

U. S. DEPARTMENT OF ENERGY

Project Management Career Development Program

Implementation Guide

for use with

DOE ORDER 361.1A, CHAPTER IV ACQUISITION CAREER DEVELOPMENT PROGRAM



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FOREWORD

This U.S. Department of Energy (DOE) Project Management Career Development Program (PMCDP) Implementation Guide is approved for use by the Office of Engineering and Construction Management (OECM) and is available for use by all DOE components. This document provides guidance on the implementation of DOE Order 361.1A, Chapter IV, *Acquisition Career Development Program*, "Department of Energy Project Management Career Development Program Module."

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ACRONYMS AND ABBREVIATIONS

ACDP	Acquisition Career Development Program
ACDPO	Acquisition Career Development Program Office
A/E	Architecture/Engineering Firm
CAP	Capital Asset Project
CD	Critical Decision
CE	Continuing Education
CEG	Certification and Equivalency Guidelines
CDR	Conceptual Design Report
CHRIS	Corporate Human Resource Information System
COR	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
CPA	Certified Public Accountant
CRB	Certification Review Board
CX	Categorical Exclusion
DOE	Department of Energy
ES&H	Environmental, Safety and Health
ESS	Employee Self Service
EVMS	Earned Value Management System
FAR	Federal Acquisition Regulation
FEM	Field Element Manager
IDP	Individual Development Plan
IPT	Integrated Project Team
KSA	Knowledge, Skills and Abilities
LPSO	Lead Program Secretarial Offices
M&I	Management and Integrating
M&O	Management and Operating
NEPA	National Environmental Policy Act
NNSA	National Nuclear Security Administration
OECM	Office of Engineering and Construction Management
OPM	Office of Personnel Management
PMCDP	Project Management Career Development Program
PE	Professional Engineer
PBI	Performance Based Incentive
PMI	Project Management Institute
PMOF	Project Management Office Function
PMP	Project Management Professional
PSO	Program Secretarial Office
QA	Quality Assurance
RA	Registered Architect
SME	Subject Matter Expert
STSM	Senior Technical Safety Manager
TEC	Total Estimated Cost
TPC	Total Project Cost
TQP	Technical Qualification Program

WBS Work Breakdown Structure
O 361.A DOE Order 361.1A

INTRODUCTION

PURPOSE. This document provides guidance to U.S. DOE federal project directors, supervisors, and training personnel on how to participate in the DOE PMCDP. This Implementation Guide explains how DOE supports the career development of its federal project directors, and it describes the processes and procedures that allow these federal project directors to actively seek out opportunity for career growth and to take responsibility for their own career progression and development within DOE. Certification in the PMCDP is dependent on meeting training and work/development activity requirements and on possessing competencies commensurate with the specific level of certification requested; these requirements are outlined in the remainder of this document.

BACKGROUND. In response to recommendations to improve project performance contained in internal DOE reports, General Accounting Office reports, and a 1999 National Research Council report, the Deputy Secretary of Energy on January 17, 2001 directed the DOE OECM to establish the PMCDP. OECM developed the PMCDP Module that was issued June 13, 2003 under DOE Order 361.1, *Acquisition Career Development Program*, as DOE Order 361.1, Attachment 4 (Change 2). It was re-issued under DOE O 361.1A, April 19, 2004 as DOE Order 361.1A, Chapter IV. The Module establishes the requirements, responsibilities, certification guidelines, and necessary training for DOE federal project directors. DOE G 361.1A *Project Management Career Development Program Certification and Equivalency Guidelines* (CEG) was initially issued by OECM in 2003 to establish the Department competency requirements for all DOE federal project management personnel certified as DOE federal project directors in accordance with DOE Order 361.1A. OECM anticipates continuous update of the CEG to reflect improvements in best practices and knowledge areas. The development of the PMCDP supports the President's Management Agenda in the area of Strategic Human Capital Management.

OVERVIEW OF THE PMCDP. Federal project directors are responsible for the planning, programming, budgeting, and acquisition of capital assets. The PMCDP Module institutionalizes the knowledge, development, and certification of DOE federal project directors applicable to their Federal responsibilities. More specifically, DOE Order 361.1A, Chapter IV requires Program Secretarial Officers (PSOs) and Field Element Managers (FEMs) with responsibility for Capital Asset Projects (CAPs) to ensure their federal project directors are certified at an appropriate level before authority for managing a project is delegated. Moreover, DOE O 361.1A establishes that federal project directors of CAPs attain certification within 24 months of having certification elements in place. Subsequently, DOE established that federal project directors of CAPs are required to attain certification by May 26, 2006.

Project management certification under the program is based upon a detailed set of knowledge, skills, and abilities (KSAs) that are necessary to effectively manage projects or groups of projects with specific Total Project Cost (TPC) ranges. The PMCDP encompasses training, experience, and development requirements to enable federal project directors to gain these KSAs. The requirements for knowledge and work/developmental activities are outlined in the certification standard contained in DOE Order 361.1A, Chapter IV. The certification standard defines four performance levels that represent increasing project responsibility based on TPC in millions of dollars.

- Level 1: Responsible for projects with TPC between \$5M and \$20M.
- Level 2: Responsible for projects with TPC between \$20M and \$100M.
- Level 3: Responsible for projects with TPC between \$100M and \$400M.
- Level 4: Responsible for projects with TPC exceeding \$400M.

At the discretion of FEMs, with PSOs and OECM concurrence, federal project director positions for projects with greater complexity, visibility, and/or importance may be designated for a higher certification level than the TPC ranges shown above, might otherwise justify. Therefore, PMCDP may also apply to projects with TPC less than \$5M. Table 1-1 shows the certification requirements at each performance level.

Each level of responsibility has specific certification requirements in training, and work/developmental activities that must be satisfied before authority for projects is delegated to a federal project director. A federal project director moving from a Level 2 or 3 must successfully complete a panel interview with the CRB. A candidate hired from outside the Department for Level 3 or Level 4 responsibility must also successfully complete the CRB interview. Overall, certification candidates must meet competency requirements which include training, work/development, and in some cases interview components. General requirements for certification are outlined in Table 1-1. Specific requirements for certification can be found in the CEG.

Each candidate for PMCDP certification must include in his or her Individual Development Plan (IDP), the training, coursework, rotational assignments, mentor-protégé assignments, interviews, and other work/developmental activities that the candidate expects to complete in order to receive certification. IDPs ensure that the federal project director and the supervisor understand and agree on the activities necessary to meet the requirements of the program. To aid in the development of IDPs, 360° Reviews will be conducted, if requested, to determine a candidate's capabilities and developmental needs.

While FEMs shall approve the completion of an individual federal project director's certification requirements, the CRB at DOE Headquarters shall approve and recommend all federal project director certifications for issuance by DOE OECM and the National Nuclear Security Administration (NNSA). The CRB shall ensure that experience, grade,

training, skills, and knowledge commensurate with the level of responsibility requested. Equivalencies for requirements may be accepted and approved, and waivers may be granted under exceptional circumstances.

To maintain certification at an achieved level, a federal project director must complete 60 hours of continuing education biennially.

Table 1-1. PMCDP Certification Requirements*

Level 1	Level 2
<p>Training</p> <p>Core Courses:</p> <ol style="list-style-type: none"> 1. Project Management Essentials or PMP Certification 2. Project Management Systems and Practices in DOE 3. Earned Value Management System (EVMS) and Project Reporting or PMP Certification 4. Contract Administration for Technical Representatives (COR) 5. Acquisition Strategy and Planning 6. Planning for Performance-Based Management Contracting <p>Electives: None</p> <p>Work/Development</p> <ol style="list-style-type: none"> 1. One of the following: <ul style="list-style-type: none"> • One year of experience as a project engineer or Integrated Project Team (IPT) member • Professional Engineer (PE) or Registered Architect (RA) license or PMP Certification 2. Three years experience in project management or PMP Certification. 	<p>All Level 1 federal project director requirements completed, plus the following:</p> <p>Training</p> <p>Core Courses:</p> <ol style="list-style-type: none"> 1. Advanced Concepts in Project Management 2. Project Management Simulation 3. Project Leadership/Supervision 4. Project Risk Management or PMP Certification <p>Electives (Select one) or PMP Certification:</p> <ol style="list-style-type: none"> 1. Cost and Schedule Estimating 2. Scope Management and Baseline Development 3. Value Management 4. Integration of Safety Requirements in Project Management 5. Federal Budgeting Process in DOE <p>Work/Development</p> <ol style="list-style-type: none"> 1. One year of project management experience on a post Critical Decision (CD)-3 phase project, serving as a project engineer with an Architect/Engineering firm or DOE M&O/M&I contractor, or a PE or RA license. This requirement will not apply to federal project directors who are incumbent federal project directors on DOE projects as of the effective date of DOE Order 361.1 (June 13, 2003) and are certified at Level 2 within 24 months of having all certification elements of the PMCDP in place (May 31, 2006). In addition, the Office of Engineering and Construction Management may waive this requirement, in consultation with the appropriate program directors and field managers, for federal project directors with more than 10 years of Federal experience in project management roles. 2. Two year's experience as a Level 1 federal project director or equivalent. 3. One year experience as a supervisor or as team leader.

* DOE project directors must be certified according to the guidance contained in O 361.1A, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.

Table 1-1. PMCDP Certification Requirements (continued) *

Level 3	Level 4
<p>All Level 1 and Level 2 federal project director requirements completed, plus the following:</p> <p>Training</p> <p>Core Course:</p> <ol style="list-style-type: none"> 1. Program Management & Project Portfolio Analysis <p>Electives (Select two, one from each group):</p> <p>Group A:</p> <ol style="list-style-type: none"> 1. Operational Readiness Reviews 2. Pre-Project Planning/Project Alignment 3. Systems Engineering 4. NEPA and Environmental Laws <p>Group B:</p> <ol style="list-style-type: none"> 5. Labor Management Relations 6. Performance Based Contract Implementation and Management 7. Negotiation Strategies and Techniques 8. Facilitation Techniques/Conflict Resolution <p>Work/Development</p> <ol style="list-style-type: none"> 1. Two year's experience as a Level 2 federal project director or equivalent. 2. Being mentored by a Level 4 federal project director for six months. 3. Serve one year as a COR or currently is an incumbent federal project director eligible for Level 3 or 4 certification (incumbent federal project directors on DOE projects as of the effective date of DOE Order 361.1 and eligible for Level 3 or higher certification are determined to receive fulfillment for COR). <p>Interview</p> <p>Level 3 candidates must successfully complete DOE CRB panel interviews. However, this requirement will not apply to federal project directors who were incumbents at Level 3 before the date of issuance of DOE Order 361.1 (June 13, 2003). New DOE hires for positions requiring Level 3 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.</p>	<p>All Level 1, 2, and 3 federal project director requirements completed, plus the following:</p> <p>Training</p> <p>Core Course:</p> <ol style="list-style-type: none"> 1. Level 4 Project Management/Executive Communications <p>Electives (Select one):</p> <ol style="list-style-type: none"> 1. Advanced Leadership 2. Advanced Risk Management 3. Strategic Planning <p>Work/Development</p> <ol style="list-style-type: none"> 1. Two year's experience as a Level 3 federal project director or equivalent. 2. Perform program management duties at DOE headquarters for one year (minimum). This requirement will not apply to federal project directors on DOE projects as of the effective date of DOE Order 361.1 (June 13, 2003) and are certified at Level 4 within 24 months of having all certification elements of the PMCDP in place (May 31, 2006). In addition, this requirement may be waived by OECM, in consultation with the appropriate program and field managers, for federal project directors with more than 10 years of Federal experience in project management roles. <p>Interview</p> <p>Candidates for Level 4 certification who have successfully completed the panel interview for level 3 certification and federal project directors who were incumbents at Level 4 before the date of issuance of DOE Order 361.1 (June 13, 2003) do not require a panel interview to attain Level 4 certification. New DOE hires for positions requiring Level 4 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.</p>

* DOE project directors must be certified according to the guidance contained in O 361.1A, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.

OBJECTIVES. The PMCDP was designed to improve project management performance through certification, knowledge, and work/developmental activities, resulting in a cadre of project management professionals who can deliver projects on schedule, within budget, with the required performance capability, and compliant with quality, environmental, safety, and health standards. The PMCDP provides a career path for DOE managers who would like to assume or continue in the role of federal project directors.

APPLICABILITY WITHIN DOE. The PMCDP applies only to those individuals who are accountable for the line management of one or more CAPs (as defined in DOE Order 413.3, *Program and Project Management for the Acquisition of Capital Assets*) in all primary DOE Organizations (See Appendix A) with a TPC greater than \$5M. The PMCDP automatically applies to Primary DOE Organizations created after it is issued.

