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ACQUISITION CERTIFICATION REQUIREMENTS FOR PROGRAM MANAGER

1. Purpose

This directive establishes the policies and procedures for certification of Department of Homeland Security (DHS) Acquisition Program and Project Managers. The DHS Acquisition Workforce includes professionals in various career fields and certification is available in each career field. Information on all career fields as well as the Acquisition Workforce Career Development Program is addressed in several directives and one combined manual.

2. Scope

This directive applies to all DHS Organizational Elements (OEs) and Headquarters Elements. DHS employees assigned to manage any DHS level 1, 2, or 3 investment as defined in Management Directive (MD) 1400 (series), shall be certified in accordance with this directive. DHS employees assigned to manage projects may also be certified in accordance with this directive. Requirements for other members of the acquisition workforce are contained in MDs 0740 (series) and 0780 (series). This directive is released in cooperation with the DHS Chief Information Officer (CIO) and Chief Financial Officer (CFO).

3. Authorities

- A. The Clinger-Cohen Act of 1996, Pub. L. 104-106, codified in 41 US Code.
- B. The Homeland Security Act of 2002, codified in Title 6, US Code.
- C. Services Acquisition Reform Act of 2003.
- D. DHS Management Directive 1400 (series), Investment Review Process.

4. Definitions

For detailed definitions and applicable terms see Enclosure (1).

5. Responsibilities

- A. The **Under Secretary for Management (USM)**: shall be responsible for all aspects of this directive.
- B. The **Chief Procurement Officer (CPO)**: shall be responsible for ensuring the integrity of the Department's acquisition process through development and oversight of a Department-wide acquisition workforce program that includes Program Managers.
- C. The **Chief Financial Officer (CFO)**: shall be responsible for managing the DHS investment review process to include verifying certified Program Managers are responsible for major DHS investments.
- D. The **Head of Contracting Activity (HCA) for the OE or designee**: in coordination with the appropriate finance, information technology, or other OE personnel shall be responsible for implementing this directive in their respective OE.
- E. The **Program Managers (PM)**: shall proactively manage individual development to ensure compliance with this directive and continued development as DHS investment stewards.

6. Policy & Procedures

A. **Policy**: DHS MD 1400 (series), Investment Review Process outlines the requirements for managing DHS capital investments and expectations for the Program Managers of these investments. The minimum requirement for nomination of a Program Manager to manage any DHS level 1, 2, or 3 investment is certification or eligibility for certification within 18 months of assignment. To ensure standard requirements exist across DHS, OEs may not develop supplemental certification criteria or alternate certification programs. Recognizing the importance of mission essential knowledge, skills, and abilities, OEs have the discretion to issue supplemental guidance or requirements for assignment or selection of Program Managers. DHS project managers may also be certified through Level II in accordance with this MD.

1. Certification – will be accomplished via the DHS Acquisition Certification Board as outlined in 6(B)(1) of the Procedures section of this MD.

(a) Levels – DHS Program Managers must be certified at a level commensurate with the responsibilities of the acquisition being managed or eligible for certification within 18 months of designation. DHS certification levels are designed to coincide with levels used both in industry and the Federal government with Level III being the mastery level. Refer to MD 1400 (series) for further clarification on the DHS investment process or other information contained in this chart:

Acquisition Level	Annual Cost (IT)/Acquisition Cost (non-IT)	Life-cycle Cost	Program Manager Certification Level
1	> \$100M	> \$200M	III
2	\$50M - \$100M	\$100M - \$200M	II
3	\$5M - \$50M	\$20M - \$100M additional for IT*	I

(b) Eligibility – any DHS employee meeting the requirements of this MD is eligible for acquisition certification as a DHS Program Manager Level I, II, and III. Individuals interested in certification as a Project Manager, may apply for certification as Level I or II Program Manager.

(c) Initial certification – requirements are in Enclosure (2). Certificates will be issued by the DHS Acquisition Certification Board on DHS form 0782-2 and will be valid for four years from the date issued provided annual skills currency is maintained.

(d) Maintenance – certified professionals are required to participate in 40 hours of annual skills currency training. Skills currency activities include training, seminars, conferences, special projects, education, or other developmental activities deemed appropriate by the HCA or designee. Additionally, any learning activity providing Professional Development Hours (PDHs), Continuous Learning Points (CLPs), Continuing Education Units (CEUs), Professional Development Units (PDUs) or college credit will meet the skills currency requirement. At least 20 hours of annual training must be in an organized format such as a training class (includes on-line training), seminar, or conference.

(e) Certification Transfer – individuals in the following categories can transfer into the DHS certification program as follows:

i. DHS personnel certified as Program or Project Managers under a formal legacy or other federal agency program at the effective date of this MD are considered to meet the requirements of this MD at the appropriate level provided 40 hours of skills currency can be documented within the 12 preceding months.

ii. DHS personnel previously certified under the Defense Acquisition Workforce Improvement Act (DAWIA) may obtain DHS Program Manager certification at the same DAWIA level provided 40 hours of skills currency can be documented in the preceding 12 months.

