whether or not the candidate possesses the competency described under *Required Competencies*. Place an X under whichever column applies. The columns *Training* (TRG) and *Experience* (EXP) indicate how the candidate acquired the competency. One or both may be checked. The column under *Comments* is used to describe in detail the training and/or experience that substantiates the candidate's competency in that area and any additional information about how the competency was achieved that may be useful to the review board.

*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities. Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance. Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

LEVEL 4

(Level 4 certification requires successful demonstration of Levels 1, 2, and 3 competencies)

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.1	General Project Management There are no specific competencies required in this category for Level 4 Project Directors.	N/A				
4.2	Leadership/Team Building					
4.2.1	Demonstrate an expert-level knowledge of OMB and Congressional Relations or successfully complete the following course or its equivalent: Executive Communications (Level 4 Project Management Course).	X		X	X	Experience: I am routinely involved in the briefing of Congressional staff and members of Congress with regard to my Level 4 projects. I have prepared for and succeeded in defending the DOE position with regard to the River Bend Remediation Project. I know the OMB function in establishing the budget for DOE and provide the required inputs to DOE HQ in a timely fashion to maintain effective relationships with OMB on assigned mission scope. I routinely debrief River Bend Remediation Project contractors that deal with members of Congress and their staff so that the Office of Environmental Remediation is aware of issues being discussed. Training: Facilitating work with OMB (PMI) (8 hrs) 08/03
4.3	Scope Management - There are no specific competencies required in this category for Level 4 Project Directors.	N/A				
4.4	Communication Management					
4.4.1	Demonstrate a working-level knowledge of media relation techniques or successfully complete the following course or its equivalent: Executive Communications (Level 4 Project Management Course).	X			X	Experience: I have routinely made presentations to the media and responded as a department spokesperson to the media. I have done personal interviews with the River Bend local newspaper, and I have done television interviews. My skills with the media have also been honed in my capacity as Site Emergency Manager during frequent drills in which I have had to respond to simulated inquiries.

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OPERATIONS/AREA OFFICE: Idaho Site Office

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.4.2	Demonstrate a working-level knowledge of techniques used in conducting public hearings or successfully complete the following course or its equivalent: Executive Communications (Level 4 Project Management Course).	X			X	Experience: I have prepared for and supported the River Bend Remediation Project at a House Commerce Committee investigative hearing in 2002. DOE succeeded in convincing the committee that its actions had been proper on this project despite contractor performance problems. I have also directed the public hearings for the NEPA actions on the Unique Accelerator Project, and have been involved in presentations to dozens of citizen advisory boards.
4.5	Quality/Safety Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.6	Cost Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.7	Time Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.8	Risk Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.9	Contract Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.10	Integration Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.11	Training/Electives: Successfully complete at least one elective.					
4.11.1	Demonstrate a working-level knowledge of strategic planning processes or successfully complete the following course or its equivalent: Strategic Planning.	X			X	Experience: The following example shows my experience in a strategic planning for a complex multi-dimensional project. The River Bend Remediation Project was developing budgets for its work on an activity basis rather than a project basis and did not have disposal paths for some of their waste streams. I developed a strategic plan to accomplish the project goals and employed a large number of individuals and brought in subject matter experts for the different technical and management issues. The strategic plan also proved very valuable in communicating with Congress and other stakeholders. This was a huge effort, and I gained very valuable experience in both developing a strategic plan for DOE that is considered a complex, multi-dimensional project.

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.11.2	Demonstrate an expert-level knowledge of advanced leadership practices or successfully complete the following course or its equivalent: Advanced Leadership.	X		X	X	<p>Experience: I have served in a project director role for over 30 years. I have directly and effectively supervised administrative, project engineers, and other federal personnel on the Lovely UMTRA Remediation project, the Unique Accelerator Project, the Guardian Waste Facility, and the River Bend Remediation Project. At the Zehill Verde housing development project, I forged business partnerships to achieve results with other contractors. In Federal service I have forged effective results with teams of contractors and federal HQ and local representatives at all projects on which I have been assigned. I was selected through a competitive process to participate in the Council for Excellence in Government. Participants joined industry leaders and other government officials to develop leadership skills and participated in numerous classes and individual coaching sessions related to leadership. I also was selected to participate in the SES Candidate Development Program and took part in a number of leadership training activities.</p> <p>Training: Leaders Are Made Not Born (Army) (32 hrs) 1982 Leadership in the 21st Century (Federal Executive Institute) (24 hrs) 05/10/04 PMCDP Executive Communications (Susan Peterson Productions) (24 hrs) 09/15/03</p>

