| **#** | **COMPETENCY** | **FULFILLMENT**PMCDP course, equivalent training, experience | **JUSTIFICATION** 2,000 characters max | **VERIFICATION METHOD** Course certificate, professional license, etc. |
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| **3.1** | **General Project Management**  |  |  |  |
| 3.1.1 | The certification candidate must demonstrate **expert-level** knowledge of program management and portfolio analysis. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the Project Management Career Development Program (PMCDP) core course *Program Management & Portfolio Analysis*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training or experience requires candidates to demonstrate a majority of the following covered in the PMCDP course:* Strategic planning and strategic goal establishment
* Information gathering and analysis for multiple projects
* Resource allocation between multiple (competing) projects
* Project portfolio analysis
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| 3.1.2 | The certification candidate must demonstrate **expert-level** knowledge of Department of Energy (DOE) Order 413.3B and the Guides by providing specific project examples. A majority of the following should be addressed:* Critical decision (CD) phases
* Energy Systems Acquisition Advisory Board (ESAAB)
* Project execution plans (PEPs)
* Baseline change control boards
* Quarterly project reviews
* Independent project reviews
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| **3.2** | **Leadership/Team Building**  |  |  |  |
| 3.2.1 | The certification candidate must demonstrate **expert-level** knowledge of Office of Management and Budget (OMB), Government Accountability Office (GAO), and Congressional processes, requirements, and relations. A majority of the following should be addressed:* DOE’s role in championing projects to OMB and Congressional officials
* Congressional, OMB and GAO inquiries
* Protocols
* Budget appropriation requests support
* OMB and Congressional questions and answers
* Congressional hearings input
* Presentations to Congressional staff
* The role of Congressional Affairs
* Congressional, state, and local political official communications
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| **3.3** | **Scope Management**  |  |  |  |
| 3.3.1 | The certification candidate must demonstrate **expert-level** knowledge of scope management by describing how he/she responded to a major scope challenge and how that shaped the way he/she manages projects. A majority of the following should be addressed:* Work breakdown structure (WBS) development and implementation
* Monthly contractor performance report analysis
* Contract analysis and management
* DOE O 413.3B scope change approval levels
* Design/construction verification reviews
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| **3.4** | **Communication**  |  |  |  |
| 3.4.1 | The certification candidate must demonstrate **expert-level** knowledge of managing external communications. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Executive Communications*; OR 2) the description of the candidate's demonstrated equivalent experience (since there is no equivalent class to *Executive Communications*, the PMCDP does not permit applicants to claim alternative training for this competency).The justification of fulfillment through equivalent experience requires candidates to demonstrate a majority of the following covered in the PMCDP course:* Representing DOE across agencies
* Managing interaction with reporters
* Understanding roles and responsibilities of the Public Affairs Office
* Using public speaking techniques
* Conducting new conferences/briefings/public hearings
* Communicating/interfacing with external stakeholder groups
* Communicating lessons-learned
* Using active listening techniques
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| **3.5** | **Quality/Safety Management**  |  |  |  |
| 3.5.1 | The certification candidate must demonstrate **expert-level** knowledge of quality/safety management by describing how he/she addressed a safety/quality management problem. All of the following should be addressed:* Integrated safety management
* DOE safety policies
* DOE quality assurance orders
* Inspections/testing
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| **3.6** | **Cost Management**  |  |  |  |
| 3.6.1 | The certification candidate must demonstrate **expert-level** knowledge of cost management by describing a lesson learned on a project that helped him/her effectively manage cost. All of the following should be addressed:* PEPs
* Integrated project teams (IPTs)
* Change control
* Cost analysis
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| **3.7** | **Time Management**  |  |  |  |
| 3.7.1 | The certification candidate must demonstrate **expert-level** knowledge of time management by describing the systems used for project planning and project scheduling. The following should be addressed:* Multiple project milestone and deadline tracking
* Schedule networks and critical path development
* Resource allocations and impact on projects
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| **3.8** | **Risk Management**  |  |  |  |
