



U.S. Department of Justice
Justice Management Division
Management and Planning Staff

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MEMORANDUM FOR BUREAU PROCUREMENT CHIEFS

FROM: Michael H. Allen 
Senior Procurement Executive

SUBJECT: DOJ Procurement Guidance Document (PGD) 08-12
Federal Acquisition Certification in Program/Project Management (FAC-P/PM)

PURPOSE

The purpose of this Procurement Guidance Document is to establish and implement Department-wide policy on the general training and experience requirements for Program and Project Managers as defined by the Office of Management and Budget, Office of Federal Procurement Policy (OFPP) Memorandum, "*The Federal Acquisition Certification for Program and Project Managers*," dated April 25, 2007. A strong partnership between program and project managers and contracting professionals requires a common understanding of how to meet the government's needs through acquisitions that deliver quality goods and services in an effective and efficient manner. The objective of FAC-P/PM is to align a base of essential competencies for program and project management. Compliance with the FAC-P/PM certification program helps to ensure that this partnership and our collective stewardship of taxpayer dollars will improve.

AUTHORITY

The Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) is issued pursuant to 41 U.S.C. 401, et seq and OFPP Policy Letter 05-01, paragraph 8 (c) and Office of Management and Budget memorandum, "The Federal Acquisition Certification for Program and Project Managers," dated April 25, 2007.

BACKGROUND

The Services Acquisition Reform Act of 2003, P.L. 108-136, expanded the definition of acquisition to include functions performed by program and project managers, such as requirements development, performance management, and technical direction. OFPP Policy Letter 05-01 built upon this broader definition of the acquisition workforce and required the Federal Acquisition Institute (FAI) to make recommendations for a program and project management certification program. FAI partnered with twenty federal agencies to recommend the competencies and framework for this program. A report on the working group's efforts is available at <http://www.fai.gov/policies/sturep.asp>.

KEY ELEMENTS OF THE FAC-P/PM PROGRAM

Applicability

The FAC-P/PM focuses on essential competencies needed for program and project managers; the program does not include functional or technical competencies, such as those for information technology, or agency-specific competencies. The FAC-P/PM is not mandatory for all program and project managers; however, program and project managers that are assigned to major acquisitions as defined in OMB Circular A11, Part 7, exhibit 300, Planning, Budgeting, Acquisition, and Management of Capital Assets, must be senior-level certified unless an interim waiver is granted. It should be noted that Program and Project Managers assigned to information technology (IT) investments must also meet the requirements of the Federal IT Project Manager Guidance Matrix, which can be found at www.cio.gov/documents/Federal%20IT%20PM%20Guidance%20Matrix2.ppt. Additionally, individuals designated as Program Manager and/or Deputy Program Manager assigned to contracts valued at \$10 million dollars or more in accordance with PGD 6-01, must be mid-level certified.

Individuals certified under the FAC-P/PM program can be considered to meet the general PM competencies and suggested experience standards of the IT PM qualification guidance for purposes of identifying qualified project managers, but must also meet the technical standards to satisfy fully the IT PM requirements. These certification requirements do not apply to Contracting Officers Technical Representatives (COTRs) or Contracting Officer Representatives (CORs).

The target completion date for this certification is one year from the date of assignment to the program or project.

General Requirements

The FAC-P/PM program describes core, minimum competencies, and not a specific curriculum, that are considered essential for successful program and project management. Certification under the FAC-P/PM is based on attaining these competencies and having a certain number of years of experience associated with each of these levels. Competency requirements may be satisfied through successful completion of suggested training, completion of comparable education or certification program, or demonstration of knowledge, skills, and abilities (fulfillment). The competencies and experience are cumulative across levels; thus, individuals are not required to obtain certification at the entry-level before obtaining expert-level certification. FAC-P/PM will recognize three levels of certification:

- ▶ Project Manager - Entry/Apprentice,
- ▶ Program/Project Manager - Mid-level/Journeyman; and
- ▶ Program Manager - Senior/Expert.

Individual training plans and essential competencies and proficiencies for each certification level are included in Appendix A and B of this document. This information may be used to determine training and development needs. For more detailed guidance refer to www.fai.gov and follow the FAC-P/PM link to review the Program/Project Manager training blueprint.