EXCLUSIONS. The requirements of the PMCDP do not apply to contractor project managers. The PMCDP does not apply to the Bonneville Power Administration.

GRANDFATHERING. There is no "grandfather" provision under this program. Certification will not be issued solely on a federal project director's incumbency prior to June 13, 2004, the effective date of DOE Order 361.1, Attachment 4. Incumbent federal project directors shall maintain their project management functions and authorities during a 24-month transition period following the effective date, during which time they should seek and attain certification. The effective date of Order 361.1 has been set as May 31, 2004. Equivalencies as outlined in this document will be applied during this phase-in period to take past experience into account and are subject to FEM/PSO and CRB approval. Incumbent federal project directors who do not wish to participate in the program or who fail to attain certification during the 24-month transition period will be ineligible for federal project director positions.

If an incumbent federal project director fails to attain certification within 24-months of having all certification elements of the PMCDP in place (May 31, 2006), the federal project director and his/her supervisor will be notified in writing by the Director of OECM that the federal project director has 90 days to attain certification. Under extenuating circumstances, including military service, medical leave, extended leave to care for a sick family member, or other reasons approved by the Director of OECM, longer extensions may be granted. If the federal project director has not attained certification after the 90-day period, or an approved longer extension, the federal project director, his/her supervisor, and the appropriate FEM or PSO shall be notified in writing by the Director of OECM that the federal project director is not certified to manage CAPs. The FEM or PSO shall then reassign or outplace the federal project director to a position that does not include line-management authority and accountability for DOE CAPs, and cancel any incentive pay provided under the PMCDP.

INTERFACE WITH FEDERAL QUALIFICATION PROGRAMS. The PMCDP has been designed to interface with other Federal qualification programs. Some DOE federal project directors have already been qualified under the Technical Qualification Program (TQP). Federal project directors at defense nuclear facilities typically are Senior Technical Safety Managers (STSMs) who have satisfied specific STSM qualification requirements in addition to TQP requirements. Although the TQP and STSM qualification programs include competencies in construction management and project management, their focus is not on advanced project management skills. Additionally, the TQP standard on project management has not been approved. As a result, federal project directors who have successfully qualified under these programs must still be certified under the PMCDP in order to manage DOE CAPs. However, prior training and qualifications under the TQP and STSM programs may be considered for equivalencies with the training, work, and developmental requirements of the PMCDP where they may be applicable.

SUPPORT SYSTEM. As part of the PMCDP effort, PSOs and FEMs shall establish support project management office functions (PMOF) at their respective sites to encourage and sustain the professional development of DOE federal project directors. These PMCDP "homeroms" or PMOFs will provide support by communicating lessons learned, establishing mentoring programs, providing a forum for exchanging ideas, conducting technical presentations and workshops, and tracking federal project directors' career paths to ensure that training/developmental activities are being provided.

INCENTIVES. The Department of Energy is committed to recruiting and retaining highly qualified federal project directors and to developing and training these individuals so they may progress to higher levels of certification and authority. To fulfill this commitment, DOE's line-management organizations (project, operations, and field offices) have the challenge to recruit, hire, and retain high-quality, skilled federal project directors and to actively promote these federal project directors to higher levels of certification and responsibility in accordance with the requirements of the PMCDP and those in DOE 3335.1C, *Merit Promotions*. Several incentives established through federal laws and regulations are available to enhance DOE's ability to recruit and retain federal project directors. The use and applicability of these incentives are summarized in DOE G 426.1-1, *Recruiting, Hiring, and Retaining High-Quality Technical Staff; A Manager's Guide to Administrative Flexibilities*.

Major recruitment incentives are defined and established in Office of Personnel Management (OPM) regulations. Title 5 CFR Part 575, Subpart A, authorizes the use of recruitment bonuses of up to 25 percent of basic pay for high-quality candidates who would otherwise be lost due to a noncompetitive entry salary. Justifications for recruitment bonuses are prepared by the FEM or PSO. Service agreements must be stipulated for this type of bonus. Relocation bonuses, superior qualifications appointments, accepted service appointments, dual compensation restriction waivers, and

travel expenses may be used in combination with recruitment bonuses by line-management organizations to recruit high-quality federal project directors who would otherwise decline Federal service for the commercial sector.

Important retention incentives are also included in OPM regulations. Title 5 CFR Part 575, Subpart C, authorizes retention allowances of up to 25 percent of basic pay for high-quality employees who are likely to leave Federal service and whose services DOE considers essential. Relocation bonuses, agency awards, and quality step increases may be used in combination with retention allowances by line-management organizations to retain high-quality federal project directors in their current positions and locations but also to reward those who improve their knowledge, skills, and abilities and/or agree to relocate where needed.

In addition to these authorizations, DOE Order 361.1A allows for pay incentives for high performing federal project directors who attain certification and hold project management positions (subject to program offices' budget availability), as follows:

- PMCDP Level 1 = 5 percent of base pay.
- PMCDP Level 2 = 7.5 percent of base pay.
- PMCDP Levels 3 and 4 = 10 percent of base pay.

PMCDP incentive pay is only available to certified federal project directors who actively manage a CAP. Personnel should consult their program offices to determine if incentive pay is available to them.

ROLES AND RESPONSIBILITIES

The following is a list of those with roles and responsibilities as outlined in the PMCDP Module of DOE Order 361.1A, Chapter IV. Subsequent chapters in this Implementation Guide discuss the roles and responsibilities as they relate to specific parts of the program, and in so doing, expand and explain the roles in the context of responsibilities.

- Program Secretarial Officers and FEMs
- Director, Office of Engineering and Construction Management
- Director, Office of Human Resources
- Certified federal project directors

DEFINITIONS

Capital Asset. Land, structures, equipment, and information technology (e.g., hardware, software, and applications) that are used by the Federal Government and have an estimated useful life of two years or more. Capital assets include environmental

restoration (decontamination and decommissioning) of land to make useful leasehold improvements and land rights, and assets whose ownership is shared by the Federal Government with other entities. This does not apply to capital assets acquired by State and local governments or other entities through DOE grants.

Contracting Officer (CO). A person with authority to enter into, administer, and terminate contracts and make related determinations and findings; includes certain authorized representatives of the contracting officer acting within the limits of authority as delegated by the contracting officer.

Contracting Officer's Representative (COR). The individual designated in writing by the contracting officer to act as the contracting officer's authorized representative to monitor specific aspects of the contract and take action as authorized in the letter of appointment. The Contracting Officer's Representative, when one is appointed, acts as the point of contact between the contracting officer and the Contracting Officer's Technical Representative assigned to the contract. The Contracting Officer's Representative responsibilities and limitations are established by the contracting officer.

Contracting Officer's Technical Representative (COTR). Some times designated as the COR. The individual designated by the contracting officer to act as the contracting officer's authorized representative for technical aspects of the contract. The COTR reports to and assists the COR, when one is appointed, in providing technical oversight of the contractors performance. COTR responsibilities and limitations are established by the contracting officer. In the event that a COR is not designated and only a COTR is appointed, the COTR shall report directly to the contracting officer.

Federal Project Director. In general, a federal project director is an employee who has been assigned responsibility for accomplishing a unit of work or a group of closely related efforts specifically designated as a project. A federal project director is typically responsible for the planning, controlling, executing, and reporting of the project. For the purposes of the PMCDP, a federal project director is a DOE federal project director with certification at an appropriate level to assume line-management authority for a CAP. Federal project director activities include establishing key milestones and overall schedules, managing project resources, authorizing work, directing contractor work as the COTR, establishing and implementing management systems, overseeing approval and implementing approved changes to project baselines, and serving as the single point of contact for Federal and contractor staff for all matters relating to a project and its execution.

Integrated Project Team (IPT). An IPT is a cross-functional group of individuals organized for the specific purpose of delivering a project to an external or internal customer.

Line Management. Management of any group that actually produces a product or performs a service.

Project. In general, a project is a unique effort that supports a program mission; has defined start and end points; is undertaken to create a product, a facility, or a system; and contains interdependent activities planned to meet a common objective or an overall mission. Projects include planning and execution of construction, renovation, modification, line items for maintenance and repair, environmental restoration, decontamination and decommissioning efforts, information technology, and large capital equipment or technology developmental activities. A project is usually established with defined tasks to achieve stated objectives on a specific schedule and with designated funding. Tasks that do not include the above elements, such as basic research, grants, ordinary repairs, maintenance of facilities, and operations are not considered projects.

Project Management. Project management is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed needs and expectations from a project.

Total Estimated Cost (TEC). The gross estimated cost of the project, including the cost of land and land rights, engineering design, inspection and project management costs, direct and indirect construction costs including construction management, initial equipment necessary to place the plant or installation in operation, contingency funds, and the cost of initial equipment necessary to place the plant or installation in operation, whether funded as operating expense or construction.

Total Project Cost (TPC). Total cost for the project including all cost regardless of sources or type of funds.

CHAPTER 1

IDENTIFICATION AND SELECTION OF PMCDP PARTICIPANTS

1. PARTICIPATION

With initiation of the PMCDP, incumbent DOE federal project directors required to participate in the program must be identified. In addition, other DOE employees wishing to pursue a project management career path will be selected to participate in the program.

DOE anticipates that as many as 300 federal project directors throughout DOE will be required to participate in the program. Perhaps another 1,000 DOE employees and new hires aspiring to be certified federal project directors may seek to participate.

The PMCDP curriculum, developmental, experiential/work activities define a core set of knowledge and skill competency areas for federal project directors who direct or seek to direct Capital Asset Projects. Project directors and candidate project directors can engage in activities commensurate with their project management experience and developmental aspirations.

1.1 PMCDP PARTICIPANTS: Incumbent Federal Project Directors.

Persons actively directing a portfolio of Capital Asset Projects as of the effective date of DOE Order 361.1, Attachment 4 (June 13, 2003), as defined by M 413.3-1, *Project Management for the Acquisition of Capital Assets*, with Total Project Costs of \$5 million and above are required to attain certification through the PMCDP within a 24-month phase-in period. The DOE PMCDP establishes guidelines for four certification levels corresponding to progressively more project responsibility, complexity, and visibility as well a progressively more project management experience. There is no "grandfather" provision under this program. Certification will not be issued solely on a federal project director's prior incumbency. Incumbent federal project directors shall maintain their project management functions and authorities during a 24-month transition period, during which time they should seek and attain certification.

1.2 PMCDP PARTICIPANTS: Candidates and Other Federal Staff

DOE federal staff who aspire to a project management career as a federal project director, or who previously held such a position, are not required to be certified and are

“candidates”. Other persons who are not incumbent federal project directors who seek certification are also “candidates”. Persons who do not aspire to become a federal project director but would like to enter the program are identified in PMCDP as “other”. Such persons often have key responsibilities on Integrated Project Teams, serve as project managers for projects other than those that are Capital Asset Projects, provide support to individual projects or more generally to project management, or acquisitions related activities within offices. Although the goal of certification may not be a requirement for some who participate in the PMCDP, the PMCDP offers a range of training that can specifically geared to individual knowledge areas to help participants stay abreast of up to date knowledge and application in specific project management, professional, and technical areas. Consequently, staff other than incumbent federal project directors may benefit from engaging in training and developmental opportunities defined by and/or available through the PMCDP.

2. CERTIFICATION LEVELS

DOE elements with line-management responsibility for one or more CAPs must ensure that those individuals who are responsible and accountable for CAPs with TPC of more than \$5 million are certified through the PMCDP. Four levels of certification have been defined to represent increasing project responsibility:

- Level 1: Responsible for projects with TPC between \$5M and \$20M.
- Level 2: Responsible for projects with TPC between \$20M and \$100M.
- Level 3: Responsible for projects with TPC between \$100M and \$400M.
- Level 4: Responsible for projects with TPC exceeding \$400M.

At the discretion of FEMs, with PSO and OECM concurrence, projects with greater complexity, risk, and visibility may be designated as qualifying for higher certification levels than the TPC ranges shown above. For example, an incumbent federal project director who is managing a project with a TPC of \$50M may be eligible for Level 3 certification because of the complexity of the project. For details on how complexity, risk, and visibility may be applied to determine a certification level, see Attachment 1 to this chapter.

These four PMCDP levels correspond to the four decision authority thresholds identified in Attachment 3 of DOE O 413.3, *Program and Project Management for the Acquisition of Capital Assets*. Each increasing level corresponds to increasing complexity and expertise required of federal project directors. A link to model position descriptions are available on the OECM website.