(f) Fulfillment – the process by which DHS employees may use work

* For IT investments only, in addition to cost criteria: Financial system with operation cost exceeding \$500K; was major in budget submission. Meets following criteria: E-Gov related, Federal Enterprise Architecture, DHS Enterprise Architecture, Strategic Data/Information sharing, DHS utility services and infrastructure, new technology initiatives, and sensitive initiatives. Falls in one of the E-Gov transformation focus areas (e.g., financial management, data and statistics, human resources, monetary benefits, criminal investigations, public health monitoring, etc.).

experience, education, or training to demonstrate to the Acquisition Certification Board the competencies associated with mandatory Program Management training requirements. Fulfillment counts the same as having completed all training requirements. Details on the fulfillment process are contained in 6(B)(2) of the Procedures section of this MD. Candidates will have the option to fulfill all training requirements in this MD through September 30, 2005.

(g) Waivers – the DHS CPO will consider temporary waivers to training requirements in rare cases. Procedures for requesting waivers are contained in 6(B)(3) of the Procedures section of this MD.

2. Guidelines on development, selection, assignment, and management of DHS Program Managers will be incorporated into the DHS Acquisition Workforce Development Program Manual at a later date. Until such guidelines are developed, HCAs or designees are expected to use discretion in developing procedures for selection, assignment, and management of DHS PMs that maintains the integrity of the DHS mission and acquisition process.

B. **Procedures:**

1. Acquisition Certification of Program Managers

(a) Individuals meeting the requirements contained in Enclosure (2) can request certification from the DHS Acquisition Certification Board via the HCA or designee. Individuals requesting certification shall use Enclosure (3) DHS form 0782-1, Acquisition Certification Application Request for Program Managers. Certificates will be awarded on DHS Form 0782.2 and will be signed by the Chair of the DHS Acquisition Certification Board.

(b) The DHS Acquisition Certification Board will meet on a regular schedule (to be announced) to consider application requests.

(c) Certificates will be valid four years from the date issued provided skills currency is maintained. At the end of four years, recertification can be requested using DHS Form 0782-1. Individuals requesting recertification will only be required to submit information on events used to meet the annual skills currency requirement.

(d) Lapsed certification - If certifications lapse, individuals will be required to meet any new requirements prior to recertification. Barring new requirements, individuals seeking recertification will be required to complete one new elective (minimum 16 hours) in addition to the skills currency requirement.

2. Fulfillment

(a) Individuals requesting fulfillment shall use Enclosure (4) the Program Manager Competencies – Employee Self-Assessment Checklist, to supplement the certification application (DHS Form 0782.1). Candidates must be able to explain how requisite competencies have been attained through experience,

education, or alternative training. If using experience, individuals must list date, location, agency, and title of position (or a resume) as well as what duties provided the relevant competency. Individuals requesting fulfillment shall enter "F" for fulfilled when completing DHS Form 0782-1, Acquisition Certification Application for Program Managers.

(b) A member of the Acquisition Workforce Certification Board will be designated as the functional advisor for Program Managers and will review certification request packages before they are submitted to the board for approval. This review will include a thorough examination of requests for fulfillment.

3. Waivers - The acquisition planning process typically provides adequate lead time for designation and certification of a qualified Program Manager. Additionally, a Program Manager may be appointed to an investment provided certification is obtained within 18 months of appointment. For these reasons, certification requirements will rarely be waived. HCAs or designees interested in requesting a waiver shall address a memorandum to the DHS CPO via the Acquisition Workforce Manager in a format similar to Enclosure (5).

4. Exceptions – exceptions to this policy will be considered on a case by case basis and must be approved by the DHS CPO. HCAs or designees interested in exceptions shall contact the DHS Acquisition Workforce Manager.

5. Documenting Skills Currency – individuals requesting recertification must submit documentation verifying the completion of skills currency requirements. DHS Form 0782-1 should be used for recertification requests with appropriate skills currency information completed. When on-the-job learning, rotation assignments, or other flexible activities are used to meet skills currency, the certified professional shall document learning that occurred and how it will benefit performance. To be creditable, this information shall be validated by the HCA or designee. Recommended hours for sample skills currency activities as well as the translation of continuous learning points, continuing education units, semester hours, etc. are in Enclosure (6).

6. Training courses: the Federal-wide CIO Council has developed a list of training providers that can be used to meet requirements of this MD. This reference is for information purposes only and is not intended to imply these are the only avenues available to obtain the requisite training. The list may be accessed is at http://www.cio.gov/documents/project_managment_tr_directory.pdf Any training course that meets the objectives contained in Enclosure (2) can be used to meet requirements.

C. **Questions or Concerns Regarding the Process**: Any questions or concerns regarding this directive should be addressed to the Office of the Chief Procurement Officer, Director of Acquisition Policy & Oversight.

