

U. S. DEPARTMENT OF ENERGY

Office of Engineering and Construction Management



PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM

TRAINING COURSE CATALOG



Project Management Career Development Program

FEBRUARY 2007

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INTRODUCTION

The Department of Energy (DOE) Project Management Career Development Program (PMCDP) is a department-wide program establishing criteria and standards for developing and certifying DOE's federal project directors.

The Office of Engineering and Construction Management (OECM) has overall responsibility for developing and overseeing the PMCDP certification program. The mandatory facets of the PMCDP are institutionalized in DOE Order 361.1A, *Acquisition Career Development Program, Chapter IV*.

The *DOE Competency and Equivalency Guide* establishes the competency requirements. Eleven essential domains of Knowledge, Skills and Abilities (KSA) have been identified. The PMCDP courses have been designed to link to the specific sets of KSAs identified as essential for a project director.

Training Courses. PMCDP training combines existing courses from the DOE and other federal agencies, available off-the-shelf training materials, and custom designed courses. Training is provided through a combination of interactive media, video conferencing, computer gaming/simulation, and classroom experiences. For a detailed course schedule and for more information on the PMCDP, see OECM website <http://oecm.energy.gov>.

Continuous Learning. Each certified project director is required to successfully complete 60 hours of training biennially to maintain certification. In addition to the subject areas listed in DOE Order 361.1A, Chapter IV, Section II of Appendix A, the Director of OECM or his/her designee will approve continuing education (CE) credits and education in subjects related to the management of highly technical DOE projects. These subject areas may include such topics as accounting, applied mathematics and statistics, engineering, physical sciences, hazardous material management, environmental management, maintenance management, and logistics. See O 361.1.A, Appendix A, Table 2 for CE credit assignments.

Note: Highlighted portions indicate that the course has not yet been developed and therefore the CHRIS code and the length fields are blank.

PMCDP COURSES

Level 1	<ul style="list-style-type: none">Acquisition Strategy and PlanningContract Administration for Technical RepresentativesEarned Value Management SystemsPlanning for Performance-Based Management ContractProject Management EssentialsProject Management System and Practices in DOE
Level 2	<ul style="list-style-type: none">Advanced Concepts in Project ManagementCost and Scheduling EstimationPMCDP Federal Budget ProcessIntegrating Safety into Project ManagementProject Leadership/SupervisionProject Management SimulationProject Risk Analysis and ManagementScope Management/Baseline DevelopmentValue Management
Level 3	<ul style="list-style-type: none">Facilitation Techniques/Conflict ResolutionLabor Management RelationsNegotiation Strategies and TechniquesNEPA and Environmental RegulationsProject Execution and Operation Readiness ReviewsImplementation and Management of Performance-Based Management ContractsProject Alignment/Pre-Project PlanningProgram Management and Portfolio AnalysisSystems Engineering
Level 4	<ul style="list-style-type: none">Advanced LeadershipAdvanced Risk ManagementExecutive CommunicationsStrategic Planning

Acquisition Strategy and Planning

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification. This course provides the DOE Project Director a high-level review of the key phases, processes, recent changes, and major current issues in the DOE Acquisition Management System. Emphasis is placed on DOE Acquisition Management System front end planning functions. The course provides participants an improved systems-level understanding of the acquisition process, how its various functions and phases interact and the challenges practitioners face from an application, management, and ethics perspective. Application of the information is reinforced through a series of exercises that emphasize the DOE capital acquisition process.

Objective: The objective of this course is to provide Federal Project Directors with a high-level review of the key phases, processes, recent changes, and major current issues in DOE's Acquisition Management System. Emphasis is placed on the Mission Need Statement and Acquisition Strategy.

Audience: The course is designed for Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 20 million dollars.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001027

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0006
- **Professional Development Units:** 21

Contract Administration for Technical Representatives

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 Certification. Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: understanding the federal acquisition process as it pertains to the COR function; understanding DOE's approach to contract administration; describing the role of the COR, particularly in relation to the contracting officer and the contractor; identifying the duties of the COR and how to effectively complete assigned responsibilities; and understanding the ethical standards of conduct to which CORs must adhere.