| 3.8.1 | The certification candidate must demonstrate **expert-level** knowledge of advanced risk management practices. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Advanced Risk Management*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training or experience requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:* Identifying critical issues and risks
* Conducting root cause analyses
* Applying risk categorization principles
* Using advanced techniques for project risk identification, quantification, and analysis
* Using modeling tools and techniques in managing risk
* Using simulations in risk analysis
* Developing complex risk management plans
* Applying lessons-learned from accident/incident investigations
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| **3.9** | **Contract Management**  |  |  |  |
| 3.9.1 | The certification candidate must demonstrate **expert-level** knowledge of contract management by describing how he/she solved a contractual problem and how the experience impacted his/her contractual expertise. All of the following should be addressed:* Contracting Officer Representative (COR) responsibilities
* Contract administration procedures
* Contractor deliverable evaluations
* Contract change management
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| **3.10** | **Integration Management**  |  |  |  |
| 3.10.1 | The certification candidate must demonstrate **expert-level** knowledge of integration management by describing how he/she solved a problem when trying to integrate a project and the lessons he/she learned from the experience. All of the following should be addressed:* Project control techniques
* Change control
* Configuration management
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| **3.11** | **Training/Electives:** Successfully complete at least one elective from each Group, Technical & Communication |  |  |  |
| **3.11.A** | At least one from Technical |  |  |  |
| 3.11.A.1 | The certification candidate must demonstrate **expert-level** knowledge of the project execution process, including operational readiness reviews (ORRs). Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Project Execution and Readiness Reviews;* OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:* The steps in the ORR process
* The DOE role in the ORR process
* Contractor requirements for ORRs
* Safety analysis report development
* Safety systems use at DOE facilities
* Hazards analysis results interpretation
* ORR team members selection
* The orientation and training requirements for ORRs
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| 3.11.A.2 | The certification candidate must demonstrate **expert-level** knowledge of systems engineering. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Systems Engineering*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:* The systems engineering process
* The project requirements development process
* The system architecture development
* Tradeoff analyses
* Life-cycle cost analyses
* Systems integration
* Scope of work and functional design criteria development
* Functional requirements decomposition
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| 3.11.A.3 | The certification candidate must demonstrate **expert-level** knowledge of strategic planning processes. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Strategic Planning;* OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:* Managing the strategic planning process
* Establishing organizational mission and vision
* Conducting situational analyses
* Conducting competitive analyses
* Conducting environmental scanning
* Identifying strategic issues
* Establishing critical success factors and core competencies
* Establishing strategic goals and strategic objectives
* Writing a strategic plan
* Developing quantitative performance measures
* Operationalizing the strategic plan
* Distinguishing between mission and mandates
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| **3.11.B** | At least one from Communication |  |  |  |
| 3.11.B.1 | The certification candidate must demonstrate **expert-level** knowledge of labor management relations. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Labor Management Relations*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:* The basic rights of employees and labor organizations
* Union proposals, labor agreements, and negotiation tactics
* Strategies for dealing with labor unions regarding working conditions
* Unfair labor practice prevention
* Techniques and procedures of labor contract administration
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| 3.11.B.2 | The certification candidate must demonstrate **expert-level** knowledge of negotiation strategies and techniques. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Negotiation Strategies and Techniques;* OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:* Negotiations theory
* The steps of the negotiations process
* Negotiation strategy and plan development
* Ethics in negotiations
* Competitive negotiation and collaborative negotiation use
* Strategies for negotiating cost and schedule
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| 3.11.B.3 | The certification candidate must demonstrate **expert-level** knowledge of conflict resolution processes. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Facilitating Conflict Resolution;* OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.The justification of fulfillment through equivalent training requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:* Recognizing potential conflict situations