Enclosure 1 – Definitions

Enclosure 2 - Acquisition Certification Requirements for Program Managers

Enclosure 3 – DHS Form 0782-1, Acquisition Certification Application Request for Program Manager

Enclosure 4 – Program Manager Competencies – Employee Self-Assessment Checklist

Enclosure 5 – Waiver Request Format

Enclosure 6 – Recommended Credit for Sample Skills Currency Activities

Definitions

- A. **Acquisition**: The conceptualization, initiation, design, development, test, contracting, production, deployment, support, modification, and disposal of systems, supplies, or services (including construction) to satisfy agency needs. Per the Federal Acquisition Regulation, acquisition is the process of acquiring with appropriated funds, by contract for purchase or lease, supplies and services (including construction) that support the missions and goals of an executive agency, from the point at which the requirements of the executive agency are established in consultation with the Chief Procurement Officer of the executive agency, including functions related to fulfilling agency requirements by contract.
- B. **Acquisition Certification**: formal process through which the DHS recognizes an individual for meeting the standards and achieving the competencies in one of several acquisition career fields.
- C. **Acquisition Certification Board**: DHS board comprised of functional advisors from across the Department for the various acquisition career fields, members review and make recommendations on workforce development such as certification requirements and standards as well as recommend disposition of certification requests. The board is chaired by the DHS Acquisition Workforce Manager.
- D. **Acquisition Program**: *see program*.
- E. **Acquisition Workforce Manager**: principal manager in strategic planning and direction of the DHS acquisition workforce and principal advisor on formulation of plans for overall management policies and programs relating to workforce effectiveness, organization, personnel, budgeting, reporting, forecasting, and competency preparation. The workforce manager serves as Chairperson of the Acquisition Certification Board.
- F. **Chief Procurement Officer (CPO)**: Senior Procurement Executive, responsible for the maintenance and oversight of a Department-wide acquisition program.
- G. **Functional Advisor**: DHS subject matter expert in a particular acquisition career field, responsible for recommendations on certification packages, career development, and advising the Acquisition Workforce Manager on areas of concern or interest for the responsible career field.
- H. **Head of Contracting Activity (HCA)**: the individual responsible for management of the entire acquisition function within an organizational element.
- I. **Investment Review Board (IRB)**: The DHS forum that provides senior management the proper visibility, oversight, and accountability for Level 1 investments. The primary function of the IRB is to review and approve Level 1 investments for formal entry into the annual budget process and at key decision points (KDP). The IRB conducts systematic reviews of investment preparations and progress to support key decisions.

J. **Legacy Employee/Agency**: refers to an employee or agency that became part of DHS on March 1, 2003.

K. **Organizational Element (OE)**: Directorates and entities comprising the Department of Homeland Security, including those defined in DHS MD 0010.1.

L. **Program**: A directed, funded acquisition that provides a new, improved, or continuing system or service in response to an approved need. Acquisition programs are divided into levels established to facilitate decentralized decision making, execution, and compliance with statutory requirements.

M. **Program Manager (PM)**: the responsible agency customer who, with significant discretionary authority, is uniquely empowered to make final scope of work, capital investment, and performance acceptability decisions, and who is responsible for accomplishing program objectives or production requirements through the acquisition of any mix of in-house, contract or reimbursable support resources. The PM is responsible for management and oversight of the Integrated Product Team.

N. **Project**: A planned undertaking with a definite beginning, distinct mission, and clear termination. A project may or may not be part of a larger acquisition program.

O. **Project Manager**: an individual assigned responsibility for accomplishment of a specific, defined task in support of an acquisition program.

P. **Skills Currency Activity**: a professional development activity providing knowledge, information, or training to enhance professional performance and maintain awareness in a field of practice. Activities can include training (including on-line), education, attendance at conferences, rotational assignments, new and unusual work assignments, internships, presentations, and a host of other opportunities designated as appropriate learning activities by instruction or supervisor endorsement.

Acquisition Certification Requirements for Program Managers

PROGRAM MANAGEMENT

LEVEL I (for DHS level 3 investments) – beginning level to establish fundamental qualifications in project and program management via training and experience. This level sets the foundation for career progression that will include sole responsibility for managing increasingly complex investments or portfolios.

EXPERIENCE (within the past three years)

1 year of acquisition experience that includes analyzing and/or developing requirements, monitoring performance, assisting with quality assurance and budget development.

Additional desired experience:

1 year project management experience, can be independent or as part of a team.

TRAINING

at least 24 hours (or 2 credit hours) in basics of or principles of project management, including project planning, cost estimating, risk management, performance, earned value management.

at least 8 hours in managing teams or Fundamentals of Integrated Product Teams (<http://clc.dau.mil>);

COR Mentor Program (www.faionline.com) or 24 hours in contracting officer technical representative training.

Or

Defense Acquisition University (DAU) Fundamentals of System Acquisition management (ACQ 101);

at least 8 hours in managing teams or Fundamentals of Integrated Product Teams (<http://clc.dau.mil>);

COR Mentor Program (www.faionline.com) or 24 hours in contracting officer technical representative training.