Objective: Provide DOE employees tasked to be CORs with an overview of COR authority and responsibilities.

Audience: Personnel tasked to be CORs who may not necessarily have formal training in procurement.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 000058

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-000003
- **Professional Development Units:** 21

Earned Value Management Systems

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification. The course addresses earned value management systems (EVMS) processes and techniques for organizing, planning, and authorizing work; monitoring performance; controlling baseline; presenting the graphical organization, cost, and schedule of the technical baseline in a work breakdown structure (WBS); selecting the appropriate EVMS technique for different WBS elements; and collecting, interpreting, and reporting earned value data.

Objective: The objective of this course is to provide a working knowledge of EVMS and project reporting requirements and ways to apply EVMS approaches in project management.

Audience: The course is designed for Federal Project Directors with at least three years experience in project management who currently work in a project management position.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001026

Project Management Institute Certification

- **Contractor Course PMI Number:** 1151-D3EVMGMT
- **Professional Development Units:** 20

Planning for Performance-Based Management Contract

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification. This course encompasses the entire performance-based management contracting planning process starting from DOE's strategic planning process, to developing a statement of work, through performance measurement. Application of the information is reinforced through a series of practical exercises. Topics include: DOE contracting for major site facility contracts; the planning team; the DOE planning process; performance-based contracting; developing measures, expectations, and the basis for measurement; the performance work statement; and post award management plans.

Objective: The objective of this course is to develop a working-level knowledge of all aspects of planning for performance-based management contracts.

Audience: This course is designed for Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

Prerequisite: None

Length: Two days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001030

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0021
- **Professional Development Units:** 14

Project Management Essentials

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification. This blended learning course is presented in eleven 2-hour televideo conference sessions and one 3-day resident seminar over approximately two months. Topics include: pre-project planning (mission need, business case, contracting, project requirements, alternative analysis, lifecycle cost, cost-benefit assessment); strategic management and budgeting; project planning (cost, schedule, risk management); teambuilding and leadership; and project execution (earned value, project reviews, change configuration management).

Objective: The objective of this introductory course is to provide Federal Project Directors with working-level knowledge of a broad range of project management topics.

Audience: The target audience is Level 1 or higher Federal Project Directors and prospective Federal Project Directors. Attendees at this course should have at least three years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Prerequisite: None

Length: Eight weeks

Method of Delivery: Eleven two-hour televideo conference sessions and one instructor-led three-day resident seminar.

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001022

Project Management Institute Certification

- DOE Course PMI Number: 2241-PM0007
- Professional Development Units: 70

Project Management Systems and Practices in DOE

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification. This blended learning course is presented in seven 2-hour televideo conference sessions and one 3-day resident seminar over approximately six weeks. The course focuses primarily on the critical decision process promulgated in DOE Capital Assets directives (emphasis on DOE O 413.3A). It also addresses the Federal budget process, regulations affecting DOE project management and FPD responsibilities.

Objective: The objective of the course is to give participants a detailed knowledge of the critical decision (CD) process required by DOE O 413.3A, and to articulate how that process interfaces with the budget process, project schedule and key elements of project management at DOE.

Audience: Federal Project Directors, prospective Federal Project Directors and integrated project team members. The course is designed for Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least \$20 million; however, it will be beneficial to PMCDP participants seeking higher levels of certification.

Prerequisite: None

Length: Six weeks

Method of Delivery: Seven two-hour televideo conference sessions and one instructor-led three-day resident seminar.

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001024

Project Management Institute Certification

- DOE Course PMI Number: 2241-PM0008
- Professional Development Units: 60

Advanced Concepts in Project Management

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification. This blended learning course is presented in five 2-hour televideo conference sessions and one 3-day resident seminar over approximately five weeks. This highly interactive course includes discussions of project management experience and includes project management topic areas of: pre-project planning, integrated safety management, quality management, systems engineering, value management, integrated project teams, and effective briefing techniques.