Continuous Learning Points

To maintain FAC-P/PM, certified professionals are required to earn 80 continuous learning points (CLPs) of skills currency training every two years beginning the first fiscal year following the effective date of certification. CLPs begin to accumulate on the date the individual is certified. Individuals are responsible for maintaining continuous learning records and Bureau Acquisition Career Managers (ACM) will monitor the continuous learning requirements to ensure certifications remain active. See appendix C for further guidance on meeting CLP requirements.

Certification by a Recognized Organization

The Department will follow the determinations made by FAI, which considers the determinations made by DoD, as to which certifications by organizations outside the federal government are eligible for full or partial consideration under the FAC-P/PM.

FAI has established a letter of understanding with the Project Management Institute (PMI) to address application of PMI credentials to align with the all three levels of the FAC-P/PM program. The following chart summarizes the relationship between the PMI credentials and FAC-P/PM training and experience requirements:

PMI Credential	FAC P/PM Course-work areas	Experience
CAPM Certified Associate in Project Management	24-hour course on basic project management	1 year within last five years
PMP Project Manager Professional	24-hour course on intermediate project management	2 years within last five years

FAI will accept the respective PMI credential as satisfying the course work areas and experience as indicated.

Identifying Department Program and Project Managers

The requirements of this program apply to specific individuals based on current position tasks and functions. The following individuals are subject to the requirements of FAC-P/PM:

- Program Managers identified in Procurement Guidance Document (PGD) 06-1, "Designation of Program Managers, Deputy Program Managers, and Post-Employment Instructions" must be mid-level certified; and
- Program and Project Managers assigned to major acquisitions as defined in OMB Circular A11, Part 7, exhibit 300, Planning Budgeting, Acquisition, and Management of Capital Assets, must be senior-level certified. Interim waivers (refer to "Waivers" section of PGD) may be granted for senior level project managers until senior level certification can be obtained.

Bureaus shall also consider applying the FAC-P/PM requirements to individuals with the following responsibilities as defined in OFPP Policy Letter 05-01:

- Individuals with significant involvement in one or more phases of the acquisition investment process (initiation, conceptualization/design, development, implementation, modification, maintenance, evaluation, disposal),
- Managers with authority and responsibility for overseeing multiple phases of the acquisition investment process,
- Individuals with responsibility for leading cross-agency or acquisition investment programs for a major portion or all of the investment life-cycle,
- Individuals responsible for leading, coordinating, managing integrated project teams for acquisition investments,
- Individuals participating on an integrated project team or a phase of the investment life-cycle with aspirations for career development as a program or project manager.

Program Administration

The Department's Acquisition Career Manager (ACM) or designee, in collaboration with Bureau ACMs, is responsible for administering the FAC-P/PM program in accordance with guidance provided by OFPP and/or FAI. Essential Department responsibilities for program administration include:

- ▶ Identifying and assessing the program and project management acquisition workforce;
- ▶ Ensuring the workforce is developed in accordance with established standards;
- ▶ Issuing FAC-P/PMs;
- ▶ Monitoring continuous learning achievements.

FAC-P/PM nomination guidelines, applications for FAC-P/PM and other useful information is available on FAI's website and will be made available on the Department's website under the Chief Acquisition Officer's homepage, Career Management Link at <http://www.usdoj.gov/jmd/pe/awpm.htm>.

Waivers

Certification requirements may not be waived. The time-frame to meet certification requirements may be waived on a limited case-by-case basis. The Senior Procurement Executive (SPE), and/or the Chief Information Officer (CIO) or designee, may do so in writing, on a case-by-case basis, if granting the waiver is deemed necessary and in the best interest of the Department. An employee has one-year from the date of assignment to a major acquisition to meet certification requirements. If additional time beyond the first year is required, the CIO or designee may grant IT program/project managers (P/PM) a waiver not to exceed one additional year. If additional time is required beyond the initial waiver approval, a waiver extension must be requested. The SPE must concur on waiver extensions. All waiver requests shall include reasons for and the conditions of the waiver. Non-IT P/PMs shall forward all waiver and waiver extension requests to the Department ACM for SPE approval. A copy of all CIO approved waivers must be provided to the DOJ ACM.