Additional Training for Information Technology

at least 24 hours (or 2 credit hours) in information technology project management

EQUIVALENCY - Individuals certified through the Project Management Institute® as Certified Associate Project Managers® need only complete the COR Mentor Program or equivalent training to meet requirements for DHS Level I Program Manager Acquisition Certification. Individuals certified as Department of Defense Acquisition Level I Program Manager meet the requirements for certification at DHS Level I.

LEVEL II (for DHS Level 2 investments) –development continues through assignments, training, increased responsibilities. At this level, the individual is becoming involved in strategic and capital planning as well as gaining more experience managing more aspects of a program. In addition to Level I requirements;

EXPERIENCE (within the past seven years)

2 years of acquisition experience that includes budget development and management, building a business case, involvement in strategic planning.

1 year project management experience, can be as part of a team.

Additional desired experience:

1 additional year of project or program management experience.

TRAINING (in addition to Level I requirements)

at least 24 hours (or 2 credit hours) among leadership, management, communication, or human resources;

at least 32 hours (or 2 credit hours) in intermediate acquisition management skills to include quality, schedule, cost, risk, integration, and financial management.

Or

DAU Intermediate Systems Acquisition (ACQ 201);

Enclosure (2)
DAU Program Management Tools (PMT 250).

Additional Training for Information Technology

at least 24 hours (or 2 credit hours) in information technology project management

EQUIVALENCY - Individuals certified through the Project Management Institute® as Project Management Professionals® need only complete the 24 hours in leadership, management, communication, or human resources to meet the Level II certification requirements. Individuals certified as Department of Defense Acquisition Level II Program Management meet the requirements for certification at DHS Level II.

LEVEL III (for DHS Level 1 investments) – This senior level represents mastery of the knowledge and skills associated with the complexities of managing strategic investments. Level III certification represents the confidence DHS has in an individual to successfully manage the Department’s most sophisticated acquisitions. In addition to requirements from previous levels;

EXPERIENCE (within the past ten years)

4 years acquisition experience that includes budget development and management, building a successful business case, strategic planning.

2 years project or program management experience, 1 year must be in a leadership role, the other can be as part of a team;

2 years experience in strategic planning, resource management, capital planning or investments.

Additional desired experience: 3 years leading an IPT.

TRAINING

at least 24 hours (or 3 credit hours) among strategic planning or resource management;

at least 40 hours among leadership, management, communication, or human resources;

one training course (32 hour minimum) designed as an active learning experience (simulation, application, etc) in program management;

at least 24 hours in Federal capital planning or governance.

Or

DAU Program Management Office Course (PMT 352)

at least 24 hours in Federal capital planning or governance

EQUIVALENCY - Individuals certified as Department of Defense Acquisition Level III Program Management meet the requirements for certification at DHS Level III.

Information listing various training vendors can be found at the Chief Information Officer Council internet site at http://www.cio.gov/documents/project_managment_tr_directory.pdf

Summary Chart – PROGRAM MANAGEMENT
Competencies and Certification Requirements

Level I Certification – for Level 3 acquisitions as defined in DHS MD 1400	Level II Certification- for Level 2 acquisitions as defined in DHS MD 1400	Level III Certification- for Level 1 acquisitions as defined in DHS MD 1400
<p>Knowledge of/Basic Skills in:</p> <ul style="list-style-type: none"> integrated product or cross-functional teams communications (written, oral, interpersonal) project management (including schedule, cost, budget, risk) Work Breakdown Structure (WBS) development scope of work quality assurance Contracting Officer Technical Representative (COTR) roles and responsibilities managing change performance measurement contracting and procurement acquisition & acquisition strategy DHS regulations, policies and investment process (MD 1400 and other applicable MDs) government ethics rules earned value management 	<p>Advanced skills in Level I areas as well as:</p> <ul style="list-style-type: none"> leading/motivating teams forecasting developing and managing budgets resource allocation and control schedule verification and validation risk control/assessment performance reporting managing conflict schedule and cost control lifecycle cost and schedule estimating preparing acquisition support documentation acquisition management knowledge of applicable laws and regulations governing acquisition and financial management performance metrics & reporting 	<p>Mastery of skills in Level I and II areas as well as:</p> <ul style="list-style-type: none"> leading and developing people program alignment managing finite resources justifying budgets risk management Performance Based Service Acquisition or Contracting program control strategic planning problem solving capital planning methods federal government relations program briefing calculate cost benefit analysis and net present value work sampling agency representation
<p>Additional Knowledge for Information Technology: (in addition to general skills):</p> <ul style="list-style-type: none"> technology awareness infrastructure design configuration management information management data management systems development life cycle enterprise architecture 	<p>Additional Knowledge for Information Technology: (in addition to general skills):</p> <ul style="list-style-type: none"> systems integration information technology performance assessment information systems/network security 	<p>Additional Knowledge for Information Technology: (in addition to general skills):</p> <ul style="list-style-type: none"> information systems/network security information resources strategy and planning information technology architecture
<p>Level I Certification – for Level 3 acquisitions as defined in DHS MD 1400</p>	<p>Level II Certification- for Level 2 acquisitions as defined in DHS MD 1400</p>	<p>Level III Certification- for Level 1 acquisitions as defined in DHS MD 1400</p>
<p>Training:</p> <ol style="list-style-type: none"> 1. at least 24 hours (or 2 credit hours) in basics or principles of project management including project planning, cost estimating, risk management, performance, earned value management. 	<p>Training: in addition to Level I requirements;</p> <ol style="list-style-type: none"> 1. at least 24 hours (or 2 credit hours) among leadership, management, communication, or human resources 2. at least 32 hours (or 2 credit hours) in intermediate acquisition management skills to 	<p>Training: In addition to Level I and II requirements:</p> <ol style="list-style-type: none"> 1. at least 24 hours (or 3 credit hours) among strategic planning or resource management 2. at least 40 hours among leadership, management, communication, or human