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.11.3	Demonstrate an expert-level knowledge of practices in advanced risk management or successfully complete the following course or its equivalent: Advanced Risk Management.	X			X	Experience: As a project director in DOE for the past twenty years I have been involved in risk management at all my projects and have an expert-level of knowledge in this area. I have implemented advanced risk management methods for each project assigned and developed mitigation strategies and plans to deal with all types of project risks. In addition to the example provided for competency 2.8.1, the latest example of this is the formal risk analysis done as part of the design for the Guardian Waste Facility Project. This project was a complex project involving multiple waste streams and varying forms of treatment and disposal. I used a systems engineering approach to the risk management of this project. Specialists in each area of work were recruited to participate in a number of meetings to identify project risks. Plans were put in place to deal with these risks. As more data became available, even more sophisticated processes such as Monte Carlo analyses of risk, was used to evaluate the consequence of risk on the final cost.
4.12	Work and Development Activities					
4.12.1	Work for a minimum of two years as a Level Three Project Director.	X			X	Experience: I performed for four years as the Level 3 project director for the Guardian Waste Facility Project 12/92 – 12/96.
4.12.2	Perform Program Management duties at DOE Headquarters for one year (minimum). This requirement will not apply to project directors on DOE projects as of the effective date of DOE O 361.1 who are certified at Level 4 within two years of the effective date of the Order. In addition, this requirement may be waived by OECM, in consultation with the appropriate program and field managers, for project directors with more than 10 years of federal experience in project management roles.	X			X	Incumbent Level 4 project director at time of issue of DOE O 361.1.

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.13	Behavioral Skills					
4.13.1	The candidate must demonstrate expert-level competency in leading change: continually striving to improve performance; maintain focus, intensity and persistence, even under adversity.	X			X	Experience: The Office of Management Change, a major subdivision of the DOE, has had a series of significant technical and financial failings in construction project management. One project was completed but could not be used for its intended Congressional appropriation, and another project was completed but could not be used due to serious design defects. These and other failings were threatening the viability of the construction program; and top DOE executives, OMB, and Congress were losing faith in The Office of Management Change's ability to manage projects. I was asked to lead an effort to develop and execute independent reviews and assessments of these construction projects in order to ascertain current status, assess overall project health, identify any potential barriers to project success, and then implement the necessary changes. I assembled a review team comprised of senior technical and management representatives from universities, industry, other federal agencies, and other major DOE sites. We developed a review protocol and lines of inquiry that incorporated best practices from the public and private sector. After the reviews, I led the implementation of the recommended changes and effected major changes in the practices and policies of how The Office of Management Change manages projects.
4.13.2	The candidate must demonstrate expert-level competency in leading people: maximizing people's potential and fostering high ethical standards.	X			X	Experience: As the project director for the Lovely Uranium Mill Tailings Project, the Guardian Waste Facility, and the River Bend Remediation Project, have hired and developed the capabilities of forty-three individual project engineers and project managers over the past 20 years. I have been proactive in seeing that employees identify their goals and work in a concrete way to achieve them and by reviewing opportunities for training and experience on a periodic basis as part of employee performance reviews. I have demonstrated the highest standards of ethical conduct and have demanded it from subordinates. I have taken several disciplinary actions at the Unique Accelerator Facility to emphasize the mandatory compliance with ethical standards and to ensure that all are treated with dignity and respect.