NOTE: Waivers are granted for the purpose of allowing an employee to work on a major acquisition without certification. Certification requirements are not waived. The time-frame to meet certification requirements may be waived on a limited case-by-case basis. A waiver does not negate certification requirements or the requirement for certification.

Acquisition Career Management Information System (ACMIS)

ACMIS is the official system of records for the FAC-P/PM program. ACMs are responsible for maintaining supporting certification documentation for quality assurance purposes. Bureaus should begin entering or migrating data on designated program and project managers as soon as they are identified.

Implementation Procedures

- ▶ Identify Program and Project Managers using the guidelines provided herein. Bureaus shall begin the certification process by ensuring that employees assigned to major acquisitions are enrolled in the required training to meet certification standards.
- ▶ After applicable employees are identified, complete registration and complete personal profile in ACMIS;
- ▶ Assess current completed training to determine future training needs that meet FAC-P/PM requirements.
- ▶ Review FAI's Training Application System on www.fai.gov to learn of applicable training courses that meet certification needs. Begin enrolling in required training classes.
- ▶ Forms needed by Program and Project Managers for certification are located on <http://www.usdoj.gov/jmd/pe/awpm.htm>

Appendices

- A. Training Plans for the FAC-P/PM
- B. Competencies and Proficiencies at each FAC-P/PM Certification Level
- C. Guidance on Meeting the Requirements of Continuous Learning Points
- D. Relationship between Program Management and Project Management

A complete description of the FAC-P/PM certification requirements can be found at www.fai.gov. The requirements will also be published on the Department's website under Career Management. Please disseminate this PGD as appropriate in your organization. Should you have questions, please contact Dana Munson on (202) 616-3759 or via email at dana.munson@usdoj.gov.

APPENDIX A – Training Plans for the FAC-P/PM

Entry/Apprentice Level Training

A minimum of 24 hours of coursework in basic acquisition that cover the competencies contained in appendix A and enable the individual to:

- Explain the requirements development process;
- Define concept selection;
- Recognize technology development process;
- Perform a business strategy for market research (FAR Parts 10 and 12) to include socio-economic considerations.

A minimum of 24 hours of coursework in basic project management that enable the individual to:

- Prepare project components to the task level in preparation for developing the Work Breakdown Structure (WBS)
- Define requirements in terms of performance-based outcomes, where appropriate;
- Recognize role of an estimate in Total Ownership Cost (TOC)/Life Cycle Cost process;
- Recognize the risk and opportunity management process;
- Recognize systems life cycle management concepts used for information systems;
- Recognize the need for a comprehensive Test and Evaluation (T&E) program;
- Recognize the need to implement alternative logistics support.

A minimum of 16 hours of coursework in employing effective leadership and interpersonal skills to include:

- Effective oral and written communications;
- Understanding of the functions of membership in a working group or project oriented team;
- Customer service;
- Conflict management;
- Accountability.

A minimum of 24 hours of coursework that is government-specific and prepares the individual to:

- Become aware of a process by which the efforts of all acquisition personnel are integrated through a comprehensive plan;
- Recognize a need for the Project/Program Manager to participate in pre-award actions required by acquisition planning (FAR Part 7.1);
- Recognize the need for a comprehensive program specification and requirements statement that fully and correctly define the program;
- Recognize the need to formulate a source selection plan that allows for best value selection from competitive solicitations;
- Recognize the need to support contract administrative actions;
- Recognize the need for establishment of a negotiated baseline of performance;
- Recognize the need to oversee application of Total Life Cycle Systems Management (TLCSM);
- Discuss Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB exhibit 300).

A minimum of 24 hours in Earned Value Management (EVM) and cost estimates that will prepare the individual to:

- Recognize EVM policies, methodologies, and software for performance measurement of programs;
 - Identify management techniques;
 - Recognize the need for an Integrated Baseline Review process;
 - Recognize allocation of funds within appropriation categories and use of funds from each appropriation;
 - Identify the information system for financial management reporting;
 - Be knowledgeable of a cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, *Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs*, and management applications.
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Mid Level/Journeyman Training

A minimum of 24 hours of coursework in intermediate project management that enables an individual to:

- Develop and document an integrated master schedule;
- Assist in the development of an estimate of Total Ownership Cost (TOC);
- Clearly define requirements to meet needs including, where appropriate, performance-based outcomes and setting performance standards;
- Formulate the key features of a risk/opportunity management process;
- Establish a requirements development process that provides traceability back to user-defined capabilities;
- Formulate the key features of the T&E program, including modeling and simulation;
- Develop a life-cycle plan for delivering, maintaining, and retiring a product that includes supply chain considerations.