As it applies here, TPC is the sum of the TEC of a project plus the cost of pre-project activities that provide project management experience. (TPC and TEC are defined in DOE's *Project Management Practices*; see also Definitions in the Introduction to this

guide). Pre-project activities that should be included in the calculation of a project's TPC are such activities as preparation of the Conceptual Design Report (CDR), Project Data Sheets, design criteria, National Environmental Policy Act (NEPA) documentation, and Quality Assurance criteria along with R&D necessary for fabrication, testing, and rework of prototype equipment and other R&D required prior to start of construction. Other project costs, usually following construction completion, do not provide experience in project management and should not be included in the TPC for the purposes of this program. For example, most of the management responsibility for the material and equipment acquisition effort for startup resides with the owner/operator of the facility, not with the federal project director.

OECM has developed a set of training, work, and developmental requirements needed to attain the knowledge, skills, and abilities required at each level of project responsibility and within the specified TPC ranges. These certification requirements are presented in DOE Order 361.1A, Chapter IV and are shown in Table 1-1 in the Introduction to this guide.

3. PARTICIPATION PROCEDURES

The following are general procedures for identifying and selecting federal project directors to participate in the PMCDP:

1. Within 90 calendar days of the effective date of DOE Order 361.1, Attachment 4 (June 13, 2003), FEMs and PSOs shall identify and select DOE project management certification candidates from the pool of incumbent managers and identify their respective CAPs to determine which level of certification each should receive. In determining which employees are functioning as federal project directors, critical activities should be considered, such as serving as the single point of contact for federal and contractor staff for all matters relating to a project and its execution, establishing project policy, allocating project funding, authorizing work, establishing project baselines, and serving as the Contracting Officer's Technical Representative (COTR). (For a more complete description of federal project director responsibilities, see Attachment 2 to this chapter.)

DOE employees managing activities that do not include the explicitly defined roles and responsibilities of a federal project director do not require certification under the PMCDP.

2. Once DOE employees functioning as federal project directors have been identified, FEMs and PSOs shall then calculate the total portfolio TPC managed by calculating the TPC of each federal project director's CAPs to determine the level of certification each federal project director will require. The certification level defines the competencies and corresponding knowledge, skills, and abilities the manager should

possess (Appendix C). The level also defines the training, work, and developmental activities that are required for certification (Table 1-1).

3. The FEMs and PSOs are encouraged to notify each federal project director in writing as to whether he or she is required to participate in the program and the level of certification required. Each participant must be associated to ESS PMCDP module (see Chapter 3).

Subsequent to determining the level of certification required for each manager, FEMs and PSOs are encouraged to conduct gap analyses of the education, training, and experience of these federal project directors relative to PMCDP certification requirements. FEMs and PSOs must ensure that their federal project directors develop and execute IDPs consistent with training, experience, and development requirements for the PMCDP. If a federal project director meets all the requirements, he or she may be certified by requesting equivalencies and writing narrative justifications (see Chapter 3). For other DOE employees wishing to participate in the program, if the employees' supervisors concur with program participation, the supervisor is encouraged to send e-mail requests to the FEM or PSO, requesting approval for their employees to participate in the program. Each request should include a justification for the employee to participate and the proposed schedule for certification. The FEM or PSO will base approval on the justification and schedule. When filling project management vacancies through new hires or through reassignments and/or promotions of DOE employees, FEMs shall hire or promote personnel who already satisfy the PMCDP certification requirements and shall submit applications for federal project director certification for review and approval within 12 months of hiring or reassigning. In conjunction with this requirement, the Office of Human Capital Management shall ensure PMCDP certification is used as a selective placement factor in all relevant project management vacancy announcements.

ATTACHMENT 1

COMPLEXITY, RISK, AND VISIBILITY

As an initial step in the PMCDP, PSOs and FEMs will identify and select project management certification candidates and identifying their respective CAPs to determine which level of certification each federal project director will require. Certification level will be determined by the TPC of the projects managed:

- Level 1: TPC between \$5M and \$20M.
- Level 2: TPC between \$20M and \$100M.
- Level 3: TPC between \$100M and \$400M.
- Level 4: TPC exceeding \$400M.

However, FEMs may assign a higher project management level to DOE CAPs that are characterized by high complexity, risk, and visibility than may be indicated by the TPC alone. Likewise, when new hires or transfers are to assume federal project director positions, the level of certification they must attain may be higher than the level indicated by the TPC if the projects they are to manage involve high degrees of complexity, risk, and/or visibility.

Project Complexity

A complex project consists of many elaborately interrelated or interconnected parts, requiring a certain level of knowledge or skill to manage the project successfully. Complexity may therefore increase the level of a project beyond its TPC value. The following chart presents factors FEMs may consider in applying a higher project management level for project complexity.

Complexity Factors	Low Complexity	Moderate Complexity	High Complexity
Function	Std. Office Bldg.	Renovation	Production/Process or Laboratory
Project Type	Standard	Experimental	State-of-the-art
Contracts: Design Construction	One A-E One firm	Two design firms Two general contractors	More than two design firms More than two contractors
Funding	Single Source	Two Sources	Multiple sources
Contract Type	M&O or M&I	M&O/M&I plus prime AE	Prime to DOE

Project Risk

A combined set of technical and programmatic risks constitutes project risk. The following chart presents factors FEMs may consider in applying a higher project management level for associated risk.

Risk Factors	Low Risk	Moderate Risk	High Risk
Design	Standard design, off-the-shelf materials and equipment	Not ordinary use of design or a combination of applications	New design, state-of-the-art
Regulatory & Environmental	CXs exist, no new permits or mods. to existing permits required, no impact to facility safety basis	Modification to existing NEPA documentation, permits must be obtained, some potential for release may exist	Environmental Impact Statement required, releases may occur, must define disposal methods
Technology	Existing application or replacement, proven technology	Modification to existing application, new application	Modernized or advanced technology, not proven
Procurement	Off-the-shelf procurement	New combination of off-the-shelf procurement, special testing requirements	Special requirements in materials or testing, possibly obtained from another country
Construction Strategy	Fixed-price contractor with experience in the area and with the requirements	More than one contractor, specialty installations	Multiple contractors, split funding, multiple sites
Testing	Standard industry tests required	Special combination of testing required	Testing to be to very high and tight standards
Safety	No known safety issues, no hazards identified	Standard industry practices anticipated to be adequate to reduce the risk of injury	Special conditions, risk exposure, confined spaces, working in masks, high above ground, underground
Interfaces	Standalone project with only standard utility interfaces required	Interface with other buildings, uses, and utilities.	Utility interfaces with more than one org., process interfaces with other orgs., community or civic interfaces
Management	Standard management practices	Special schedules, integration	Multiple organizations to work with, high skill level, special requirements
Safeguards and Security	None	Partial requirements	Extensive requirements

Project Visibility

Visibility is the interest and publicity that a project receives. Project visibility makes public the issues associated with a project as well as the decisions made by a project team. A federal project director is the most visible team member and is, consequently, held responsible for the public’s perception of the project. The following chart represents factors FEMs may consider in applying a higher project management level for visibility.

Visibility Factors	Low Visibility	Moderate Visibility	High Visibility
Stakeholder Involvement	Existing NEPA	New or Mod. to existing NEPA	Prepare EIS
Funding Source	Operations	Capital Line Item to \$100M	Major Sys. Acquisition
Site of Project	One site	Two Sites	Multiple sites
Other	No local opposition	Local Opposition	Broad opposition with publicity

The factors shown above are provided as examples to guide FEMs and PSOs in determining the certification level requirements associated with projects. A total value that sums complexity, risk, and visibility might be applied to value a project above its TPC.

ATTACHMENT 2

PROJECT MANAGEMENT

Project management is the application of knowledge, skills, and abilities to a variety of activities in order to successfully complete a project. In general, a project is a unique effort that supports a program mission; has defined start and end points; is undertaken to create a product, a facility, or a system; and contains interdependent activities planned to meet a common objective or an overall mission.

DOE M 413.3-1 defines the federal project director as the DOE employee who has been assigned responsibility for managing a DOE project from beginning to end and whose activities include planning, implementation, control, completion, and reporting of the project activities. The federal project director's critical activities include

- Responsibility for project management activities for one or more discrete projects under their cognizance.
- Accountability for planning, implementing, and completing a project using a systems engineering approach.
- Development and implementation of the Acquisition Strategy and the Project Execution Plan.
- Definition of project objectives and technical, schedule, and cost scopes.
- Ensuring the design, construction, environmental, safety, health, and quality efforts performed by various contractors are in accordance with the contract, public law, regulations, and Executive Orders.
- Ensuring timely, reliable, and accurate integration of contractor performance data into the project's scheduling, accounting, and performance measurement systems.
- Evaluating and verifying reported progress; make projections of progress and identify trends.
- Serving as the single point of contact between Federal and contractor staff for all matters relating to the project and its performance.
- Serving as the Contracting Officer's Technical Representative, as appointed.

- Developing, staffing, and issuing the Integrated Project Team charter when not accomplished by the program manager.
- Leading the Integrated Project Team.
- As delegated by site/field organization manager or program manager, approving changes in accordance with the approved change control process.
- Ensuring project work is conducted in accordance with applicable DOE orders, guides, commercial best practices, institutional standards, regulations, requirements, procedures, and safety practices, especially Environmental, Safety and Health (ES&H) and Quality Assurance (QA) requirements.
- Responsibility and accountability for overall success of the project
- Tailoring DOE project management requirements to the project
- Ensuring timely completion and quality of required project documentation
- Assessing contractor project performance versus contract requirements
- Ensuring quality and timely completion of project documentation and other deliverables
- Proactively identifying and ensuring timely resolution of critical issues within Federal control that impact project performance - strives to remove any barriers to project success
- Integrating and managing the timely delivery of Government reviews, approvals, property, services, and information
- Assessing and reporting project performance to DOE management
- Monitoring contractor's risk management efforts
- Managing DOE project contingency funds

CHAPTER 2

CERTIFICATION REVIEW BOARD AND THE CERTIFICATION PROCESS

1. PURPOSE

A CRB was created at DOE Headquarters and established an independent, autonomous body that objectively evaluates applications for federal project director certification and approves or denies certifications for DOE federal project directors. Certification are granted or denied by the CRB in accordance with the certification requirements contained in DOE Order 361.1A, Chapter IV (also summarized in Table I-1 of this guide) and in accordance with the competencies described in the CEG. Local boards at the Field Office may be established to provide initial review and recommendation to the CRB.

2. OVERVIEW

2.1 Membership

The Director of OECM established a CRB whose main function is to review federal project director applications and issue recommendations for certification by DOE/OECM and NNSA for the four levels of project management. An additional responsibility of the CRB is to interview federal project directors who are certified at Level 2 and require or aspire to Level 3 certification, any federal project directors hired from outside DOE who are to assume Level 3 or Level 4 project management positions, or who are promoted within DOE to assume Level 3 or 4 projects. In some instances, the CRB may consider the interview requirement for incumbent federal project directors during two-year phase-in period as being fulfilled.

The Co-Chairs of the CRB are the Director, OECM and the Associate Administrator for Infrastructure and Security, NNSA or their designees. The Co-Chairs shall identify the goals and objectives of the CRB and approve all certifications for Level 1 through Level 4 applicants.

Membership of the CRB will consist of voting members and advisors:

Voting Members:

- OECM Director and NNSA Associate Administrator Co-Chairs or designees
- One Senior representative from each of the three Lead Program Secretarial Offices (LPSO) with responsibility for CAPs
- OECM Deputy Director for Project Management

CRB Advisors:

- A representative from Office of Procurement & Assistance Management
- Ad hoc representative(s) from other PSOs or site offices invited by co-chairs
- OECM PMCDP Program Manager will serve as Secretariat to the CRB

Co-Chairs may invite additional representatives from another PSO and/or site office who may be expressly knowledgeable of the candidate(s) under consideration. PSO representatives to the CRB may appoint an alternate with the approval of the Co-Chairs. Total membership, including Co-Chairs, shall be not less than six, nor more than nine.

Members of the CRB shall attend official meetings in which candidates' applications are being reviewed or in which candidates or new hires for Level 3 or Level 4 positions are being interviewed. A quorum shall constitute a majority of voting CRB members.