Objective: The objective of this course is to enable participants to apply their project management knowledge in an extended case study and to introduce a variety of selected topics pertaining to project management systems.

Audience: Level 2 Federal Project Directors; IT Federal Project Directors; integrated project team members; and prospective Federal Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 20 to 100 million dollars.

Prerequisite: None

Length: Five weeks

Method of Delivery: Five two-hour televideo conference sessions and one instructor-led three-day resident seminar.

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001023

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0012
- **Professional Development Units:** 50

Cost and Schedule Estimation

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course provides students with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Students will receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline.

Objective: The objective of this course is to work through all aspects cost estimating with actual scenarios.

Audience: The target audience is Level 2 Federal Project Directors, prospective Federal Project Directors and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.

Prerequisite: None

Length: Five days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001044

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0015
- **Professional Development Units:** 35

PMCDP Federal Budget Process

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 certification. This course provides students with an overview of the major phases and participation in the federal budget process. Students will learn how the federal budget process can impact the role of the Project Director. Topics include: preparing, reviewing, presenting, and defending budget submissions; managing DOE's authorized funding through its financial accounting and reporting systems; establishing measurable financial success criteria for programs and projects; integrating projects, programs, and DOE missions, resourcing and funding programs; validating and funding projects; effectively participating in the DOE budget process; managing the flow of funds to programs and projects; and effectively using DOE's financial accounting and reporting systems to attain program and project success.

Objective: The objective of this course is to have students acquire a working knowledge of DOE's financial and managerial systems in order to facilitate management of projects throughout the financial life cycle.

Audience: The target audience for this course is Level 2 Project Directors.

Prerequisite: None

Length: Four days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001034

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0003
- **Professional Development Units:** 28

Integrating Safety into Project Management

Description: This course is part of the Project Management Career Development Program (PMCDP). Currently, it is an elective course for PMCDP Level 2 Certification, but it will become a requirement in 2008. The purpose of this course is to enhance the FPD's ability to: clearly define and carry out integrated safety management; clearly define and carry out quality management; ensure that all DOE projects comply with DOE standards of safety; and successfully integrate safety management into capital acquisition projects.

Objective: The objective of this course is to prepare the participant to effectively apply safety management requirements throughout the project acquisition life cycle.

Audience: The target audience is Federal Project Directors; prospective Federal Project Directors; and integrated project team members.

Prerequisite: None

Length: Four days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.
3. Beginning in January 2008, this course will be required for Level 1 certification and will be required for all certified Federal Project Directors.

CHRIS Code: 001035

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0018
- **Professional Development Units:** 21

Project Leadership/Supervision

Description: Project Leadership/Supervision is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification. This course is designed to stimulate long-term project management leadership growth by addressing leadership principles and styles; identifying individual strengths and weaknesses; developing supervision and motivation techniques; building integrated project teams; and organizing and motivating team members.

Objective: The objective of this course is to develop a working-level knowledge of leadership principles, supervision and motivation techniques, conflict resolution techniques; and integrated project teambuilding skills in a project environment.

Audience: Level 2 or higher Federal Project Directors; integrated project team members; and prospective Federal Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 20 to 100 million dollars.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001045

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0011
- **Professional Development Units:** 22.5

Project Management Simulation

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification. The simulation covers a range of high-level project management issues included in the Level 1 courses and the Level 2 Project Management Course. The course will not specifically teach project management subjects but instead provide simulations to apply the knowledge and skills of specific topics. The simulation allows the students to have hands on experience of all aspects of project management for related projects. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools.

Objective: The objective of this course is to allow the students to have the full project management experience through an automated simulation.

Audience: Level 2 Federal Project Directors; prospective Federal Project Directors; and integrated project team members. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 20 to 100 million dollars; however, the course will be beneficial to PMCDP participants seeking higher levels of certification.