A minimum of 16 hours of coursework in employing correct and effective leadership and interpersonal skills to include:

- Partnering;
- Entrepreneurship;
- Strategic Thinking;
- Team Building/IPT;
- Conflict Management;
- Creativity/Innovation;
- Leveraging Diversity.

A minimum of 24 hours of coursework that is government-specific and prepares the individual to:

- Develop an overall strategy for managing the acquisition, coordination, and development of the acquisition strategy to include socioeconomic considerations;
- Identify key features in terms of pre-award actions required by acquisition planning (FAR Subpart 7.1);
- Formulate the key features of a comprehensive program specification and requirements statement;
- Identify and develop source selection criteria, including risk analysis method (FAR Part 15.3);

- Identify and track contract performance and administrative actions;
- Conduct financial planning and execution reviews;
- Build program and project plans in accordance with Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB exhibit 300).
- Use strategic sourcing when building and finalizing requirements across the program.

A minimum of 24 hours in EVM and cost estimates that will prepare the individual to:

- Identify the information system for financial management reporting;
- Conduct EVM analysis and implementing changes based on analysis;
- Analyze resource needs for management, including planning for an EVM program linked to risk;
- Apply business process re-engineering methods for continuous improvement.

Senior/Expert Level Training

A minimum of 24 hours of learning in advanced acquisition management that prepares the individual to:

- Manage a departmental/agency effort;
- Direct the development of concepts, requirements, and project documents related to the program;
- Manage the preparation of a program's acquisition strategy;
- Maximize the use of performance-based acquisition principles;
- Manage team activities in appropriate market research and acquisition of commercial items in accordance with FAR Parts 10 and 12;
- Direct requirements baselining, change processes, and resourcing.

A minimum of 24 hours of instruction in advanced program management to provide skills in:

- Coordinating an integrated master plan for life-cycle management and support ;
- Interpreting and overseeing application of department/agency financial policies and directives as it relates to program and resource management;
- Directing and monitoring risk management processes and making adjustments as necessary;
- Overseeing a comprehensive test and evaluation program;
- Examining and implementing innovative, alternative logistics support practices;
- Ensuring adequate staffing and resources across the program lifecycle.

A minimum of 16 hours of coursework in employing correct and effective leadership and interpersonal skills to include:

- Delivering effective presentations to senior level audiences through practice and instruction;
- Building and directing high-powered teams;
- Creating a culture of development and accountability;
- Communicating a compelling vision that generates excitement, enthusiasm, and commitment among team members.

A minimum of 24 hours of coursework that is government-specific and prepares the individual to:

- Work with a warranted contracting officer and develop the overall strategy for managing the acquisition;
- Participate in pre-award actions required by acquisition planning (FAR Part 7.1)
- Apply appropriate principles of OMB Circular A-123, *Management's Responsibility for Internal Control*;
- Direct completion of successful Capital Asset Plan (OMB exhibit 300);
- Employ strategic planning and resource management in the federal environment (budget cycle, paperwork, and congressional considerations);
- Apply principles of contract and fiscal laws and regulations (anti-deficiency, procurement integrity, and specific purpose statues) as they pertain to development of program funding, contracts, and strategies;
- Manage program in accordance with the agency's and OMB's planning, programming, and budgeting process, as appropriate.

A minimum of 24 hours in EVM and cost estimates that will prepare the individual to:

- Direct and manage EVM implementation across the program spectrum;
- Use advance project management skills with extensive EVM capabilities.

APPENDIX B. Essential Competencies and Proficiencies for each Certification Level

This appendix provides the essential competencies and levels of proficiency for the FAC-P/PM. As an individual gains experience, the proficiency level evolves from recognition and awareness of concepts at the entry level to the management and evaluation of their application at the senior level. Additionally, the individual is expected to obtain increasingly more complex leadership competencies.