2.2 Meetings

The CRB planning group assembled within 30 calendar days after the effective date of DOE Order 361.1, Attachment 4, issued June 13, 2003 to begin the process for review of candidate applications. A charter was prepared outlining CRB membership, responsibilities, and functions, which was approved by the voting members of the CRB, which officially convened November 2003. As part of the review process, the CRB, in coordination with PSOs and FEMs, are scheduling routine and emergency meetings as necessary to support the time requirements established in DOE Order 361.1A, Chapter IV for completing the certification of incumbent federal project directors and candidate federal project directors, as well as certification of new hires. At a minimum, the CRB will convene on a semi-annual basis to consider applicant federal project directors. The CRB may also convene at any time to further the process, procedures, and efficiency of the PMCDP. The Co-Chairs shall initiate and conduct the meetings of the CRB.

2.3 Functions

Applicants to be considered will be nominated by their Program, with their documentation put before the CRB by their PSO Representative to the CRB.

The CRB will review the applications and documentation submitted on behalf of the applicants, based on the requirements contained in DOE Order 361.1A, Chapter IV and its associated guidance. The CRB shall also conduct interviews for Level 3 and Level 4 applicants who are not incumbents in accordance with DOE Order 361.1A, Chapter IV. The CRB shall affirm that the applicant's experience, training, and competencies commensurate with the certification level requested. The Co-Chairs will give final approval to certifications based upon the recommendation of the CRB. The PSO

representatives will communicate the results of the CRB decision to their applicants. If the CRB determines that the applicant does not meet the requirements for certification, the PSO representative may send a written notice to the applicant federal project director and his or her supervisor identifying what additional training, skills, or qualifying experience are needed to satisfy the competencies for the level of certification sought.

A quorum shall constitute a majority of voting CRB members. If any invited ad hoc representatives cannot participate, then they will be unable to contribute to CRB review recommendations that may affect applicants in their PSO and/or site. CRB applicant recommendations shall be by consensus. In the event consensus cannot be reached, the certification will not be approved and the applicant may be deferred. However, the CRB may approve an applicant to a lower level of certification if this is deemed appropriate.

New hires from outside DOE for Level 3 and Level 4 project management responsibilities must complete a CRB interview. These interviews are designed to probe beyond the documented records of training and experience to determine if indeed the federal project director has the knowledge, skills, abilities, and behavioral competencies to successfully manage projects at Level 3 or Level 4. This requirement will not apply to federal project directors who were incumbents at Level 3 or Level 4 before the date of issuance of DOE Order 361.1 (June 13, 2003). The procedures for these interviews are to be issued by the CRB.

2.4 Requirements Equivalencies

FEMs shall direct field training managers and/or relevant persons to determine equivalencies for Level 1 and Level 2 project management candidates using guidelines established by OECM. As part of the certification process, the CRB shall review and concur with the Level 1 and 2 equivalencies to ensure they are consistent with the certification requirements of the PMCDP.

2.5 Waivers

In addition, the co-chairs of the CRB shall have approval authority over all waivers for Level 1 through Level 4 candidates. Waivers will not be granted for individual training courses or work/development activities, but rather for entire levels of federal project director certification. Such waivers will be granted only in extraordinary circumstances of long incumbency combined with exceptional performance in managing CAPs characterized by complexity, risk, and/or visibility.

To apply for a waiver, a federal project director must prepare a written justification that includes lists of projects managed, projects on which the manager served and documentation that the projects were successfully completed at or under cost and on schedule. If a project had a cost or schedule overrun, or did not accomplish technical

objectives, the federal project director should provide an explanation and describe the lessons learned and how those lessons were applied on later projects to prevent cost and schedule overruns while meeting technical objectives.

The federal project director should then send a written request for a waiver, along with the justification, to the CRB chair via the FEM or PSO. The chair shall bring the request to the CRB for review and to make a recommendation. The Co-Chairs shall then grant or deny the waiver request based on the recommendation of the CRB. An approved waiver shall be documented by a formal memorandum from the CRB Co-Chairs to the FEM or PSO and the federal project director. Based on the Co-Chair's approval, the CRB shall grant certification. Any denial of a waiver may be appealed to the Director of OECM by the FEM or PSO.

2.6 Appeals

A federal project director who does not receive certification may appeal the CRB decision by presenting to the Director of OECM, in writing, a request, and detailed justification for overturning the CRB decision. The federal project director should include a copy of his or her certification package and any other relevant documentation to illustrate the justification presented. Because any denial by the CRB will be accompanied with recommendations on training and work/development activities for the federal project director to complete before once more requesting certification, the justification must include a discussion of why the federal project director feels additional training and work/development activities are not warranted.

The Director of OECM, at his/her discretion, shall establish a panel to review the appeal. This Appeals Panel shall have at least three members, one each representing a Program Secretarial Office, the DOE Headquarters Office of Human Capital Management, and a Field Office. To ensure an independent and unbiased assessment of the appeal, the panel shall not include any members associated with OECM nor a representative from the Field Office of the federal project director appealing the CRB decision.

The Appeals Panel shall request from the CRB the written report of the decision denying certification, along with the notice of denial that was sent to the federal project director, which will include the recommended remedial action. The panel shall then review all materials and reach a decision on the appeal by consensus, or with a majority vote if necessary. The panel shall issue in writing to the federal project director, the supervisor, the FEM, and the CRB one of the following decisions along with an explanation and justification:

- The denial of certification is affirmed.

- The denial of certification is not overturned but the CRB-recommended remedial action is adjusted (this might include approving equivalencies that the CRB did not accept).
- The CRB decision is overturned and the requested level of certification is awarded (the CRB shall grant the certification).

Any federal project director who appeals a CRB decision and loses that appeal has the option of completing the CRB-recommended remedial action and reapplying to the CRB for certification once the training and work/development activities are complete. There is no appeal beyond the Appeals Panel.

Similarly, any federal project director denied a recommendation for certification by a local review board may appeal the decision to the Director of OECM, who will assemble a three-member panel to review the decision. If the local board's decision is overturned, the applicant's certification package and request for certification will be forwarded to the CRB with a recommendation to certify.

3. PROCEDURES

3.1 Certification Procedures

Federal project directors become certified at one of the four defined levels by satisfying specific PMCDP certification requirements for each level (Table I-1) and by demonstrating the specific competencies for the level requested, which are listed in the Project Management CEG. The certification requirements are met by taking training courses and participating in work/development activities. Competencies are demonstrated through writing narratives of experiences that show competency or by completing training/work/development activities through which the federal project director will gain competency. Details on how to complete these activities are presented in the next chapter.

As outlined in Chapter 1, FEMs and PSOs shall identify and select DOE project management certification candidates and identify their respective CAPs to determine which level of certification each should receive. The FEMs shall then direct the candidates' supervisors to assist the federal project directors in identifying training and work/development needs for certification and to budget for these recurring project management training needs on an annual basis.

During a 24-month transition period beginning May 31, 2004 through May 31, 2006, the certification candidates shall complete any deficiencies by participating in the training and work/development activities needed to attain certification. During this period, the candidates enter into their IDPs all planned training and coursework, rotational

assignments, mentor-protégé assignments, etc. Once these requirements have been met, the candidates request certification. The following steps outline the certification process:

1. The federal project director may request certification electronically using the Certification Request Form in the PMCDP module in Corporate Human Resource Information System/Employee Self Service (CHRIS/ESS) (see Chapter 3 for details). The certification candidates assemble a certification package containing all the hard copy documentation necessary to show the candidate meets the requirements at the certification level requested including the supervisory review/participant profile for certification review (see Attachment 1 to this chapter). Any equivalencies for certification requirements must be approved by signature of the FEM and included in the certification package.
2. The FEMs and PSOs may assemble local boards to review each certification package to determine if requirements have been met and to make recommendations.
3. FEMs and PSOs shall refer all recommended incumbent federal project director candidates to the CRB for certification no later than May 30, 2006. The FEMs shall make this recommendation by way of a supervisory review/participant profile, which accompanies the certification package that is sent to the PSO who then formally recommends the certification candidate to the CRB.
4. FEMs shall select candidates based on qualification requirements in the PMCDP module and submit applications for federal project director certification to the CRB for review and approval within 12 months of selection for new hires, reassignments, or promotions/advancements.
5. Subsequent to certification, each federal project director is required to successfully complete 60 hours of continuing education (CE) biennially to maintain certification.
6. The Director of OECM shall remain informed of CE progress by reviewing quarterly reports on federal project director CE status provided by the FEMs by way of the Continuing Education Unit Tracking Report (see Chapter 3). If a certified federal project director is approaching the end of two years and has not met the CE requirement of 60 hours, the Director shall send a 90-day notification to the federal project director and his or her supervisor of pending revocation of certification. If the federal project director does not remedy the situation during the 90-day period, and there are no extenuating circumstances such as illness or military service, the Director shall revoke certification and notify the federal project director, the supervisor, and the FEM that the certification has been revoked. The FEM shall then reassign the federal project director to duties other

than the management of DOE CAPs and cancel any incentive pay provided under the PMCDP.

3.2 CRB Procedures for Review of Certification Packages

1. The CRB shall review each certification package to confirm that a federal project director has met all experience, and training requirements for the certification level requested and to ensure the federal project director's knowledge, skills, and abilities commensurate with the corresponding project management authorities and responsibilities.
2. As part of the process for Level 3 certification, the CRB shall interview Level 3 candidates to determine their capability of assuming Level 3 authorities and responsibilities (see Section 4 for information on the interview).
3. By consensus or by a majority vote, if necessary, the CRB shall approve or disapprove each certification application.
4. The PSO shall send a written notice of certification to the candidate federal project director, his or her supervisor, and the FEM. At that time, the federal project director may assume the authorities and responsibilities commensurate with the level certified.
5. If a certification request is not approved, the PSO representative to the CRB will communicate the results and will identify deficiencies in knowledge, skills, or abilities and recommend the types of training and work/development activities required to remedy these deficiencies. Once the federal project director completes the recommended training and work/development activities, s/he may once again apply for certification.

4. THE CRB INTERVIEW

As part of the certification process, the CRB shall interview all Level 3 certification candidates. However, this requirement will not apply to federal project directors who were incumbents at Level 3 before the date of issuance of DOE Order 361.1 (June 13, 2003). Candidates for Level 4 certification who have successfully completed the CRB interview for Level 3 certification do not need another interview to attain Level 4 certification. However, new DOE hires for positions requiring Level 3 or 4 certification must successfully complete CRB interviews. Candidates for Levels 1, 2, and 3 may also be interviewed at the Field Office or at Headquarters by preliminary boards prior to their certification packages being forwarded to the CRB.

ATTACHMENT 1

CERTIFICATION DOCUMENTS

To apply for certification, candidates shall assemble a certification package containing all the documentation necessary to show the candidate meets the requirements at the certification level requested. A candidate should include in the package any documentation that he or she feels supports the request for certification. Below are typical documents included in a package for program office review. After review, PSOs should only forward appropriate materials in a certification package for CRB review.

- A resume showing past experience, especially relevant experience in project management.
- Work records and certificates showing the successful completion of the work and developmental activities required for the level of certification requested (see Chapter 5).
- Written approval for any equivalencies for either training courses or work/development activities not completed.
- CHRIS/ESS-generated reports, the Competency Status Report and the Equivalency Summary Report, showing that the federal project director possesses all the competencies for the level requested as detailed in the CEG (see Chapter 3 for information on CHRIS/ESS data entry).
- The Supervisory Review/Participant Profile.
- Copies of certificates or licenses (PE, PMP, etc.).

After program office review, relevant portions of the certification materials should be packaged and submitted by the PSO for CRB review. At a minimum, the certification package for CRB review should contain the Supervisory Review/Participant profile and any relevant documentation on how competencies are met. Certification packages submitted for CRB review need not contain copies of individual training course certificates, general transcripts of education and training, or general documentation that do not provide supporting information on how competencies are met. PSOs should review such documentation before submitting packages for certification review.

Please note, as the PMCDP moves to a fully automated computer-based system for documenting competencies using CHRIS/ESS that CHRIS/ESS generated reports will take the place of the Supervisory Review/Participant Profile. Chapter 3 provides

information about the PMCDP module contained in the DOE's Employee Self Service (ESS).

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CHAPTER 3

CORPORATE HUMAN RESOURCE INFORMATION SYSTEM/ EMPLOYEE SELF SERVICE DATA ENTRY AND APPROVAL OF COMPETENCY REQUIREMENTS

1. PURPOSE

PMCDP data must be entered into, and managed through, the electronic CHRIS/ESS system. For the PMCDP, this electronic access assists project directors with enrollment in the program and maintaining their project management competency information. Data entered in these systems is also used to track performance measures of the program.