Prerequisite: None

Length: Five days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001029

Project Management Institute Certification

- **Contractor Course PMI Number:** 1071-MW28PL
- **Professional Development Units:** 35

Project Risk Analysis and Management

Description: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification. This risk course teaches students how to: define project risks; perform project risk analyses; determine appropriate risk management and mitigation strategies; determine appropriate cost and schedule contingencies for identified risks; describe risk allocation and select appropriate management and control tools for effective risk management; manage risk during project execution; and ensure that plans and resources are adequate to complete projects.

Objective: Provide students with an introduction to a wide range of risk topics and risk issues affecting Federal Project Directors.

Audience: The target audience for this course is Level 2 to Level 4 Federal Project Directors.

Prerequisite: None

Length: Four days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001033

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0009
- **Professional Development Units:** 25

Scope Management/Baseline Development

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course is designed to enhance the DOE FPD's ability to: clearly define requirements and scope; develop a defensible baseline; and manage conformance to the baseline throughout the project life-cycle. Topics include: systems engineering; value management; DOE mission focus; performance requirements; work breakdown structures; and formal change management.

Objective: The objective of this course is to prepare students to conduct effective requirements planning sessions and to be able to understand and control scope and configuration changes throughout the life cycle of the project.

Audience: The target audience is Level 2 Federal Project Directors, prospective Federal Project Directors and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be in a project management position with projects at a total cost of \$20M to \$100M.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001036

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0014
- **Professional Development Units:** 21

Value Management

Description: This course is part of the Project Management Career Development Program (PMCDP). As a Level 2 elective, it is a component of PMCDP Level 2 certification. This course provides Value Engineering/Value Management essentials including a general introduction to concepts, principles, definitions, success stories and legal and regulatory drivers. In addition it focuses on building skills and understanding for applying VE/VM practices, tools and techniques to improve DOE project and program costs and schedule results, organizing a VM effort, structuring a job plan, and analyzing the functions of systems, equipment, facilities and supplies to achieve the lowest life-cycle costs while maintaining safety, performance, reliability and quality.

Objective: The objective of this course is to provide participants with an understanding of the VM process, and how it can be applied in the project life cycle to reduce cost and schedule duration of DOE projects.

Audience: The target audience is Federal project directors, prospective project directors, and IPT members. The course is designed for project directors with at least five years experience in project management who currently work in a project management position on a project with a total project cost of at least 20 million dollars; however, it will be beneficial to PMCDP participants seeking all levels of certification.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001037

Project Management Institute Certification

- **DOE Course PMI number:** 2241-PM0010
- **Professional Development Units:** 21

Facilitation Techniques/ Conflict Resolution

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification. This course will cover a variety of topics specific to the issues of facilitation and conflict resolution. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies; and understanding and successfully implementing organizational change. The course will include a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Objective: This course provides a wide range of facilitation and conflict resolution topics for the Federal Project Director, including emphasis on win-win solutions and implementing organizational change.

Audience: The target audience for this course is Level 3 Project Directors.

Prerequisite: None

Length:

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code:

Project Management Institute Certification

- None

Labor Management Relations

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification. Participants in this course will gain knowledge in the basics of labor management relations. They will learn about labor laws and regulations and about implementing bargaining practices, and applying methods for resolving disputes.

Objective: The objective of this course is to enable participants to gain knowledge about labor management relations and techniques and tools for building good labor management practices.

Audience: The target audience is Federal Project Directors, prospective Federal Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification and to DOE staff engaged in labor relations.

Prerequisite: None

Length:

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001038

Project Management Institute Certification

- None

Negotiation Strategies and Techniques

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3. This course addresses collaborative and competitive negotiations, negotiation strategy and planning, negotiations within and between teams, identifying key stakeholder interests in negotiations, determining best alternatives to negotiated agreements, responding to conflict, and creating trust.

Objective: The objective of this course is to provide participants with methods and strategies that improve their performance in negotiating agreements.

Audience: The target audience is Federal Project Directors, prospective Federal Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project or program with a total project cost of at least 100 million dollars.