Entry/Apprentice Level
<p>Requirements Development and Management Processes – Recognition of government-wide and agency-specific investment management requirements, acquisition policies, and program management strategies that support assigned missions and functions; understanding of how to manage risk; understanding of the many factors that influence cost, schedule, and performance; attention to lessons learned; understanding of metrics needed to manage programs and projects that deliver quality, affordable, supportable, and effective systems/products. Specifically includes recognition of:</p> <ul style="list-style-type: none">- Requirements Development Process- Concept Selection Process - Technology Development Process<ul style="list-style-type: none">- Core Management Skills and Processes- Total Ownership Cost (OMB Circular A-94)- Risk and Opportunity Management- Market Research (including socio-economic considerations)- Communications Management- Working Groups and Teams
<p>Systems Engineering – Recognition of the scientific, management, engineering, and technical skills used in the performance of systems planning, research and development, with an emphasis on performing and managing a technical process.</p>
<p>Test and Evaluation (T&E) – Recognition of efficient and cost effective methods for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified systems equipment or materiel, including the need to develop a thorough T&E strategy to validate system performance through measurable methods that relate directly to requirements and to develop metrics that demonstrate system success or failure.</p>
<p>Life Cycle Logistics (LCL) – Recognition of performance-based logistic efforts that optimize total system lifecycle availability, supportability, and reliability/maintainability while minimizing cost and logistic footprint, and interoperability.</p>

Contracting – Recognition of the supervision, leadership and management processes/procedures involving the acquisition of supplies and services, construction, research and development; acquisition planning to include performance-based considerations; cost and price analysis; solicitation and selection of sources; preparation, negotiation, and award of contracts; all phases of contract administration; termination options and processes for closeout of contracts; legislation, policies, regulations, and methods used in contracting, and business and industry practices, with particular emphasis on:

- Participation in determination of contract approach
- Development of performance-based solutions
- Preparation of requirements and supporting documentation
- Participation in source selection
- Management of contractor performance and contract administration

Business, Cost Estimating and Financial Management – Recognition of the forms of cost estimating, cost analysis, reconciliation of cost estimates, financial planning, formulating financial programs and budgets, budget analysis/execution, benefit-cost analysis, Earned Value Management (EVM) in accordance with American National Standards Institute (ANSI) Electronics Industries Alliance (EIA) Standard for EVM Systems #748-A, and other methods of performance measurement.

Leadership/Professional – These are the skills, knowledge, abilities and traits acquired through experience, training and education within government and the private sector and are cumulative, leading to skilled supervision and seasoned leadership. These competencies may appear in successive levels to emphasize the process of evolving, developing, and maturing leadership skills.

- Oral Communications
- Problem Solving
- Interpersonal Skills
- Accountability
- Written Communication
- Flexibility
- Conflict Management
- Resilience
- Customer Service

Mid-Level/Journeyman

Management Processes – Individuals at this level should be able to recognize and apply the concepts presented at the entry/apprentice level.

Systems Engineering – Individuals at this level should be able to recognize and apply the concepts presented at the entry/apprentice level.

Test and Evaluation (T&E) -- Individuals at this level should be able to recognize and apply the concepts presented at the entry/apprentice level.

Life Cycle Logistics (LCL) – Individuals at this level able to recognize and apply the concepts presented at the entry/apprentice level.

Contracting – Individuals at this level should be able to recognize and apply the concepts presented at the entry/apprentice level.

Business, Cost Estimating & Financial Mgmt – Individuals at this level should be able to recognize and apply the concepts presented at the entry/apprentice level.

Leadership/Professional – These competencies, in addition to those listed at entry-level, comprise a foundation for effective mid-level program/project manager-related responsibilities. These competencies may appear in successive levels to emphasize the process of evolving, developing, and maturing leadership skills

- | | |
|---------------------------|-------------------------|
| - Influencing/Negotiating | - Partnering |
| - Team Building/IPT | - Conflict Management |
| - Political Savvy | - Strategic Thinking |
| - Decisiveness | - Creativity/Innovation |
| - External Awareness | - Developing Others |
| - Entrepreneurship | - Leveraging Diversity |

Senior/Expert Level

Management Processes – Individuals at this level should be able to recognize, apply, and manage and evaluate the concepts presented at the entry/apprentice level.