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.13.3	The candidate must demonstrate expert-level competency in producing results: accepting accountability and promoting continuous improvement.	X			X	Experience: I have routinely produced results for Level 4 projects in my career (the Unique Accelerator Project and the River Bend Remediation Project). My personal leadership resulted in driving resolution of the long-standing problem at the Unique Accelerator project. I forged the stakeholder and regulatory support to move this issue to a successful completion. In addition, I have provided significant leadership for the River Bend Remediation project during a period of significant delays due to legal and legislative matters. My leadership has resulted in obtaining agreements on ways to proceed that will maintain schedule and cost.
4.13.4	The candidate must demonstrate expert-level competency in business acumen: acquiring and managing resources to effectively and efficiently achieve project objectives.	X			X	Experience: At the Zehill Verde housing development, I was accountable for bottom line profitability of a residential housing development. I produced profitable results and had the most profitable development in my company. I also have experience in all contract types from both a customer and contractor perspective. I learned the importance of keeping on budget, keeping subcontractors on schedule, and managing scarce labor and other resources to successfully complete these developments on time and under budget. Within DOE, I am an expert on contract terms and conditions and have been very effective in finding acquisition strategies that can be implemented within small business and enhance competition in the government area for the Unique Accelerator Facility and the River Bend Remediation Projects. I have used my business experience and knowledge to enhance competition in government contracting, reduce costs, increase productivity and quality, and bring all of my projects in on schedule and under budget.

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.13.5	The candidate must possess expert-level competency in building coalitions and communications: maintaining the capacity to explain and advocate all project practices, serving as an experienced negotiator, and being effective in networking with project stakeholders.	X			X	Experience: In addition to the information supplied in 3.13.5, in my 20 years (1984-2004) as a DOE Field project director, I have maintained open communications within the projects I managed and the programs under which they reported. I have explained and advocated project practices, served as an experienced negotiator, and networked with project stakeholders. On the Guardian Waste Facility project, I established and maintained working relationships with internal organizations, worked in groups and teams, and conducted briefings and other meetings to facilitate win-win situations. At the River Bend Remediation project, I represent and speak for the program by presenting, explaining, and defining to individuals outside the project office (Congress, HQ and media); consider and respond to needs and feelings of staff and contractors; ensure that reports, memoranda, letters, and other documents reflect the position of the organization in a clear and concise manner; and develop alliances with external groups, i.e. other governmental agencies, Congress, and stakeholders.
4.14	CRB Interview - Level 4 candidates must successfully complete DOE Certification Review Board (CRB) panel interviews. However, this requirement will not apply to project directors who were incumbents at Level 4 before the date of issuance of DOE O 361.1. New DOE hires for positions requiring Level 4 certification must successfully complete CRB panel interviews.	X			X	Incumbent at Level 4 project director position ahead of date of issue of Doe O 361.1.

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HISTORY OF PROJECT MANAGEMENT EXPERIENCE

The CRB requests that certification candidates please identify the following information for individual projects on which certification candidates are currently working or have worked on over the course of the past 10 years (if certification candidates wish to additionally identify projects worked on prior to 10 years ago, that is at his/her discretion). In addition, please identify future projects on which you anticipate that you will work beginning within a year.

Project Cost: (i.e., "Total Project Cost" and not "Life Cycle Cost").

Project Name: (also include location and current decision/project phase. If project is not a DOE funded project, then please include the name of the organization/company and brief description of project).

Project Schedule/Decision Phase: (i.e., start and end date).

Specific role: (i.e., please identify your specific project role(s), e.g., project director, project manager, integrated project team member, program director, office director, program manager, COR, scientist, engineer, architect, etc. and very briefly **describe project management activities that you conducted** or are conducting in relation to your role in the project. Also please **describe in detail your specific involvement during project life cycle**, e.g., served as project manager from project design through closeout, served as project engineer during project closeout, served as COR/COTR for years 3 and 4 during the seven year project life cycle, served as site supervisor for 6 months during the 3rd year of the 5 year project, as project scientist/engineer/program representative, served in the capacity of the project director during pre-project planning stages for one-year, etc.). The type of project, such as remediation, design/build, GPP, line item capital project, operating funded projects (including Major Items of Equipment), etc., **CD phases the project progressed through while you were assigned**, whether you were the only project director or shared responsibility with other project directors assigned to the project, **if you were one of many assigned to the project, what were the specific areas for which you were responsible during the life cycle of the project**, were you preceded or followed by other project director(s). For instance, you took the project through CD-0, and then were followed by others for the completion of the project, or you took the project from CD-1 through CD-3 only and then others took it to completion).