Prerequisite: None

Length:

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001047

Project Management Institute Certification

- None

NEPA and Environmental Regulations

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification. This course will train participants in the details of the major environmental requirements in order to ensure they are knowledgeable about their responsibilities for environmental protection and compliance, and to assist them in carrying out these responsibilities. Upon completion of training all participants should be able to describe the intent of the major environmental laws, Executive Orders and regulations and understand the detailed processes involved in implementation of major environmental requirements by DOE.

Objective: The objective of this course is to provide participants knowledge of NEPA and other environmental laws and regulations, so that they are aware and knowledgeable of their environmental responsibilities as Federal Project Directors.

Audience: The target audience is Federal Project Directors and prospective Federal Project Directors. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost (TPC) of at least 100 to 400 million dollars.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001046

Project Management Institute Certification

- None

Project Execution and Operational Readiness Reviews

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification. This course addresses all aspects of Operational Readiness Reviews (ORRs) and their integration into the project schedule and project performance criteria, including, but not limited to safety. Topics include: using the approved Performance Baseline to kick off the Execution Phase successfully; obtaining fiscal-year budget authorization; complete project design and attain CD-3; attain CD-4 after successful ORR; and managing the project budget to satisfy Department and Congressional requirements.

Objective: The objective of this course is to prepare participants to develop a working-level knowledge of the Operational Readiness Review process, including how to plan for ORRs and what should be reviewed.

Audience: Federal Project Directors, prospective Federal Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 to 400 million dollars; however, it will be beneficial to PMCDP participants seeking other levels of certification.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001039

Project Management Institute Certification

- DOE Course PMI number: 2241-PM0020
- Professional Development Units: 21

Implementation and Management of Performance-Based Management Contracts

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course provides a high level overview of Performance Based Services Contracting and how it can affect DOE project management activities. Participants will learn the importance of clear performance work statements connected to evaluation criteria and instructions to offerors; walk through the evaluation and selection process and understand the potential for protests; address the post award management of performance-based major site facility contracts; understand the concepts of risk based oversight; and become familiar with the operations of incentive provisions and work authorizing processes.

Objective: The objective of this course is to provide a high level overview of Performance-based Services Contracting and how it can affect DOE project management activities.

Audience: The target audience is Level 3 Federal Project Directors and prospective Federal Project Directors. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001040

Project Management Institute Certification

- DOE Course PMI number: 2241-PM0022
- Professional Development Units: 16

Project Alignment/Pre-Project Planning

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification. Focusing on the pre-critical decision zero (pre-CD 0) and CD 0 phases of the project life cycle through CD 2, this course provides participants with hands-on skills training in planning a project, completing conceptual design documentation, and developing a project execution plan.

Objective: The objective of this course is to prepare participants to develop a hands-on knowledge of pre-project planning and project alignment processes.

Audience: Federal Project Directors, prospective Federal Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least \$100-\$400 million.

Prerequisite: None

Length: Two days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001032

Project Management Institute Certification

- **DOE Course PMI number:** 2241-PM0013
- **Professional Development Units:** 16

Program Management and Portfolio Analysis

Description: Program Management and Portfolio Analysis is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 certification. This automated simulation and case study addresses developing a strategic view of projects, managing priorities among projects, coordinating information needs across the organization, allocating and managing resources across a project organization, preparing project staff to meet future technical/managerial needs, balancing responsibilities for project and functional management, and applying project management methods in a complex project setting.

Objective: The objective of this computer-based program management simulation is to enable participants to gain hands-on experience planning, implementing, and coordinating multiple, complex projects across an organization.

Audience: Federal Project Directors and prospective Federal Project Directors. Attendees should have at least seven years experience in project management and should currently have a position in a project or program with a total project cost (TPC) of at least \$100 to \$400 million dollars or be engaged in multi-project planning.

Prerequisite: None

Length: Five days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001025

Project Management Institute Certification

- **Contractor Course PMI number:** 1071-MW20EW
- **Professional Development Units:** 35

Systems Engineering

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification. Emphasizing the importance of front-end project planning, this course prepares participants to direct the process of transforming requirements into system architecture through the development and tradeoff of concepts, effectiveness analysis, and specification development.