Systems Engineering – Individuals at this level should be able to recognize, apply, and manage and evaluate the application of the scientific, management, engineering, and technical skills used in the performance of systems planning, research and development.

Test and Evaluation (T&E) – Individuals at this level should be able to recognize, apply, and manage and evaluate the concepts presented at the entry/apprentice level.

Life Cycle Logistics (LCL) – Individuals at this level should be able to recognize, apply, and manage and evaluate the concepts presented at the entry/apprentice level.

Contracting – Individuals at this level should be able to recognize, apply, and manage and evaluate the concepts presented at the entry/apprentice level.

Business, Cost Estimating & Financial Mgmt – Individuals at this level should be able to recognize, apply, and manage and evaluate the concepts presented at the entry/apprentice level.

Leadership/Professional -- These are the skills, knowledge, abilities and traits acquired through experience, training and education within government and the private sector and are cumulative, leading to skilled supervision and seasoned leadership. These competencies may appear in successive levels to emphasize the process of evolving, developing, and maturing leadership skills.

- Vision
- Strategic Thinking
- External Awareness
- Entrepreneurship

Appendix C. Guidance on Meeting the Requirements for Continuous Learning Points (CLP)

These guidelines reflect best-in-practice recommendations for continuous learning. Agencies retain flexibility and supervisors remain responsible for working with program and project managers to identify those activities and opportunities of greatest benefit to the professional development of an individual. The training, professional activities, education and experience that are used to meet the CLP requirements must be job related.

A. Training

- 1) Completing awareness training. Periodically agencies conduct briefing sessions to acquaint the workforce with new or changed policy. Generally, no testing or assessment of knowledge gained is required.
- 2) Completing learning modules and training courses. These may be formal or informal offerings from a recognized training organization, including in-house training courses/sessions, which include some form of testing/assessment for knowledge gained.
- 3) Performing Self-Directed Study. An individual can keep current or enhance his or her capabilities through a self-directed study program agreed to by the supervisor.
- 4) Teaching. Employees are encouraged to share their knowledge and insights with others through teaching of courses or learning modules.
- 5) Mentoring. Helping others to learn and become more productive workers or managers benefits the agency and the individuals involved.

B. Professional Activities

- 1) Participating in Organization Management. Membership alone in a professional organization will not be considered as fulfilling continuous learning requirements, but participation in the organization leadership will. This includes holding elected/appointed positions, committee leadership roles, or running an activity for an organization that one is permitted to join under current ethics law and regulation. The employee and supervisor must first ensure that participating in the management of an organization is allowed by the agency.
- 2) Attending/Speaking/Presenting at Professional Seminars/Symposia/Conferences. Employees can receive points for attending professional seminars or conferences that are job related. However, the supervisor needs to determine that the individual learned something meaningful from the experience. Because significant effort is involved in preparing and delivering presentations, credit should be given for each hour invested in the preparation and presentation.
- 3) Publishing. Writing articles related to acquisition for publication generally meets the criteria for continuous learning. Points will be awarded only in the year published. Compliance with agency publication policy is required.
- 4) Participating in Workshops. Points should be awarded for workshops with planned learning outcomes.

C. Education

1) **Formal training.** Supervisors should use Continuing Education Units (CEUs) as a guide for assigning points for formal training programs that award CEUs. The CEUs can be converted to points at 10 CLP points per CEU.

2) **Formal academic programs.** For formal academic programs offered by educational institutions, each semester hour is equal to one CEU. A three-hour credit course would be worth three CEUs and 30 CLP points, assuming that it is applicable to the acquisition function.

SAMPLE ACTIVITIES	RECOMMENDED NUMBER OF HOURS
Active Association Membership (in relevant subject area or program/project management association)	5 hours for an active membership year OR 1 hour for each 60 minutes of activity attended during the year
Publication of P/PM/acquisition-related articles, technical papers, etc.	20 hours for articles 25 for technical paper
Formal rotational assignments	40 hours per assignment
Conference presentations, training or seminar delivery	2 hours for 60 minutes of first-time presentation (1 for presentation, 1 for preparation, .5 credit for repeat delivery of same material)
Team leadership activities, participation on project teams for new products/activities	1 hour for every 60 minutes of participation
Formal education	1 hour for each hour of instruction up to 36 hours for a 3 credit course or American Council on Education (ACE) recommendation
Professional examination, license, or certification	40 hours in the year obtained
1 Continuing Education Unit (CEU)	10 hours
1 Continuous Learning Point (CLP), Professional Development Unit (PDU), or Professional Development Hour (PDH)	1 hour
1 credit hour (college course or ACE recommendation)	12 hours
Conference attendance	1 hour for each 50 minute presentation attended

Note - All activities may earn points only in the year accomplished, awarded or published.