2. OVERVIEW

CHRIS provides a state-of-the-art process supporting the President's Management Agenda in the area of Strategic Human Capital Management. The DOE Office of Human Capital Management, which maintains CHRIS, has developed the PMCDP Module accessed through the Employee Self Service (ESS) website. This CHRIS Module supports the PMCDP by providing a central repository and tracking system on matters related to PMCDP training and certification, and generates the certification package required for review by the CRB.

Employees will input information into ESS, update, and or review their individual competencies, request PMCDP certification and continuing educational hours (CE hours), and produce individual developmental and equivalency reports. Supervisors, managers, program office designated subject matter experts (SMEs), and field element managers/office managers will review and approve competencies and certification requests through ESS.

OECM will use the PMCDP Module to track the development of DOE project directors, and field training coordinators will use the system to track training and developmental needs. An OECM PMCDP/ESS Administrator appointed by the Director of OECM shall maintain PMCDP data.

2.1 Security Safeguards

Established security safeguards protect data entry in the PMCDP module:

- Access to personal data in the ESS is prohibited, other than for the individual and the OECM PMCDP/ESS Administrator.

Read-only access to PMCDP data is limited to the authorized field training administrator and the PMCDP training administrator, except for approving officials to sign off on equivalencies and requirement completion.

- Information on equivalencies and developmental activities can only be changed by the participant.
- Electronic signatures are protected.
- Information identifying personal characteristics such as sex, age, handicap, and ethnic background will only be used for ensuring diversity goals are being met and do not link back to specific individuals.
- Reports and ad hoc queries are allowed only for developing statistical information and do not link back to specific individuals.

Participants in the PMCDP may also be participants in the Technical Qualification Program (TQP). Training that has been completed in the TQP may apply to the PMCDP, if relevant. Therefore, the participant may include applicable TQP information.

2.2 Association with PMCDP

As with any other program, DOE employees must be associated with the PMCDP module in ESS by his/her appropriate human capital personnel.

Field/site personnel should contact their supervisor requesting to be associated with the PMCDP. The supervisor should follow field/site procedure for contacting and authorizing the association of personnel in ESS.

Headquarters personnel should contact their respective office management and request to be associated with the PMCDP. Office management should follow the program element procedure for contacting and authorizing the association of personnel in ESS.

2.3 PMCDP Module Options

The following options are available:

Introduction: You may view a brief narrative introduction targeted to either PMCDP participant or the applicable approving official.

Instructions: You may view the tutorial for the PMCDP CHRIS/ESS module.

Certification and Equivalency Guidelines: You may view the most current version of the PMCDP certification guideline.

Set PMCDP Profile: The first step in the entry of PMCDP information. Before entering individual competencies, all PMCDP participants must first establish their profile. You will enter information regarding your project history, your participant category, your program office, and your approving officials.

Maintain project history: The second step in the entry of PMCDP information. You will enter you current and past project history relevant to project management. You may enter as many projects, going back in time, as you wish. At a minimum, you must enter at least the last ten years of your project history. You are encouraged to enter all project management experience, so that the breadth of your experience will be made know to the certifying official and the PMCDP Certification and Review Board.

Enter supporting information: The third step in the entry of PMCDP information. The use of the notepad is optional. A 4,000-character notepad is provided for you to enter any additional or clarifying information. This is in addition to provided comment boxes for each competency.

Review/Update Competency: Once you have entered your initial profile information, you may update it at any time. Major changes will require the updated information to be approved by your chosen approval official.

Supervisor/Site Review Report: All of the data entered under project history and competencies will be placed into this report. This report is the document that will be presented to the PMCDP Certification and Review Board for consideration of your certification.

Waiver Summary Report: This report will list all the PMCDP competencies and the information that you have entered for each item. This must accompany any request for a waiver of an entire certification level.

Certification Request Form: This form must be completed and submitted to OECM in order to be considered for certification by the Certification and Review

Board.

CE hour Request Status Form: Certified federal project directors are required to maintain their certification through continuing education. The requirement is for 60 CE hours every two years. This form must be completed and submitted to OECM in order to be granted CE hours towards the continuing education requirement.

Competency Status Report: This report lists all PMCDP competencies, summarizes all the information you have entered, and the approval status of all competencies.

Equivalency Summary Report: This report will list all the PMCDP competencies and the equivalency justification that you have entered for each item.

Approving Official/Manager Options:

Review/Approve Employee Competencies: The approving official is required to respond to all requests for a competency review. The approving official may approve, disapprove, or put it on hold, pending further review and/or evaluation.

Review/Approve Certification Level Requests: The approving official is required to respond to all requests for certification. The approving official may approve, disapprove, or put it on hold, pending further review and/or evaluation.

3. ESS DATA ENTRY PROCEDURES

Field Element Managers and/or the Program Element approve participants for the PMCDP, based upon the Program Element policy. These participants may be (1) incumbent project directors seeking certification during the initial two-year phase-in period, (2) DOE employees wanting to be placed on a project management career path, (3) new hires who are to assume project management duties, or (4) anyone who is taking courses, but has not been formally nominated by management as a candidate. After approval of a DOE employee's participation in the PMCDP, the site Office of Human Resources must associate the employee to the PMCDP training program. Instructions for this action are found on the PMCDP web site.

Initial entry of information into the PMCDP module is accomplished in four steps and detailed in a tutorial (on the PMCDP Menu, "Instructions").

3.1 Personal Profile

STEP 1. Before entering individual competencies, the employee must establish their profile and enter their background information, project history, participant category, program office, and approving officials.

3.2 Project History

STEP 2. The employee must now enter their project history information. At a minimum, they must enter information for individual DOE projects they are currently working or have worked on over the past ten years (or less) and any future projects on which they anticipate that they will work beginning within the upcoming year. Refer to the PMCDP Menu, “Instructions” for detailed instructions.

3.3 Additional and Clarifying Information

STEP 3. A 4,000-character notepad is provided for the entry of any additional or clarifying information. This is in addition to comment boxes for each competency. The use of the notepad is optional. Refer to the PMCDP Menu, “Instructions” for detailed instructions.

3.4 Initial Entry of Competency Information

STEP 4. Once all background information, project history, and any supplemental information has been entered, the employee may enter competency information. They may begin from the PMCDP Menu or from the initial Profile Summary page presented upon completion of Step 3. Refer to the PMCDP Menu, “Instructions” for detailed instructions.

3.5 Competency Qualification

In addition to completing training, a project director must possess certain competencies that are gained through experience or completing work and developmental activities. An electronic record of a project director's competencies is maintained in the PMCDP Module.

For each competency, the participant has a choice of three fulfillment options, only one of which may be chosen:

- Equivalency
- Developmental Activity
- Waiver

Equivalency. If the project director already possesses the necessary skills and knowledge for competency in the subject area, the individual requests an equivalency by indicating the equivalency type from a pull-down menu:

PE or RA license	PMCDP training	PMI PMP
Oral exam	Education and experience	Other
TQP certification	Experience	Written Exam
Training or Education completed		

In the field for narrative justifications, the project director writes a narrative of previously completed training, work, and developmental activities that justifies the equivalency. This narrative must be backed up by objective evidence, such as:

- Formal training documentation/records
- Course completion certificates
- University transcripts or grade reports
- Professional licenses/certificates/registrations
- Examination results
- Performance appraisals
- Work products
- Position descriptions
- Course syllabus for completed courses
- In-depth interviews
- Publications authored
- Customer feedback

Developmental Activity. If the project director does not currently possess an acceptable level for the knowledge and/or skills required for this competency, the individual requests participation in specified developmental activities to acquire the necessary knowledge and skill level. A pull-down menu allows the individual to select a method of completing the developmental need:

Rotational Assignment	Mentoring	Self Study
Oral Board Review	Written Exam	On-the-job training
PMCDP Course	College Course	Other
Certification/License	Equivalent Training Course	

The module allows for entering target dates for completion, justification and/or comments, and verification.

Each project director should consult with his or her supervisor and first line manager during the selection of developmental activities (see Chapter 5). Once developmental activities are selected and a schedule for completion is determined, changing a developmental activity designation to an equivalency requires review by the first line manager.

If one of the developmental activities is an industry rotational assignment, the project director must request the assignment through the supervisor/first line manager in accordance with program office policy (see Chapter 8). After site and program office approvals, the program secretarial office forwards the application package to the Director of OECM for approval. The Director forwards the records of those project directors approved to the Director of the Acquisition Career Development Program (ACDP), which administers industry rotational assignments for the PMCDP. The ACDP then arranges the rotational assignment.

Waiver. A participant may request a waiver for a whole certification level; waivers may not be requested for individual competencies within a level. The waiver request will be sent to the supervisor/manager and the site/field manager and if approved, sent to OECM for their approval. It is expected that waiver authority will be used only in rare and unusual circumstances.

3.6 Approving Officials

The participant must choose an approving official, such as a supervisor/manager or subject matter expert, to approve the participant's attainment of a competency. Participants should follow site/office specific policy and procedure for designation of approving officials. Use of a subject matter expert to approve a competency is optional and must be delegated or directed by the cognizant program secretarial office or field office manager.

The approving official reviews the competency request and any supporting evidence and verbally or by e-mail to the participant approves or disapproves each request for equivalency. To make this decision, the first line manager determines if the activities and the acquired knowledge and skills provided as evidence are equivalent to developmental activities currently available for that competency and to the knowledge and skills that would be acquired if the project director participated in the prescribed activity. This assessment is based on the narrative justification and the evidence file provided by the project director.

For any disapprovals of requests for equivalencies, the project director consults with the first line manager to determine the deficiencies so the project director may provide more complete narrative justifications or schedule developmental activities as appropriate. If developmental activities are necessary, the project director uses the ESS Review/Update Competencies screen to update those competencies for which equivalencies have been denied, instead choosing developmental activities, such as PMCDP training or a developmental work assignment. The project director then submits these developmental activities electronically to his or her supervisor and the first line manager for approval.

The first line manager electronically approves or disapproves of the choice(s) made by the participant.

4. REPORTS

The participant may generate up to four reports, which are menu options:

Supervisor/Site Review Report: All of the data entered under project history and competencies will be placed into this report. This report is the document that will be presented to the PMCDP Certification and Review Board for consideration of certification.

Waiver Summary Report: This report will list all the PMCDP competencies and the information that has been entered for each item. This must accompany any request for a waiver of an entire certification level.

Competency Status Report: This report lists all PMCDP competencies, summarizes all the information entered, and the approval status of all competencies.

Equivalency Summary Report: This report will list all the PMCDP competencies and the equivalency justification that has been entered for each item.

5. APPLICATION FOR CERTIFICATION

Once all the competencies in a level are completed, the federal employee will complete and submit the electronic Certification Request Form, available on the PMCDP Menu.

The participant is encouraged to assemble all objective evidence supporting the certification request into a hardcopy evidence file and forward the file to the approving officials (at a minimum, the first line manager and the site manager).

1. During the process of achieving and verifying competencies, the project director may view his or her progress by selecting "Competency Status Report" from the menu.

The report shows the status of all competencies and has fields for the competency description number, the full competency description, and a verification column.

2. After approval of all equivalencies and completion of developmental activities for competencies at a one of the four levels of certification, a project director may request certification electronically by selecting "Certification Request Form" from the menu. The form automatically contains Personal Profile information (name, grade, title, position number, and organization). There is a field for the participant to check the level of certification requested.
3. The project director then electronically sends the Certification Request Form to his or her supervisor / first, second and/or third level line manager(s) and Field Element Manager for approval. The project director may also send to the Field Element Manager the certification package that he or she has assembled to document completion of requirements. The Field Element Manager may request an interview with Level 1, 2, and 3 candidates.
4. After electronic approval of the Certification Request Form, the Field Element Manager forwards the certification package to the PSO, project management function representative. These actions constitute a recommendation for certification from the Field Element Manager. This office will obtain program direction for proposing the project director of certification by the CRB.
5. The CRB then approves or denies certification based on a review of the certification package and the competency qualifications (see Chapter 2). The board may request a review copy of the participant's training folder from the site training administrator.

Interview Request

Level 3 candidates must also successfully complete an interview with the CRB and may request an interview electronically. However, this requirement will not apply to project directors who were incumbents at Level 3 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. The procedures for these interviews are to be issued by the CRB.

Program Secretarial Offices should develop procedures for the Field Element Manager to submit the certification package and requests for CRB interview to the PSO.

The PSO will submit the interview request to the CRB, which will then schedule and conduct the interview with the Level 3 candidate and approve or deny certification based on the interview, a review of the certification package, and the competency qualifications.