Objective: The objective of this course is to teach participants proper management of the technical aspect of the project life cycle in order to avoid significant cost and schedule overruns.

Audience: The target audience is Federal project directors, prospective project directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification.

Prerequisite: None

Length:

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001049

Project Management Institute Certification

- None

Advanced Leadership

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 certification. This course provides participants an opportunity to realistically assess their leadership strengths and needs, develop the communication and relationship-building skills that their professional environment requires, and discover how their personal leadership style aligns with their organization's culture. Course topics include: the relationship between ethics and leadership; characteristics of a leadership model relevant to DOE; effective communication strategies and vehicles; avoiding decision traps; gaining stakeholder alignment; and creating a personal development plan.

Objective: The objective of this course is to enable participants to develop an advanced understanding of leadership in a project management setting.

Audience: Level 4 Federal Project Directors, prospective Federal Project Directors, and integrated project team members. Attendees should have a minimum of nine years of experience in project management and should currently work in a project management position on a project with a total project cost of at least \$400 million.

Prerequisite: None

Length: Five days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001041

Project Management Institute Certification

- DOE Course PMI number: 2241-PM0019
- Professional Development Units: 35

Advanced Risk Management

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course provides students with an overview of advanced Risk Management principles. The training will build upon the concepts included in the basic Level 1 course and will focus on topics that are appropriate for Level 4 Federal Project Directors. The course presents a more in-depth look at some of the tools, techniques, and processes used in managing risk. Students will discuss on the impact of technology development and how new technology risk affects the typical project. The course also addresses representative project risk management software risk analysis tool, and uses two large capital and operating dollar projects to enhance learning through case study work.

Objective: The objective of this course is to provide an overview of more advanced risk topics. Course includes tools and advanced techniques to managing risk in projects.

Audience: The target audience is Level 4 Federal Project Directors, prospective Federal Project Directors and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001042

Project Management Institute Certification

- None

Executive Communications

Executive Communications: This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 certification. This course is designed to provide the student with high-level skills of how to address issues/activities of specific importance to congress, the public and the media. Specifically, this course will provide the student with information regarding the Congressional hearing and public hearing processes that impact the activities of a Federal Project Director. Topics within this course include: Congressional organization and leadership, Congressional committees, and the Federal Budget appropriation process. Participants will be encouraged to share their experiences as senior-level managers who have been involved in the project management process.

Objective: The objective of this course is to provide the student with high-level skills of how to address issues/activities of specific importance to congress, the public and the media.

Audience: The target audience for this course is Level 4 Project Directors.

Prerequisite: None

Length: Three days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

CHRIS Code: 001031

Project Management Institute Certification

- None

Strategic Planning

Description: This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 certification. Participants will be introduced to theories and techniques to improve productivity, formulate and implement a planning process, and make better strategic decisions. Students will be advised on how to make decisions based on strategic plans that give specific direction yet remain flexible enough to respond to changing conditions.

Objective: The objective of this course is to provide participants with hands-on knowledge of the strategic planning process and how to formulate and implement strategic plans.

Audience: The target audience is Level 4 Federal Project Directors, prospective project directors, and integrated project team members. Attendees should have a minimum of nine years of experience in project management and should currently work in a project management position on a project with a total project cost (TPC) of at least 400 million dollars; however, the course may be beneficial to other PMCDP participants or to DOE staff engaged in strategic planning.

Prerequisite: None

Length:

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.
2. Priority may be given to PMCDP participants.