Enclosure (2)

<p>2. at least 8 hours in managing teams or fundamentals of integrated product teams (IPTs) (http://clc.dau.mil/kc/no_login/portal.asp)</p> <p>3. COR mentor program (www.faionline.com) or 24 hours in contracting officer technical representative.</p> <p>or</p> <p>1. Defense Acquisition University (DAU) Fundamentals of System Acquisition Management (ACQ 101)</p> <p>2. at least 8 hours in managing teams or fundamentals of integrated product teams (http://clc.dau.mil/kc/no_login/portal.asp)</p> <p>3. COR mentor program (www.faionline.com) or 24 hours in contracting officer technical representative.</p> <p>Additional Requirements for IT</p> <p>1. 24 hours (or 2 credit hours) in information technology project management.</p>	<p>include quality, schedule, cost, risk, integration, and financial management.</p> <p>or</p> <p>1. DAU Intermediate Systems Acquisition (ACQ 201)</p> <p>2. DAU Program Management Tools (PMT 250)</p> <p>Additional Requirements for IT:</p> <p>1. 24 hours (or 2 credit hours) in information technology project management.</p>	<p>resources</p> <p>3. one training course (32 hour minimum) designed as an active learning experience (simulation, application, etc) in program management</p> <p>4. at least 24 hours in Federal capital planning or governance</p> <p>or</p> <p>1. DAU Program Management Office Course (PMT 352)</p> <p>2. at least 24 hours in Federal capital planning or governance</p>
<p><u>Experience:</u> (from within the past 3 years)</p> <p>1. 1 year of acquisition experience that includes analyzing and/or developing requirements, monitoring performance, assisting with quality assurance and budget development.</p> <p>Additional Desired Experience: 1 year project management experience, can be independent or as part of a team.</p>	<p><u>Experience:</u> (from within the past 7 years)</p> <p>1. 2 years of acquisition experience that includes budget development and management, building a business case, strategic planning.</p> <p>2. 1 year project management experience, can be as part of a team</p> <p>Additional Desired Experience: 1 additional year of project or program management experience.</p>	<p><u>Experience:</u> (from within the past 10 years)</p> <p>1. 4 years of acquisition experience that includes budget development and management, building a business case, strategic planning.</p> <p>2. 2 years project or program management experience, 1 year can be as part of a team, 1 year must be as a leader.</p> <p>3. 2 years experience in strategic planning, resource management, capital planning or investments.</p> <p>Additional Desired Experience: 3 years leading an IPT.</p>

**Acquisition Certification Application
Program Manager
DHS Form 0782-1**

This information will be reviewed by the Acquisition Certification Board to determine eligibility for certification.

EMPLOYEE: I certify that the information in this form is, to the best of my knowledge, accurate.

PRINTED NAME: _____ DATE: _____
ORGANIZATION : _____ Job Series/Level _____
SIGNATURE: _____ WORK PHONE: _____
CERTIFICATION LEVEL REQUESTED ___ (I) ___ (II) ___ (III) ___ (RENEWAL)

Education:

- (1) High School Diploma _____ (2) Associate's Degree _____
- (3) Baccalaureate Degree _____ (4) Master's Degree _____
- (5) Other _____

Mandatory Core Training/Requirements: Mark (Y)es, (N)o, or (F)ulfilled

Y= yes = requirement met through course attendance
 F = fulfilled = requesting fulfillment of requirement
 N=no= requirement not met

Experience Requirements: Mark Y or N. If Y, attach supporting documentation such a resume or narrative identifying the experience used to meet the requirements.

Level I Certification

- (1) _____ at least 24 hours (or 2 credit hours) in basics of or principles of project management including project planning, cost estimating, risk management, performance, earned value management;
- (2) _____ at least 8 hours in managing teams or Fundamentals of Integrated Product Teams (<http://clc.dau.mil>);
- (3) _____ COR Mentor Program (www.faionline.com) or 24 hours in contracting officer technical representative training.