Project Cost (\$) in Millions	Project Name - include name, location, and current critical decision phase (e.g., Project XYZ located in Los Alamos, NM. Project is currently at CD-4/project close out phase, etc.). If non-DOE funded project please include owner organization/company name and a brief description of the project (e.g., Project XYZ managed by Battelle, which was funded by the Urban City Planning Commission. Project XYZ was an environmental clean-up project).	Project Start/End Dates (MM/YY) e.g. 7/95 - 9/03	Project Role(s) - include specific involvement during project life cycle schedule/decision phases (e.g., served as project manager during CD-0 through CD-1 from 7/95 through 9/97; served as project engineer during project closeout from 1/03 through 9/03; serve as federal project director during CD-4 project closeout from 9/03 to present).
13	Zehill Verde housing project, which was a city planning project constructing residential buildings and infrastructure. (Private Industry) Somewhere, USA	06/1969 to 04/1984	6/69 – 4/74: Project manager for the privately owned and operated Zehill Verde housing project. Responsibilities included: \$10.4 M of site development and construction were under my direction and control (approximately 75% of the land was developed and 80% of the houses, roads and infrastructure completed); costing and scheduling of multiple ongoing housing developments for the lifecycle of the project; subcontractor coordination; site permitting; safety and environmental regulatory compliance; working with the local government building offices; and budget. These developments all came in on schedule and under budget. There were significant challenges to cost control and scheduling due to the multiplicity of subcontractors involved over the course of the project. Use of cost control and schedule estimating software assisted in the success of this project.

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CERTIFICATION CANDIDATE NAME: John/Jane Doe

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Project Cost (\$) in Millions	Project Name	Project Start/End Dates	Project Role(s)
19	US Army Ft. Bragg Refurbishment project, and Ft. Hood Facilities Upgrade project (DOD, U.S. Army), which were facility upgrade projects.	04/1974 to 05/1984	As a civilian working for the DOD, United States Army, I was the project director/program manager (DOD does not use term “project director”, rather “program manager”) for the US Army Ft. Bragg Refurbishment project and the Ft. Hood Facilities Upgrade projects from 1974 through 1984. These projects went through phases similar to DOE CD-0 through CD-4. My responsibilities included project planning, budgets, environmental reporting, quality assurance, project control, contractor interface and coordination, briefings, and project reports. I was also a team leader for the Ft. Bragg cost and estimating.
99	Lovely Uranium Mill Tailings Project Utah	05/1984 to 012/1996	DOE project manager for the Lovely UMTRA Project, Utah responsibilities included: 5/84 – 12/91: CD-0 to CD-3; directing NEPA actions from start to finish; all environmental and safety regulatory compliance; reporting, budgeting, briefings, contractor oversight, and stakeholder interactions. This project had 41 vicinity properties as well as the 294-acre remediation site. Each vicinity property was treated as an individual project and managed as part of the 42 projects portfolio. Each vicinity property was completed on time and under budget. The mill tailings site came in on schedule and 0.01% over budget due to weather related site closures (early winter onset and late spring onset for two years running).
250	Guardian Waste Facility New Mexico	12/1991 to 2050	DOE project manager for the Guardian Waste Facility responsibilities included: COR throughout project 12/92 – 12/93: design, regulatory approval, directing CD-0 and Acquisition Plan development. 1/94 – 1/95: Served as SEB Chairperson for CD-1 conceptual design selection. 2/95 – 12/96: CD-2 through CD-3 for this on-going waste disposition project; established lifecycle baseline and contract performance baseline; directed the operation of existing facilities for waste storage, retrieval, treatment, and disposal. During project operations, I was responsible for the cost and schedule performance. This project was on schedule and under budget during my tenure.

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Project Cost (\$) in Millions	Project Name	Project Start/End Dates	Project Role(s)
450	Unique Accelerator Project California	12/1993 to 01/2001	DOE project manager for the Unique Accelerator Project responsibilities included: 12/96 to 1/2001: CD-2 to Project Closeout; direct line management; had COR responsibility for all major buildings, infrastructure, and operational readiness changes. Construction was completed on time and under budget.
1,200	River Bend Remediation Project Washington	01/2001 to 12/2016	DOE project director for the River Bend Remediation project responsibilities include: development of options for CD-0 decision-making and acquisition plans; direct line management and COR authority for all major buildings, infrastructure, and operational readiness changes; project currently in CD-3 with projected end date of 12/2016.

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