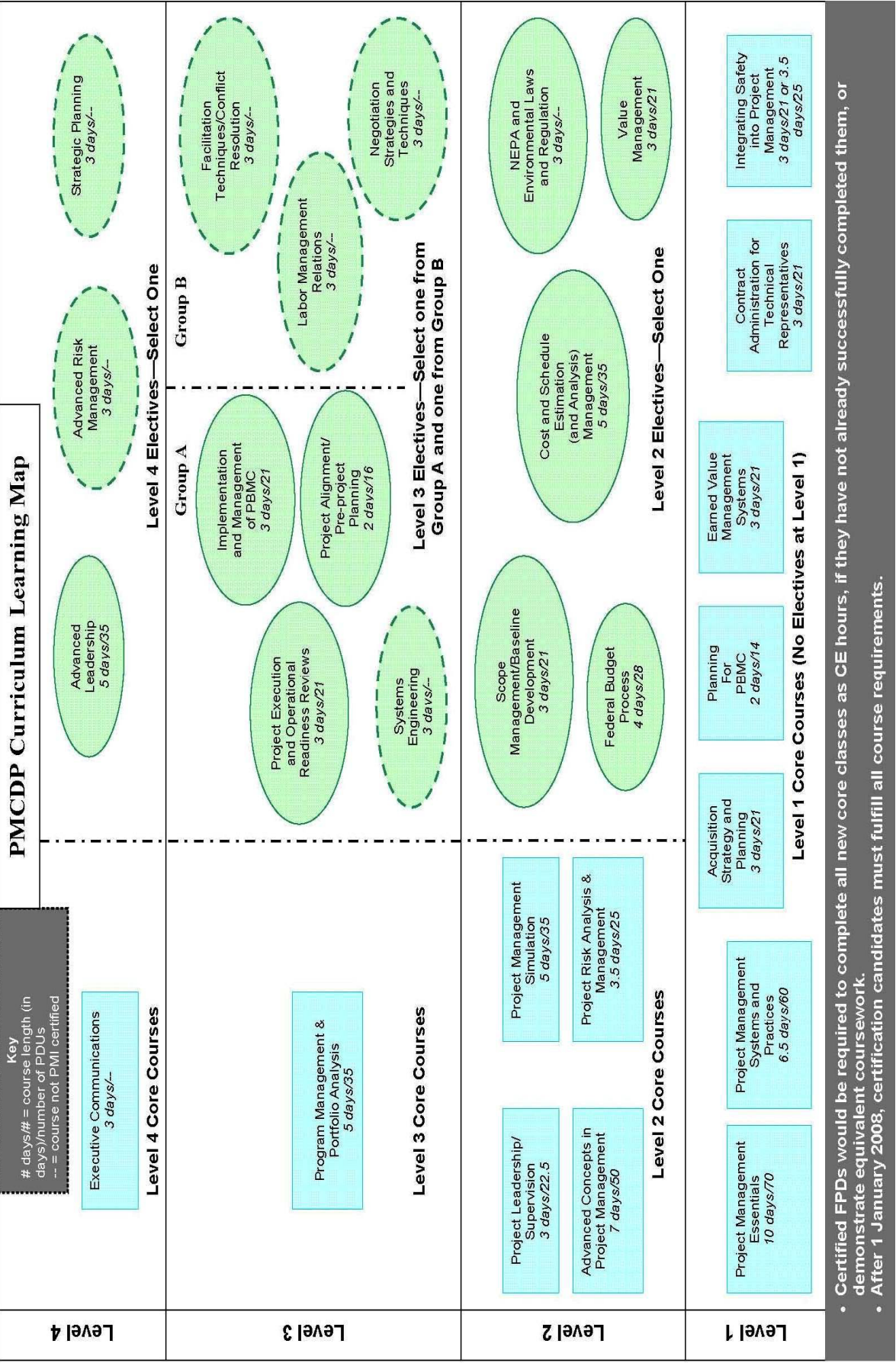
CHRIS Code: 001043

Project Management Institute Certification

- None

PMCDP Curriculum Learning Map

Key
 # days/# = course length (in days/number of PDUs)
 -- = course not PMI certified



- Certified FPDs would be required to complete all new core classes as CE hours, if they have not already successfully completed them, or demonstrate equivalent coursework.
- After 1 January 2008, certification candidates must fulfill all course requirements.