Or

- (1) _____ Defense Acquisition University (DAU) Fundamentals of System Acquisition management (ACQ 101);
- (2) _____ at least 8 hours in managing teams or Fundamentals of Integrated Product Teams (<http://clc.dau.mil>);
- (3) _____ COR Mentor Program (www.faionline.com) or 24 hours in contracting officer technical representative training

Or

Enclosure (3)

- (1) _____ Defense Acquisition University Level I Program Manager Certified dated _____
(include date of skills currency training in "Recertification" section below)

Or

- (1) _____ Project Management Institute® Certified Associate Project Manager® dated _____
(include date of skills currency training in "Recertification" section below)
(2) _____ COR Mentor Program (www.faionline.com) or 24 hours in contracting officer technical representative training

Additional Training for Information Technology

- (1) _____ at least 24 hours (or 2 credit hours) in information technology project management

EXPERIENCE (FROM WITHIN THE PAST 3 YEARS)

- (1) _____ 1 year of acquisition experience that includes analyzing and/or developing requirements, monitoring performance, assisting with quality assurance and budget development.
(2) _____ Additional Desired Experience: 1 year project management experience, can be independent or as part of a team.

Level II Certification (in addition to Level I requirements)

- (1) _____ at least 24 hours (or 2 credit hours) among leadership, management, communication, or human resources;
(2) _____ at least 32 hours (or 2 credit hours) in intermediate acquisition management skills to include quality, schedule, cost, risk, integration, and financial management.

Or

- (1) _____ DAU Intermediate Systems Acquisition (ACQ 201);
(2) _____ DAU Program Management Tools (PMT 250).

Or

- (1) _____ Defense Acquisition University Level II Program Manager Certified dated _____
(include date of skills currency training in "Recertification" section below)

Or

- (1) _____ Project Management Institute® certified Project Management Professional® dated _____
(include date of skills currency training in "Recertification" section below)
(2) _____ at least 24 hours (or 2 credit hours) among leadership, management, communication, or human resources;

Additional Training for Information Technology

- (1) _____ at least 24 hours (or 2 credit hours) in information technology project management

EXPERIENCE (FROM WITHIN THE PAST 7 YEARS)

- (1) _____ 2 years of acquisition experience that includes budget development and management, building a business case, strategic planning.
(2) _____ 1 year project experience, can be as part of a team.
(3) _____ Additional Desired Experience: 1 additional year of project or program management experience.

Enclosure (3)

Level III Certification (in addition to Level I and II requirements)

- (1) _____ at least 24 hours (or 3 credit hours) among strategic planning or resource management;
- (2) _____ at least 40 hours among leadership, management, communication, or human resources;
- (3) _____ one training course (32 hour minimum) designed as an active learning experience (simulation, application, etc) in program management;
- (4) _____ at least 24 hours in Federal capital planning or governance.

Or

- (1) _____ DAU Program Management Office Course (PMT 352)
- (2) _____ at least 24 hours in Federal capital planning or governance

Or

- (1) _____ Defense Acquisition University Level II Program Manager Certified dated _____
(include date of skills currency training in "Recertification" section below)

EXPERIENCE (FROM WITHIN THE PAST 10 YEARS)

- (1) _____ 4 years of acquisition experience that includes budget development and management, building a business case, strategic planning.
- (2) _____ 2 years project or program management experience, 1 year can be as part of a team, 1 year must be as a leader
- (3) _____ 2 years experience in strategic planning, resource management, capital planning or investments.
- (4) _____ Additional Desired Experience: 3 years leading an IPT.

Assignment status as Program or Project Manager: please circle either program or project and fill in remaining information.

Currently assigned as Program/Project Manager Y/N

Investment assigned to: _____

If not currently assigned, most recent assignment as Program/Project Manager was to: _____

Date of most recent assignment: _____

Recertification

40 hours annual skills currency met on _____ (year 1 date)
_____ (year 2 date)
_____ (year 3 date)
_____ (year 4 date)

Endorsement: (HCA or designee): I have reviewed the information in this application and support certification as an Acquisition Professional in Program Management.

_____ Date: _____

**Acquisition Certification for Program Manager
Program Manager Competencies
Employee Self-Assessment Checklist**

Level I Competencies

(1) at least 24 hours (or 2 credit hours) in basics of or principles of project management including project planning, cost estimating, risk management, performance, earned value management;

	Competency	Yes/No	Work Description/Justification
1.	Define the purpose and types of Work Breakdown Structures.		
2.	Recognize the advantages and disadvantages of different cost estimating methodologies.		
3.	Understanding the impact of change from a customer perspective and the importance of formal change control.		
4.	Understand the basic concepts of quality assurance and performance measures.		
5.	Identify the purpose and process of earned value management.		
6.	Understand the concepts and techniques of risk management and the basics of writing a risk management plan.		
7.	Understand the importance of a project plan in developing an acquisition strategy, how to use it, and the basics of making one.		
8.	Recognize the elements of a scope of work statement and the proper development and application of the scope of work.		
9.	Recognize cost management concepts and principles and their use in achieving business objectives.		
10.	Understand how to prepare a project schedule baseline.		

Enclosure (4)

at least 8 hours in managing teams or Fundamentals of Integrated Product Teams (<http://clc.dau.mil>);

	Competency	Yes/No	Work Description/Justification
11.	Understand the use of Integrated Product Teams in successful acquisition management.		
12.	Identify stages of small group development and explain how group participation can enhance individual performance.		
13.	Recognize effective interpersonal communication techniques.		