D. Experience

Experience includes on-the-job experiential assignments and intra- or inter-organizational rotational career-broadening and developmental experiences. While supervisors and employees must use discretion in arriving at a reasonable point value to be awarded for rotational and developmental assignments, a sliding scale is recommended. Suggested points for such assignments are in the table below.

The assumption is that longer assignments are more beneficial than shorter assignments. The supervisor may feel that an individual may deserve more or less than the values shown. In determining the points for a rotational/developmental assignment, the supervisor should consider both the long-term benefit to the agency and the immediate benefit to the supervisor's organization and the individual. For example, a second rotational assignment of the same sort would be less valuable than a different type of rotational assignment.

When experience or other activities are to be used to earn CLPs, certain principles should be followed. Supervisors and employees should pre-define, as closely as possible, the tasks to be accomplished, expected outcomes, and the learning opportunities. If it is an assignment, the individual should be mentored during the assignment. Accomplishment of a product, such as a briefing, a project design, a report, or other work product that shows the learning attained, is desirable. Sharing the knowledge and experience gained and the product with others in the organization is encouraged.

CREDITABLE ACTIVITIES	POINT CREDIT
Experience:	
On-the-Job Experiential Assignments	Maximum of 20 points per year
Integrated Product Team (IPT)/ Special Project Leader	Maximum of 15 points per year
IPT/Special Project Member	Maximum of 10 points per years
Mentor	Maximum of 5 points per year
Assignment Length (Rotational Assignments or Training with Industry):	Recommended Points:
12 Months	80
9 Months	60
6 Months	40
3 Months	15
2 Months	10
1 Month	5

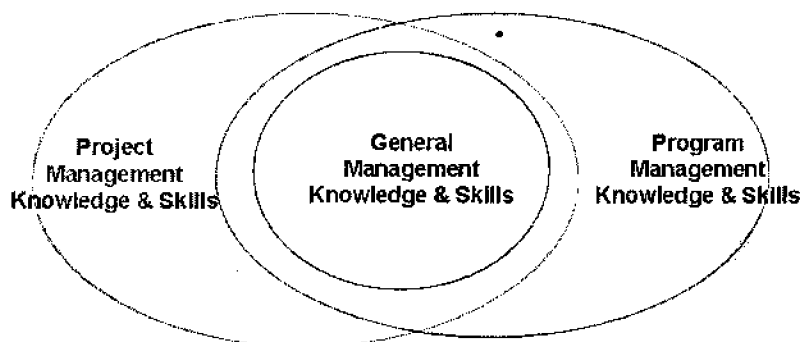
APPENDIX D. Relationship Between Program Management and Project Management

The relationship between program and project is interdependent, not discrete, and cumulative. Entry level project managers gain experience leading teams, building technical and leadership skills that continue to mature as the nature of assignments becomes more complex. The project manager builds skills and expertise in project management throughout his/her career. Instead of a dividing line between program and project, there is generally an overlap during mid-level assignments.

The FAC-P/PM includes both program and project management within a single certification rather than two separate tracks. These program guidelines are built to reflect both the interdependent nature of program and project management as well as the development needs of a program and project manager. The definitions below shape the discussion.

- **Project:** a specific investment having defined goals, objectives, requirements, lifecycle cost, a beginning and an end that delivers a specific product, service or result.
- **Program:** a group of related work efforts, including projects, managed in a coordinated way. Programs usually include elements of ongoing work.
- **Program Management and Project Management:** as appropriate, these specific definitions are the responsibility of the respective agency.

This is pictorially represented below:



Program management competencies are built into the project management foundation. Some of the core project management competencies are a subset of program management competencies. As project managers develop their project management competencies (i.e., knowledge, skills and abilities), they acquire the important program perspectives. The ability to use sound judgment in both project and program management is critical.