* Neutralizing conflict situations
* Negotiating “win-win” solutions
* Conducting negotiating sessions
* Using interpersonal strategies to resolve/minimize conflict in groups and between employees
* Resolving conflicts using facilitation techniques
* Responding to conflict
* Understanding communications theory and communication styles
* Using active listening techniques
* Using mediation to settle differences
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| **3.12** | Work and Developmental Activities |  |  |  |

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| 3.12.1 | Work for a minimum of two years as a Level II FPD (or equivalent) or satisfy the following equivalency (3.12.1.1). |  |   |  |
| 3.12.1.1 | Equivalency: Possess a combination of one year of Level II FPD experience (or equivalent) and one year of Deputy FPD experience. A combination of FPD and Deputy FPD experience for two continuous years on the same active, post CD-3 Level II or higher project is acceptable as long as the FPD experience accounts for a minimum of 12 months of that two-year period. |  |  |  |
| 3.12.2 | For six months, be mentored by a Level III or IV FPD who has a minimum of two years experience on a Level III or higher project, OR satisfy the following equivalencies (3.12.2.1 or 3.12.2.2). Note: The mentoring activity must be entered into the individual development plans (IDPs) of both the mentor and mentee. A formal agreement must be signed by both parties detailing the goals, activities, etc., of the mentoring arrangement, and a signed copy of the agreement must be submitted with the certification application when it is presented to the PMCDP. |  |  |  |
| 3.12.2.1 | Equivalency: Be formally mentored for one year by a member of the Senior Executive Service (SES), or other executive excepted service positions, such as “EN,” “EJ,” “EK,” etc. |  |  |  |
| 3.12.2.2 | Equivalency: Serve as a member of the SES for two years (minimum), OR, serve for a minimum of two years in another excepted service positions as a “level four” or higher. (e.g., EN-4, EJ-4, EK-4, EK-4, etc.). |  |  |  |
| 3.12.3 | Serve one year as a COR as determined by the contracting officer (CO) or satisfy the equivalency 3.12.3.1. |  |  |  |
| 3.12.3.1 | Equivalency: Serve for two years (minimum) as a formally designated technical monitor.Typical roles and responsibilities/activities of a technical monitor include:* Assisting COR in interpretation of contract requirements
* Questioning technical assumptions or other aspects of analyses and commenting on contract deliverables (through the COR)
* Providing guidance and technical input (through the COR) related to government furnished services and items
* Interacting regularly with the contractor in support of the COR
* Administering technical, administrative, and/or funding aspects of a task assignment, as assigned by the COR

Both COR and technical monitor must have successfully completed the Defense Acquisition University online Contracting Officer Representativecourse CLC 222; OR, the classroom-based course *Contract Administration for Technical Representatives* provided by DOE. COR initial or refresher training must have been completed within the five years previous to the certification application date. |  |  |  |
| 3.12.4 | Candidates must demonstrate at least two years of project management experience serving as a FPD on a post CD-3 phase project; at least one year of the two years must be on a Level II or higher project. |  |  |  |
| 3.13 | **Behavioral**  |  |  |  |
| 3.13.1 | **Leading change**. Certification candidates must demonstrate **expert-level** competence in leading change by describing how they persuaded a supervisor, site manager, and/or project team to try a new process to improve project management performance. |  | • Challenge/Issue:• What I Did:• Benefits to Project:• Outcome/Result: |  |
| 3.13.2 | **Leading people.** Certification candidates must demonstrate **expert-level** competence in leading people by describing how they resolved a conflict among project team members. |  | • Challenge/Issue:• What I Did:• Benefits to Project:• Outcome/Result: |  |
| 3.13.3 | **Producing results.** Certification candidates must demonstrate **expert-level** competence in producing results by describing how they effectively assessed project team members’ strengths and delegated duties appropriately to meet a project milestone with a tight turnaround time. |  | • Challenge/Issue:• What I Did:• Benefits to Project:• Outcome/Result: |  |
| 3.13.4 | **Business acumen.** Certification candidates must demonstrate **expert-level** competence in business acumen by describing innovative ways they used information management systems and other technological resources to meet their organizational needs. |  | • Challenge/Issue:• What I Did:• Benefits to Project:• Outcome/Result: |  |
| 3.13.5 | **Building coalitions**. Certification candidates must demonstrate **expert-level** competence in building coalitions and communications by describing how they achieved consensus among a wide range of stakeholders with diverging interests. |  | • Challenge/Issue:• What I Did:• Benefits to Project:• Outcome/Result: |  |