6.0 Individual Development Plan

Following are steps for entering the IDP in the ESS and receiving electronic approval.

1. With the involvement of his or her supervisor, the participant drafts an IDP that outlines training, work, and developmental needs and schedules.
2. The participant accesses the ESS and selects "IDP" from the menu to access an electronic form in which to enter his or her IDP information (interface is provided to access the participant's IDP in the TQP if a plan has already been created there).
3. The participant completes the IDP form, which has fields that include:
 - Name
 - Title/position
 - Level of current project management certification
 - Organizational unit
 - Grade
 - CHRIS employee ID
 - Name/date of approval of the IDP.

Developmental fields include short-term goals and long-term goals. Additional fields include the reason for each goal (certification, compliance, etc.), the activity, description, cost, hours, and start/end dates.

4. The participant electronically sends the IDP to his or her immediate supervisor and first line manager for approval (additional use of project management subject matter experts (SME) for this approval is left up the discretion of the program secretarial office (PSO)/field element manager.) The supervisor and the first line manager electronically approve the IDP and send the approval to the project director, training administrator, and the OECM CHRIS/ESS Administrator. An IDP is not considered valid until approved.
5. The site-training administrator updates the project director's training file to reflect an approved IDP with the supervisor's name and date of approval.

7.0 Training

Once an employee and his/her supervisor have agreed on applicable training, the employee will identify this training in his/her IDP and as a developmental need in the PMCDP module.

Participants may access their CHRIS/PeopleSoft account through Employee Self Service without entering a separate password in order to initiate and approve actions through "CHRIS Workflow" and process HR actions and training requests. Refer to Chapter 5 for details on training requirements. Following are steps for enrolling in training courses electronically and maintaining training records in the PMCDP database.

The ESS will link the employee directly to CHRIS to register for training, to view the courses offered in the PMCDP and when they are scheduled. A link provides access to non-PMCDP training courses. The participant finds a course to meet his or her training needs that meets on a convenient schedule.

8.0 Continuing Education Units

CE Hour Request Status Form: Certified federal project directors are required to maintain their certification through continuing education. The requirement is for 60 CE hours every two years. This form must be completed and submitted to OECM in order to be granted CE hours towards the continuing education requirement.

Once a project director is certified, he or she must complete 60 hours of continuing education biennially. Refer to Chapter 6 for details on CE requirements.

Following are steps for electronically receiving approval for CE hours and maintaining CE records in the PMCDP database.

1. To request approval for CE activities, a project director selects "CE Request Form" in the Competencies for Certification Module. The form includes fields for the type of CE, a description of the course or activity, the date of the course or activity, and the number of CE hours (credit hours) requested. Guidance on continuous learning/continuous education is located in DOE O361.1.A, CHAPTER VIII.
2. The project director completes the form and sends the request electronically to OECM for approval.

4. MEASURING PROGRAM PERFORMANCE

Field Element Managers and PSOs shall track PMCDP performance measures established by the Director of OECM and shall report the results of these performance measures to the Director. In turn, the Director shall track these PMCDP performance measures across OECM and report to the Deputy Secretary on an annual basis.

PMCDP performance will be measured through reports generated from data in the PMCDP modules in the ESS and in the PMCDP Tracking System in CHRIS.

4.1 Corporate Reports

The following reports have the capability of being sorted by organizational categories, such as Lead Program Secretarial Office (LPSO), Field Site, and Organization. The reports may be generated by quarter, fiscal year to date, preceding fiscal year, and program inception date to present.

Staffing Level Report lists the percentages of approved project management positions filled, sorted by grade level and PMCDP certification level. The PMCDP goal is to maintain a 95% staffing level.

Project Director Report provides a list of individual project directors, the PSOs, current project(s), the current project TPC(s), the cumulative historical TPC, and years of project management experience, sorted by site. A complex-wide summary is also included.

Vacant Positions Report contains the number and percentage of designated project management positions currently vacant at each site, sorted by grade level and PMCDP level. The report also shows for each PMCDP level the position number, the organization number, and the project name. A complex-wide summary is also included.

Certification, Model PDs, and Pay Incentive Report provides the number and percentage of project directors certified at each level, sorted by site. Within each site and for each level, the report provides the number of certified project directors sorted by grade, sex, and ethnicity, and with/without current projects. The report also states the number and percent of project directors who receive pay incentives and who have model position descriptions. A complex-wide summary is also included. The goal of the PMCDP is to have 80% of all DOE project directors certified at one of the four levels, 80% with model position descriptions, and 100% of certified project directors receiving pay incentives.

Diversity Report shows the number and percent of female and male project directors by grade, certification level, and ethnic background of each of the protected classes. This report also summarizes the number of project directors by age group (under 30, 31-45, 46-66, and over 55), and retirement eligibility.

Competency Requirements Report lists all the competencies in the Certification and Equivalency Guidelines and, for each competency, reports by certification level the number and percentage of project directors in the program who are required to have the competency and have completed the competency and the number who have not. In addition, the number of project directors who have completed the competency and the dates are reported by site for each competency. A complex-wide summary is also included.

Attrition Rates Report calculates the percentage of attrition on a monthly basis by dividing the number of people leaving DOE project management positions during the reporting period by the average number of filled project management positions during the reporting period. Attritions are sorted by the categories of DOE promotion, DOE lateral transfer, transfer/promotion outside of DOE in the Federal government, retirements, and otherwise leaving Federal service. The goal of the PMCDP is to have less than 10% attrition per year including lateral reassignments. The report may be generated by month, quarter, and fiscal year.

4.2 Ad Hoc Reports

Equivalency Report lists all the competencies in the Certification and Equivalency Guidelines and for each competency provides the number and percentage of project directors by site who have attained competency by equivalency and the type of equivalency (courseware, written exam, oral exam, on-the-job training, mentoring, etc.). A complex-wide summary is also included.

Competency Tracking Report tracks the progression of individual project directors through the program. This report lists every project director in the program by site. The report shows the date each individual entered the program and the certification level sought. For incumbent project directors, the number of days remaining in the 24-month phase-in period is given. For new hires or promotions within DOE, the number of days remaining in the 12-month period for certification is given; these project directors are listed in ascending order with the persons with the least amount of time remaining listed first.

Continuing Education Unit Tracking Report tracks the progress of individual project directors in completing Continuing Education Units; 60 hours are required every two years. The report lists each individual by site, the date of the last certification, the number of CE hours earned since the date of certification or since the last two-year period since certification, the days remaining in the 24-month period to complete CE hour requirements, and the CE hours still required.

ATTACHMENT 1

SAMPLE EQUIVALENCY JUSTIFICATION

Competency:**1.1.3 SCOPE MANAGEMENT****1.1.3.1 Level One Project directors must demonstrate a working knowledge of WBS development and project scope baseline.**Supporting Knowledge and/or Skills

Project mission need determinations.
Conceptual and detailed design documentation and the review thereof.
Developing a project work breakdown structure.
Project scope baseline development techniques and their application.
Evaluating project alternatives.
Scope change management.
Configuration management.

Equivalency Justification:

Served as the project director on three capital asset projects on which I developed the WBS and project scope baseline. Following are details on just one of these projects that show the supporting knowledge and skills:

As part of the development of an Acquisition Execution Plan, developed the mission need for the Wide Area Radio System, a \$17 million Total Project Cost (TPC) line-item project. The mission need was to upgrade and replace aging and separate radio communications systems and structures currently in use throughout the DOE-ORO reservation by providing one comprehensive system serving all Federal facilities and end-users. Other mission requirements supporting this project included:

- providing long-term expansion capacity
- reducing communications inefficiencies
- improving emergency preparedness with comprehensive and integrated radio communications

Evaluated three acquisition alternatives and performed an alternatives analysis. As a result of the conclusions reached, chose as the preferred alternative installing a single narrowband Wide Area Radio System.

Prepared instructions for the preparation of a Conceptual Design Report (CDR), to be prepared by the contractor, which established the functional and performance requirements and identified problems requiring engineered solutions. Developed a Work Breakdown Structure (WBS) to the third level that summarized the entire project, and instructed the contractor to use this WBS for the summary cost estimate in the CDR. Reviewed the functional and performance requirements of the CDR, and determined the sufficiency and accuracy of information against the mission need and the adequacy for developing design documents. Reviewed the summary cost and initial baseline schedule, including project milestones and identification of the critical path, to determine proper WBS use, realism for project funding, and accomplishment of mission needs.

Reviewed the preliminary design to determine that the contractor did use the project summary WBS to develop their contractor WBS and that discrete work packages were developed and properly inserted into the WBS at the appropriate levels. This established the project scope baseline. Reviewed the construction cost estimate at a WBS cost-account level and determined that the cost estimate realistically represented the scope of work as well as the schedule. The scope, cost, and schedule at the end of preliminary design established the overall project baseline.

To control baseline changes for scope, cost, and schedule, established a Baseline Change Control Board (BCCB) for the project composed of myself as the project director, a radio communications technical representative, and a financial/budget representative. Used other representatives as required to review a contractor change request, such as Environmental, Safety, and Health and other DOE matrix support. In addition, helped establish boards above and below the project-manager level. Also used the BCCB to maintain configuration management control for the project.

Successful performance demonstrated by the "outstanding" performance appraisal for the period ending September 2002.

CHAPTER 4

TRAINING

1. PURPOSE

Training is one of the cornerstones of PMCDP certification requirements. The purpose of training is to provide learning experiences by which a DOE federal project director can gain much of the knowledge, skills, and abilities needed to assume management responsibility for a certain level of projects.

2. OVERVIEW

Federal project director certification under the PMCDP is based on meeting the certification requirements outlined in the DOE Order 361.1A Chapter IV dated 04-19-04, which includes specific training requirements.

2.1 Core and Elective Training Courses

The PMCDP offers training in both core and elective courses. All core courses for a given level of certification are required. One or more electives are also required for certification, but the federal project director may choose from several courses to meet the requirement. Table 1-1 lists the core and elective courses required for the four levels of project management certification. A total of 16 core and elective training courses are required to reach Level 4 certification.

Complete course descriptions can be found in the PMCDP Course Catalog. See <http://oecm.energy.gov/>.

All federal project directors and candidates shall develop plans for meeting training requirements and include those plans in their IDPs. Supervisors of federal project directors shall participate in identifying the training needs that go into training plans. Records of training needs and training completed will be maintained in the DOE CHRIS (staff IDPs).

The PMCDP shall annually evaluate project management training needs and ensure appropriate training is available through the Office of Human Capital Management or other sources. The courses are available for all DOE personnel; however, priority maybe given to PMCDP participants. The order of priority is as follows: incumbent federal project directors, followed by candidates, and then followed by “others.”

Evaluation of participant learning is a component of every PMCDP course. The evaluation may be an examination, a report, a presentation, or some other demonstration of participant learning. To achieve credit, participants must receive from their instructor a passing assessment of their performance in the course. A minimum assessment score will be announced during the course.

Additionally, OECM requires full attendance. To achieve credit, the participant must participate in the entire course. Although some course material may be made up by watching video tapes of missed classes for courses using televideo conferencing sessions, there can be no guarantee that this option will be available for all courses. It is the responsibility of the participant to coordinate with the instructor on how to make up for missed televideo sessions. For classroom based sessions, participants are expected to attend 100 percent of the session.

To those participants who meet the assessment and attendance requirements, a certificate will be issued to document course completion.

2.2 Training Equivalencies

The PMCDP provides the flexibility of accepting alternative training courses, if the alternative courses can be shown to be equivalent to the courses specified in the certification requirements.

OECM has developed standards and guidelines for training equivalencies. For a course to be equivalent, it must address the relevant DOE project management competencies. FEMs shall direct field-level training administrators and/or project management SME's to determine training equivalencies using the competencies in the CEG as a guide. OECM shall respond to specific requests for training equivalency evaluations.

A federal project director may acquire equivalent training from commercial vendors, site-specific training programs, and accredited colleges and universities; however, when PMCDP courses are available, such equivalent training should be the exception.

In addition to the equivalencies provided by other training sources, Project Management Professional (PMP) certification by the Project Management Institute (PMI) provides equivalencies for some Level 1 and 2 requirements. Specifically, PMP certification is considered equivalent to three courses required for Level 1 certification:

- Project Management Essentials
- EVMS and Project Reporting
- Contract Types/Bid Evaluation/Award and PBI Contracting

For Level 2 certification, PMP certification is equivalent to one core course, Project Risk Management, and a Level 2 elective.