(3) COR Mentor Program (www.faionline.com) or 24 hours in contracting officer technical representative training.

	Competency	Yes/No	Work Description/Justification
14.	Identify the acquisition lifecycle phases and key activities associated with each phase.		
15.	Recognize why DHS uses contracts to acquire needed supplies and services, the legal nature of contracts, and the preparation process.		
16.	Recognize proposal preparation, source selection and the contract award processes and their interrelationship.		
17.	Understand the differences in authority and responsibility between the contracting officer and the contracting officer representative.		
18.	Understand government ethics rules.		
19.	Facilitate open communication and collaboration with contractors, maintaining awareness of their issues and concerns.		
20.	Apply market research techniques to determine commercial product availability and applicability.		

Enclosure (4)

Additional Requirements for IT:**(1) at least 24 hours (or 2 credit hours) in information technology project management**

	Competency	Yes/No	Work Description/Justification
21.	Knowledge of developments and new applications of information technology, emerging technologies and their application to business processes, and applications and implementation of information systems to meet organizational requirements.		
22.	Knowledge of the architecture and typology of software, hardware, networks, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another and with associated controlling software.		
23.	Knowledge of the principles and methods for planning or managing the implementation, update, or integration of information systems components.		
24.	Identify a need for and knowledge of where or how to gather information; ability to organize and maintain information or information management systems.		
25.	Knowledge of the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization process.		
26.	Knowledge of systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.		

Enclosure (4)

Level II Competencies (in addition to Level I)

(1) at least 24 hours (or 2 credit hours) among leadership, management, communication, or human resources;

	Competency	Yes/No	Work Description/Justification
27.	Communicate what is expected of team members in terms of job performance.		
28.	Apply Integrated Product Team and process development concepts and processes necessary to effectively lead and participate in an IPT.		
29.	Understand how to team with others to translate and refine requirements, develop plans, and implement strategies.		
30.	Apply alternative ethical decision making approaches to aid in resolving a dilemma.		
31.	Understand and effectively use information delivery methods to provide information to internal and external customers.		
32.	Identify rules, principles, or relationships that explain facts, data, or other information; analyze information and make correct inferences or draw accurate conclusions.		
33.	Awareness of DHS mission and functions, including policies, programs, procedures, and rules applying to programs and management.		
34.	Within the IPT environment, develop metrics for teams to detect initial signs of problems that require management and decision maker attention.		
35.	Adapt behavior and work methods in response to new information, changing conditions, or unexpected obstacles; effectively deal with ambiguity.		

Enclosure (4)

36.	Define conflict management processes and techniques and using a critical incident, explain how you would resolve a conflict.		
37.	Describe sound team management approaches that can be used to achieve goals and objectives.		

(2) at least 32 hours (or 2 credit hours) in intermediate acquisition management skills to include quality, schedule, cost, risk, integration, and financial management.

	Competency	Yes/No	Work Description/Justification
38.	Apply risk management concepts/processes as a basis for making sound acquisition program decisions.		
39.	Develop baseline assessment methods and metrics to measure future performance.		
40.	Given a critical incident, apply qualitative and quantitative tools to support problem solving and decision making in an acquisition environment.		
41.	Recognize the relationship between various topics in the financial management process and the acquisition management process.		
42.	Given a critical incident, develop a schedule for the life-cycle of the acquisition.		
43.	Determine the total costs associated with the life-cycle of acquisition.		
44.	Apply funding policies associated with primary appropriation categories in order to translate cost estimates to acquisition program budgets.		
45.	Knowledge of the principles, methods, and tools of quality assurance and quality control used to ensure a product fulfills functional requirements and		

Enclosure (4)

	standards.		
46.	Summarize the role of contracting in the acquisition process and the major contractual contributions towards managing program risk.		
47.	Recognize the key processes in the development and management of a Performance Measurement Baseline in a program control process.		
48.	Originate tailored, value added program documentation such as an acquisition program baseline, risk management plan, budget estimates.		
49.	Evaluate environmental protection, environmental security and pollution prevention legislation and policies and determine their impact on the program acquisition strategy.		
50.	Develop a budget to accompany the acquisition plan.		
51.	Evaluate and plan for system final disposition.		
52.	Employ acquisition strategies that are characterized by progressively defining requirements and associated design solutions based on evolving user needs, including a performance-based services acquisition approach if applicable.		
53.	Given an estimated schedule, explain the process to validate and verify the schedule.		
54.	Determine likely cost, schedule and technical risks; select appropriate risk handling options and metrics.		
55.	As the acquisition proceeds, apply appropriate analysis and control tools to evaluate alternatives, measure progress, and document decisions to ensure deliveries reflect a best value balance among cost, schedule, and performance.		