Consequently, a federal project director with PMP certification only requires 11 courses to fulfill the overall PMCDP training requirements through Level 4, as opposed to the 16 courses required without PMP certification.

3. PROCEDURES

See Chapter 3.

3.1 Equivalency Approvals

Refer to Chapter 3 and the Supervisory Review/Participant Profile guidance.

CHAPTER 5

WORK AND DEVELOPMENTAL ACTIVITIES

1. PURPOSE

Work and developmental activities constitute the second area of PMCDP certification requirements; training being the first requirement. The purpose of these activities is to provide work and developmental experiences by which a DOE federal project director can gain much of the knowledge, skills, and abilities needed to assume management responsibility for a certain level of projects.

2. OVERVIEW

2.1 Work/Development Activities

Each certification level has specific work and developmental requirements to achieve certification. Table 1-1 lists the activities required for the four levels of project management certification. A total of ten specific work and developmental activities are required to reach Level 4 certification.

These work and developmental activities include experience as a project engineer or as a member of an Integrated Project Team, experience in project management, experience in supervision or as a team leader, *Rotation with Industry* assignments, mentor-protégé arrangements, and program management at DOE Headquarters. For information about rotational assignments with industry, see Chapter 7; for information about mentoring, see Chapter 8. The durations of these work and developmental activities range from 6 months to 3 years.

FEMs shall ensure federal project directors are provided the appropriate developmental assignments and work experience needed to progress to higher levels of certification. The Director of OECM shall track the development of certified federal project directors and notify federal project directors and their supervisors of developmental needs. During the phase-in period when incumbent federal project directors are being certified, priority for work and developmental assignments shall be given to incumbent managers.

2.2 Work/Development Equivalencies

The PMCDP provides the flexibility of accepting alternative work and developmental activities if the alternative experiences can be shown to be equivalent to the activities specified in the certification requirements.

Based on the equivalency guidelines in the CEG, supervisors, first line managers, site managers, training administrators, and or subject matter experts shall review the experience of project management candidates to determine whether past work and developmental experience can be substituted for the certification requirements.

OECM has already determined that the Project Management Institute's PMP certification is equivalent to the two work/development requirements for Level 1 certification for the following: (1) twelve-months assignment as Project Engineer or IPT member and (2) three-years experience in project management.

OECM has also determined that a Professional Engineer (PE) or Registered Architect (RA) license provides equivalency for the following:

- The Level 1 certification requirement of a one-year assignment as a project engineer or IPT member and
- The Level 2 requirement for a one-year rotational assignment as a project engineer or IPT member on a post-Critical Decision-3 project with an architecture/engineering (A/E) firm or a DOE maintenance and operating (M&O) contractor.

FEMs and the Certification Review Board shall use equivalencies as appropriate when recommending and granting certification.

3. PROCEDURES

3.1 Participation

The following procedures are recommended to program offices, line/site managers, and federal project directors as important steps to schedule and participate in work/development activities:

1. As a first step, each federal project director shall consult with his or her supervisor/first line manager to determine work and developmental needs and requirements. The federal project director may wish to review certification requirements outlined in the CEG in consultation with his or her supervisor as part of this step. It is also highly recommended that federal project directors complete a draft of the Supervisory Signoff/Participant Profile, which is used to document federal project directors' knowledge and skill competency requirements as outlined in the CEG.
2. The participant then enters these work and developmental needs in his or her IDP (see Chapter 3 on how to enter the information into the IDP).

3. The participant schedules work and developmental activities by entering the information in the ESS PMCDP module (see Chapter 3). The screen contains fields for competency descriptions, developmental activities, target dates, activities planned/completed, dates activities are completed, approximate hours, evaluation methods, evaluation notes, and evaluation dates. This will automatically generate an approval request email from an approving official.
4. The approving official approves the request for developmental activities and electronically sends the approval to the participant. If a developmental activity is not approved, for reasons such as no available positions, the federal project director may request the activity at a later time or immediately request a different activity. In some cases, the approving official may suggest a different activity that better meets the participant's developmental needs.
5. Upon approval of developmental activities, the participant electronically updates his or her IDP. The participant may then engage in the approved activities.
6. If one of the developmental activities is an industry rotational assignment, the participant must request the assignment through the supervisor/first line manager in accordance with program office policy (see Chapter 8). After site and program office approvals, the program secretarial office forwards the application package to the Director of OECDM for approval. The Director forwards the records of those approved participants to the Director of the Acquisition Career Development Program (ACDP), which administers industry rotational assignments for the PMCDP. The ACDP then arranges the rotational assignment.
7. As approved developmental activities are accomplished, the participant updates the competency in the ESS PMCDP module, recording the date and duration of each completed activity. The participant also gathers supporting evidence that documents activity completion (training certificate, on-the-job performance checklists, testing, evaluation comments, etc.). This update automatically generates a request for an approval by the qualified approving official.

3.2 Equivalency Approvals

FEMs and OECDM will use equivalencies as appropriate during the twenty-four month phase-in period. The following procedures are suggested for receiving credit for equivalent work and developmental activities:

1. To receive credit for equivalencies already approved, participants obtain documentation that shows they completed the alternative work or developmental activities. They add the documentation to their certification packages and indicate

- in a cover letter the requirements for which the documents are being presented as equivalencies. This documentation may be certificates, completed exams, licenses, etc.; for example, copies of a PMP certificate or a PE or RA license.
2. For equivalencies not already approved, a federal project director must prepare a written request for an equivalency that describes the alternative activity in sufficient detail to demonstrate that it is equivalent to a specific certification requirement and for review by his or her PSO and/or FEM.
 3. The federal project director then forwards the request through his or her supervisor and the FEM, who approves the request for Level 1 or 2 equivalencies, or signs off on Level 3 and 4 requests and forwards the requests to the Director of OECM. The signature of the supervisor or first line manager and site manager on the Supervisory Review/Participant profile are considered as approval of equivalency at the program/site office level, as well as request for equivalency as a part of the Certification Review Board process to consider candidates for certification.
 4. The FEM and/or director shall approve or disapprove the request for equivalency in writing to the federal project director and the supervisor. Equivalencies may be established for past experience, but for future work or developmental activities, the federal project director must receive approval of a contingency prior to undertaking the course or activity.
 5. Once the alternative activity is completed, documentation showing completion along with the letter of approval from the FEM should be added to the federal project director's certification package. In addition, the federal project director should enter the approved equivalency completion in his or her IDP in the CHRIS/ESS.
 8. Upon receipt of a participant's completion package, the approving official(s) review the package to determine an appropriate method of evaluation. Some PSOs may wish to incorporate reviews by the SMEs to determine appropriate evaluation methods, which may include an oral evaluation, performance demonstration, or written examination of the participant's acquired knowledge or skill. The PSO representative or supervisor will notify the participant of the evaluation method and a schedule for the evaluation. If a participant does not satisfactorily complete the evaluation, the PSO representative and/or supervisor documents appropriate remedial activities for the participant.

CHAPTER 6

CONTINUING EDUCATION

1. PURPOSE

Once a federal project director has attained certification at any level, 60 units (hours) of CE are required every two years for a federal project director to maintain certification. The PMCDP makes this requirement to encourage DOE participants to remain current in their professions and to keep informed on emerging trends and issues in project management.

2. OVERVIEW

PMCDP core and elective courses may be taken to meet CE requirements. In fact, participants should fulfill their CE hour requirements by taking the core and elective courses needed to progress to the next level of certification and project management authority.

By the time a federal project director has been certified at Level 4, he or she will have fulfilled all of the training requirements for each level of certification. These individuals may then fulfill their CE requirements through such activities as (1) completing any PMCDP electives listed for certification they have not taken, (2) leading project management-related workshops and seminars, and (3) serving as mentors to Level 3 certification candidates (e.g., serving as a mentor for 6 months provides 30 CE credits).

A federal project director may acquire equivalent CE credit from sources other than the PMCDP training activities, including OECM-approved commercial vendors, site-specific training programs, course work provided by accredited colleges and universities, and short courses, and workshops. Training and education in subjects related to the management of highly technical projects may be approved for CE credit by the Director of OECM. These subjects include accounting, applied mathematics and statistics, engineering, physical sciences, hazardous materials management, environmental management, maintenance management, and logistics.

Typical equivalencies for CE credit hours are listed in Table 6-1. To receive CE credit for training activities other than those in Table 6-1, participants must get approval from the Director of OECM. Supervisors in consultation with each of their participants shall decide the number of CE hours the federal project director may request for each activity.

Table 6-1. Continuing Education Credit Assignments

Training/Continuing Education (CE) Opportunity Description	Unit	DOE CE Credit
Educational portions of technical meetings, conferences, workshops, and seminars; DOE training; and focused training and short courses provided by commercial vendors	1 hour =	1CE hour
Academic courses at an accredited college or university	1 semester credit = 1 quarter credit =	15 CE hours 9 CE hours
Audited academic courses at an accredited college or university	1 semester credit = 1 quarter credit =	5 CE hours 4 CE hours
Presentations at workshops, conferences, and seminars	1 formal presentation =	5 CE hours
Instructing at an accredited college or university	1 semester credit = 1 quarter credit =	10 CE hours 9 CE hours

The Director of OECM shall remain informed of CE progress by reviewing quarterly reports on federal project director CE status provided by the FEMs by way of the Continuing Education Unit Tracking Report (see Chapter 3). If a certified federal project director is approaching the end of two years and has not met the CE requirement of 60 hours, the Director shall send a 90-day notification to the federal project director and his or her supervisor of pending revocation of certification. If the federal project director does not remedy the situation during the 90-day period, and there are no extenuating circumstances, such as illness or military service, the Director shall revoke certification and notify the federal project director, the supervisor, and the FEM that the certification has been revoked. The FEM shall then reassign the federal project director to duties other than the management of DOE CAPs and cancel any incentive pay provided under the PMCDP.

Formerly certified federal project directors shall be eligible to apply to the CRB for re-certification 12 months after revocation of certification. During the 12-month period, the individual must successfully complete the CE training requirements.

3. PROCEDURES

Each federal project director shall consult with his or her supervisor to determine CE requirements based on the particular training and work/development needs of the federal project director, keeping in mind that 60 CE hours must be accumulated during every two-year period after project management certification. The federal project director then enters these CE activities in his or her IDP (See Chapter 3).

ATTACHMENT 1

CONTINUING EDUCATION DOCUMENTATION

Name of Employee: _____

Office Location: _____

Employee's Telephone Number: _____

Continuous Learning Activity: _____

Activity Dates(s): _____

Duration or Number of Hours: _____

CE hours: _____

Additional Explanation: _____

Employee's Signature

Supervisor's Signature

Date

Date

CHAPTER 7

ROTATION WITH INDUSTRY

1. PURPOSE

The Office of Procurement and Assistance Management has established agreements with public and private-sector organizations to provide DOE federal project directors with high-quality rotational assignments. The purpose of the *Rotation with Industry* assignments is to provide DOE participants with a greater depth of work experience. By participating in rotational assignments outside of DOE and the Federal government, DOE participants will gain a better understanding of the business culture, appreciate revolutionary changes in business practices, understand the skills required to implement change, and through this real-world experience, will be better able to encourage and institute innovative changes and sound business practices once back at DOE.

2. OVERVIEW

Candidates for Level 2 certification must complete one year on a post-CD-3 project as a project engineer with an architect-engineer firm or a DOE Management and Operating contractor. Possessing a PE or RA license will serve to meet this Level 2 requirement for such rotational assignments. This requirement will not apply to federal project directors who are incumbent federal project directors on DOE projects as of June 13, 2003 and are certified at Level 2 by May 31, 2006. In addition, the Office of Engineering and Construction Management may waive this requirement, in consultation with the appropriate program directors and field managers, for federal project directors with more than 10 years of federal experience in project management roles.

Rotation with Industry assignments are also available to participants holding a Level 2 or higher certification as career-broadening experiences. These assignments qualify for CE credit to maintain certification, earning up to 80 hours of CE credit in two years (see Chapter 6). Whether for Level 2 certification or for CE credit, a *Rotation with Industry* assignment must be included as a planned activity in a federal project director's IDP.

PSOs and FEMs nominate participants as candidates for a *Rotation with Industry* assignment to the Director of OECM. The Director then approves certified federal project directors for rotational assignments, based on the developmental needs and qualifications of the federal project directors.

To be eligible for the *Rotation with Industry* program under the PMCDP, a Level 2 candidate must:

- Be a full-time DOE employee;
- Possess Level 1 certification; and
- Maintain a satisfactory or better record of performance, confirmed by reference checks.

DOE's ACDP has management responsibility for the PMCDP *Rotation with Industry* program; as a result, both the ACDP and the PMCDP will work closely together to provide assignments with industry for federal project directors progressing through the certification levels. Additionally, both the DOE candidate and the participating corporation or industry shall sign a Training Agreement, which details the expectations and responsibilities of each party.

The role of the ACDP Office (ACDPO) is to:

- Establish agreements with private sector companies to meet specific professional requirements;
- Assign PMCDP candidates to the appropriate company according to the candidate's background, with the concurrence of the sponsoring company;
- Provide assignment instructions;
- Maintain liaison through visits and correspondence with the company coordinator and other officials of sponsoring companies to ensure the program meets the professional specialty requirements of the candidate and that adequate support is being provided by the ACDPO and the company;
- Manage candidate travel requirements necessary to support the assignment;
- Monitor candidate progress through periodic candidate reports from the company supervisor;
- Arrange seminars and conferences for education and orientation;
- Review company evaluations of the candidates; and
- Monitor termination dates.

Each company will appoint an employee to assist the DOE federal project director in the transition to the corporate world.

Each DOE employee has certain fundamental responsibilities while participating in the program:

- Complying with all policies and instructions provided by the company coordinator and the ACDPO. This includes timely and complete submission of all required documents, including work and travel plans, travel requests, and performance reports.
- Complying with the company's policy concerning dress and decorum.
- Performing those duties prescribed by the work plan for the assignment. Except for the restrictions placed upon them as government employees, the DOE employee will comply with all company policies and procedures and work assignments directed by the company supervisor.
- Being present for a minimum 40-hour workweek, as modified by company standards and the schedule maintained by other company employees. Except for necessary official government business, the DOE employee is expected to be in place at the company at all times during normal company business hours.

DOE employee performance is measured in two ways. Performance is gauged through in-plant visits by a representative of the ACDPO and through the company's perceptions of the individual. Company supervisors perform evaluations of the DOE employee and forward those to the ACDPO. Within 30 days of completion of an assignment, the company supervisor must submit individual Academic Reports for each PMCDP Candidate and forward them to the ACDPO via the company coordinator.

If at any time a DOE employee is not performing satisfactorily, the company supervisor should contact the coordinator, who should in turn contact the ACDPO, which shall take immediate corrective action, as appropriate. The ACDP Director may initiate the prompt removal of any DOE employee whose progress, conduct, or attitude is unsatisfactory. The company may also remove the employee, for any reason, with the agreement of the ACDP Director.

During the assignment, the DOE employee remains a government employee entitled to all benefits afforded to DOE employees, including salary, benefits, and promotions. The DOE employee is prohibited from receiving any payment or compensation from the company, with the exception of small items of reasonable value available to other employees in the course of performing their jobs, including such items as coffee and food at meetings; lunches when part of a working meeting or company educational course; transportation on regularly scheduled company planes, buses, and vans; and reduced or no-cost athletic facilities and social occasions.

3. REQUIREMENTS

The following are requirements for applying to the PMCDP *Rotation with Industry* program and for fulfilling the expectations of the rotational assignment.

As a condition of acceptance of a *Rotation with Industry* assignment, candidates must commit to a period of Temporary Duty (TDY) of up to 12 months in order to fulfill the rotational assignment. Candidates shall therefore be required to sign a Mobility Agreement, whereby they agree to undertake a TDY assignment outside of their commuting area, if necessary.

As a further condition of a *Rotation with Industry* assignment, PMCDP candidates must sign a Continuous Service Agreement, in which they agree to remain with the Federal government for a period of three years following completion of the rotational assignment. The Continuous Service Agreement is required to ensure the government's investment in the development of a candidate is recouped.

To be nominated for a PMCDP *Rotation with Industry*, a candidate must submit an application package to his or her supervisor. The federal project director may request a *Rotation with Industry* electronically using the Industry Rotation Request Form found in the PMCDP Competencies for Certification Module in ESS (see Chapter 3 for details). The supervisor shall add to the package a statement that the applicant meets the criteria of the program, that the program will benefit both the individual and DOE, and that the supervisor endorses the candidate's participation in the program and commits to support the program requirements. The supervisor then forwards the entire package to the FEM.

From applications received, the FEM shall recommend candidates for the *Rotation with Industry* program to the Director of OECM. The Director shall review each application package and may request an interview with the applicant which will be conducted on the telephone or at DOE Headquarters, Washington D.C. The Director shall then forward to the ACDP Director a list of candidates recommended for rotational assignments.

The ACDP Director shall then notify the applicant by letter of his or her final selection to participate in the program. The ACDP Director shall then attempt to make a match of the applicant with a company or corporation with whom DOE has developed a partnership for rotational assignments. The applicant's background, experience, and preference and the company's capabilities are considered when determining placement of the applicant.

The ACDP Director shall notify each applicant of acceptance by a company, indicating the reporting dates, company information, and other information on which to base a TDY, if required.

Once back at DOE, the employee shall enter the accomplished rotational assignment in his or her IDP that resides in the CHRIS/ESS. This information becomes part of the federal project director's PMCDP record.

CHAPTER 8

MENTORING

1. PURPOSE

Mentoring is the deliberate pairing of a more skilled and/or experienced person with a less skilled and/or less experienced person to facilitate the transfer of knowledge and skills. The primary purpose of mentoring is the professional growth and development of the less experienced person so that person can assume future management and leadership assignments.

Within the Department, the purpose of mentoring is to provide career development and learning opportunities in the workplace for high-potential DOE employees who may be able to assume leadership positions. The mentoring relationship provides an opportunity for the mentor to coach a protégé and to share experiences and knowledge that will contribute to the protégé's growth.

The objectives of mentoring include:

- Fostering leadership development;
- Expanding employees' knowledge, skills, and abilities;
- Broadening an understanding of DOE, its missions, and its programs;
- Providing a vehicle for employee professional and personal growth;
- Enhancing leadership, coaching, and interpersonal skills;
- Encouraging development of career plans and goals; and
- Developing a diverse, high performance workforce.

The potential rewards of mentoring are great, not only for the protégé, but also for all involved, including the mentor and DOE.

The protégé benefits through:

- Accelerated leadership development;
- Increased job satisfaction and effectiveness;
- Greater visibility in the organization;
- Targeted developmental activities;
- Enhanced self-esteem and likelihood of success; and
- Increased awareness of the organizational culture.

The mentor receives benefits through:

- Enhancement of the mentor's own development;
- Revitalized interest in work;
- Expanded awareness of the business environment;
- A chance to make a difference and leave a meaningful legacy; and
- Increased awareness of the caliber of employees and the talent pool available for future staffing decisions.

The Department benefits through:

- Cost-effective leadership development;
- Improved recruitment and retention of a talented and diverse workforce;
- Increased organizational communication and understanding;
- Improved succession planning;
- Increased employee motivation; and
- Increased management ownership and engagement.

2. OVERVIEW

The PMCDP will use voluntary mentoring to augment the training and developmental activities of DOE federal project directors as they work to become certified at Levels 1 and 2. However, being mentored for six months by a Level 4 federal project director is a requirement for Level 2 federal project directors seeking Level 3 certification.

Level 4 federal project director may fulfill part of their CE requirements through serving as mentors to Level 3 candidates; serving as a mentor for 6 months provides 30 CE credits for the Level 4 federal project director (see Chapter 6). Prior to serving as a mentor, a Level 4 federal project director should take the DOE mentoring course offered as part of the DOE Technical Leadership Development Program (see DOE M 426.1-1, *Federal Technical Capability Manual*); for this course project directors will receive 1 CE credit for each hour of training. A description of the Department's Mentoring Program can be found at <https://ma.mbe.doe.gov/ME50/Training/HCM/MentoringGuide.pdf>.

APPENDIX A

APPLICABLE DOE ORGANIZATIONS

Office of Secretary
Chief Information Officer
Office of Civilian Radioactive Waste Management
Office of Congressional and Intergovernmental Affairs
Office of Counterintelligence
Department Representative to the Defense Nuclear Facilities Safety Board
Office of Economic Impact and Diversity
Office of Energy Efficiency and Renewable Energy
Energy Information Administration
Office of Environment, Safety and Health
Office of Environmental Management
Office of Fossil Energy
Office of General Counsel
Office of Hearings and Appeals
Office of Independent Oversight and Performance Assurance
Office of the Inspector General
Office of Intelligence
Office of Legacy Management
Office of Management, Budget and Evaluation and Chief Financial Officer
National Nuclear Security Administration
Office of Nuclear Energy, Science and Technology
Office of Policy and International Affairs
Office of Science
Secretary of Energy Advisory Board
Office of Security
Office of Security and Safety Performance Assurance
Southeastern Power Administration
Southwestern Power Administration
Western Area Power Administration

APPENDIX B

PROJECT DIRECTOR MODEL POSITION DESCRIPTIONS

Three model position descriptions for federal project directors are posted on the CHRIS website, Position Description Library: <https://mis.doe.gov/pddl>. A search of the Index under “P” will show the three descriptions written for the 801 series of GENERAL ENGINEER/PHYSICAL SCIENTIST: GS-0801/1301.

- GENERAL ENGINEER/PHYSICAL SCIENTIST: GS-0801/1301-13
ORGANIZATIONAL TITLE: Level 1 PROJECT MANAGER
- GENERAL ENGINEER/PHYSICAL SCIENTIST: GS-0801/1301-14
ORGANIZATIONAL TITLE: LEVEL 2/3 PROJECT MANAGER
- GENERAL ENGINEER/PHYSICAL SCIENTIST: GS-0801/1301-15
ORGANIZATIONAL TITLE: LEVEL 4 PROJECT MANAGER

The use of these descriptions is discretionary for the PSO and/or field element.

APPENDIX C

PMCDP CERTIFICATION AND EQUIVALENCY GUIDELINES

Documentation of competencies by federal project directors and candidate federal project directors should be prepared using the PMCDP CEG, which lists detailed knowledge and skill requirements of the four levels of certification (i.e., Levels 1, 2, 3, and 4) which are contained in 11 knowledge and skill categories: General Project Management, Leadership/Team Building, Scope Management, Communication Management, Quality/Safety Management, Cost Management, Time Management, Risk Management, Contract Management, Integration Management, and Behavioral. DOE G 361.1A, Chapter IV, *DOE Project Management Career Development Program CEG* can be found on the OECM PMCDP website: <http://oecm.energy.gov>.

During the initial 24-month phase-in period, federal project directors requesting certification should use the “SUPERVISORY REVIEW/PARTICIPANT PROFILE” spreadsheet to document competency requirements. A guideline for this spreadsheet has been prepared and is titled “GENERAL GUIDANCE FOR COMPLETING THE SUPERVISORY REVIEW AND PMCDP PARTICIPANT PROFILE.” These documents are also posted on the OECM PMCDP website listed above.

APPENDIX D

RESOURCES

DOE, *Project Management Practices*, U.S. Department of Energy, Washington, D.C., draft, October 2000.

DOE Order 361.1, *Acquisition Career Development Program*, U.S. Department of Energy, Washington, D.C., November 10, 1999.

DOE Order 413.3, *Program and Project Management for the Acquisition of Capital Assets*, U.S. Department of Energy, Washington, D.C., October 13, 2000.

DOE Guide 426.1-1, *Recruiting, Hiring, and Retaining High-Quality Technical Staff; A Manager's Guide to Administrative Flexibilities*, U.S. Department of Energy, Washington, D.C., December, 10, 1998.

DOE M 426.1-1, *Federal Technical Capability Manual*, U.S. Department of Energy, Washington, D.C., June 5, 2000.

DOE 3335.1C, *Merit Promotion*, U.S. Department of Energy, Washington, D.C., June 23, 1992.

National Research Council, *Improving Project Management in the Department of Energy*, National Academy Press, Washington, D.C., 1999.

Office of Training and Human Resource Development, *Mentoring Program Guide*, U.S. Department of Energy, Office of Management, Budget and Evaluation, Office of Human Resource Management, Washington, D.C.

PMCDP, *Mentor-Protégé Program*, U.S. Department of Energy, Washington, D.C., draft, July 25, 2002.

PMCDP, *Rotation with Industry Program Module*, U.S. Department of Energy, Washington, D.C., draft, July 25, 2002.

PMCDP, *Selecting Top Talent: The PMCDP Guidebook for the Top Talent Selection System*, U.S. Department of Energy, Washington, D.C., draft, August 2002.

PMCDP, *Selecting Top Talent Interview Manual*, U.S. Department of Energy, Washington, D.C., draft, August 2002.