Enclosure (4)

56.	Develop an acquisition strategy team with appropriate government and contractor participation, for contract preparation through program close-out.		
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Additional Requirements for IT: (in addition to Level I)

(1) at least 24 hours (or 2 credit hours) in information technology project management

	Competency	Yes/No	Work Description/Justification
57.	Knowledge of the principles, methods, and procedures for installing, integrating, and optimizing information systems components.		
58.	Knowledge of the principles, methods, and tools (e.g., surveys, system performance measures) to assess the effectiveness and practicality of information technology systems.		

Level III Competencies (in addition to Level I and II)

(1) at least 24 hours (or 3 credit hours) among strategic planning or resource management;

	Competency	Yes/No	Work Description/Justification
59.	Apply principles of contract and fiscal laws and regulations (anti-deficiency, procurement integrity, and specific purpose statutes) as they pertain to development of program funding, contracts, and strategies.		
60.	Explain benefits of alternative dispute resolution and other techniques for resolving and avoiding disputes and litigation; partnering and other pre-planned dispute avoidance procedures.		
61.	Maintain an adequate program funding profile to meet requirements.		

Enclosure (4)

62.	Determine the impact of external reviews and audits in programs.		
63.	Champion organizational development and changes based upon a strategic view of the future.		
64.	Make decisions, set priorities, or choose goals based on DHS strategic plan.		
65.	Prepare, justify, administer, and/or monitor the budget, and expenditures to ensure cost-reflective support of programs and policies.		
66.	Use information about the external environment in the planning and management process.		

(2) at least 40 hours among leadership, management, communication, or human resources;

	Competency	Yes/No	Work Description/Justification
67.	Demonstrate the ability to apply DHS public relations policy.		
68.	Demonstrate leadership through effective interpersonal, managerial, and organizational skills.		
69.	Lead the program team in effective integration of functional elements.		
70.	Display strong communication skills in the areas of negotiation, writing, and decision briefing.		
71.	Communicate a compelling vision that generates excitement, enthusiasm, and commitment among team members.		
72.	Influence, motivate, and challenge others; adapt leadership style to a variety of situations.		
73.	Organize work, set priorities, and determine resource requirements, determine short- and long-term goals and strategies to achieve them.		
74.	Ability to serve as a DHS spokesperson on an assigned program.		

Enclosure (4)

75.	Champion organizational development and changes based upon strategic view of DHS future.		
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(3) one training course (32 hour minimum) designed as an active learning experience (simulation, application, etc.) in program management;

	Competency	Yes/No	Work Description/Justification
76.	Determine the affordability of a program in terms of life cycle cost (i.e. total ownership cost).		
77.	Develop evaluation criteria and source selection plan, and evaluate proposals received in response to a solicitation. Apply the techniques of pricing, fact finding, and data analysis (including industry capability relative to the solution.)		
78.	Apply appropriate methodologies and metrics to assess a program's health and readiness, develop and present alternatives as program requirements or cost, schedule, and performance change. Update performance, schedule, and cost in the acquisition baseline.		
79.	Apply the principles of earned value management methods and tools to assess a program including the establishment of an integrated baseline; gauging progress against the baseline to identify and quantify cost, schedule, and technical problems.		
80.	Manage acquisitions in a such a way that risks are limited to an acceptable level according to principles of earned value management.		
81.	Apply program management techniques to attain objectives and ensure delivery of quality program.		
82.	Analytical methods and ability to apply techniques, such as work breakdown structure, critical path		

Enclosure (4)

	analysis, and performance measures.		
83.	Apply risk management techniques to assess the feasibility of alternative investment approaches.		

(4) at least 24 hours in Federal capital planning or governance

	Competency	Yes/No	Work Description/Justification
84.	Develop and justify program in accordance with the planning, programming, and budgets process.		
85.	Manage program capital investments in accordance with the Government Performance and Results Act (GPRA), the Clinger-Cohen Act, and other applicable regulations.		
86.	Apply OMB guidance to carry out the four phases of Capital Programming.		
87.	Knowledge of the principles and methods of capital investment analysis or business case analysis, including return on investment analysis.		
88.	Apply standard investment analysis techniques to quantify the benefits of a capital investment.		

Enclosure (5)

**Format for Requesting a
Waiver of Certification Standards
For DHS Program Managers**

This is the recommended format for requesting waivers to DHS Program Manager certification requirements.

From: HCA of Organizational Element or Designee

To: DHS Chief Procurement Officer

Via: DHS Acquisition Workforce Manager

Subject: Waiver of DHS Program Manager Certification Requirements in DHS MD 0782

1. I have identified *insert name here* as the individual best qualified as the Program Manager for *insert program name here* and request a waiver to the DHS *select either experience or training to place here* requirement. An application for *insert name here* is attached.

2. Due to insert circumstances preventing/prohibiting nominee from meeting certification requirements, insert nominee name here will be unable to meet the select experience or training to place here. Certification of this person is beneficial to DHS and the investment being managed because insert reasons here and for these reasons we request certification based on a waiver rather than completion of all requirements.

4. If there are any questions or additional information is required, please contact *name, phone number at organizational element*.

HCA or Designee Signature

Name, Date

Recommended Credit for Sample Skills Currency Activities

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 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