

Key

Gray outline – Instructor-led course
Green outline – On-demand training
Red outline – Desktop delivery

1. Participate in a peer review
2. Lead a peer review
3. Course from the
4. Developmental

PMCDP Curriculum Learning Map

Updated May 4, 2016



This interactive map provides an overview of the Department of Energy's Project Management Career Development Program (PMCDP) as well as all pertinent details for each course within the program. Use this map to guide you through your certification process. Click on any course to view the course details, including available equivalent courses. Many of the previously instructor-led courses are now available as desktop deliveries or online as on-demand training. These courses are highlighted in either red or green; standard instructor-led courses are outlined in gray.

Ok, let's get started

Level 4

Level 3

Level 2

Level 1

E
Com
3 day

Adv
Ma
3.5 da

Adv
Concept
Mana
50

Acquisition
for Tech

16 CLPs

4 days / 32 CLPs

24 CLPs

32 CLPs

Project Management
Essentials

50 CLPs

Project Management Systems
and Practices in DOE

60 CLPs

Project Risk Analysis
and Management

3.5 days / 28 CLPs

Planning for Safety in
Project Management

28 CLPs

Performance
Based
Management
Contracting

3 days
24 CLPs

LEED for New
Construction and
Existing Buildings

2.5 days
20 CLPs

Capital Planning
for DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

on

Negotiation
Strategies and
Techniques

24 CLPs

Select Two

Federal Budgeting
Process in DOE

4 days / 32 CLPs

Environmental Laws
and Regulations

24 CLPs

Select One

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

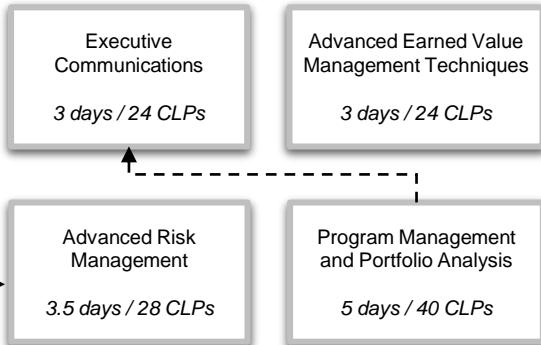
- Gray outline – Instructor-led course
 Red outline – Online on-demand
 Green outline- Desktop delivery

Level 4

1. Participate in a peer review
2. Lead a peer review
3. Course from the PMCDP curriculum not previously taken, not taken within 3 years, or not taken since the course underwent a major revision
4. Developmental course of FPD's choosing

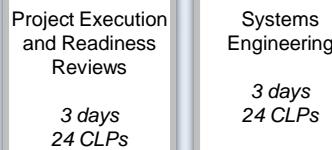
Level 3

Level 3 Core Courses



Level 3 Electives — Select one from each category

Technical



Communication

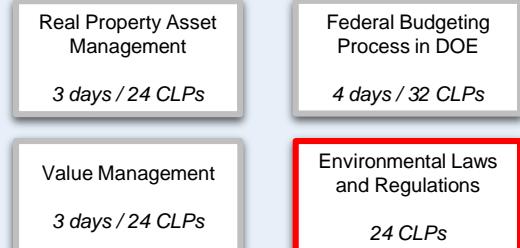


Level 2

Level 2 Core Courses

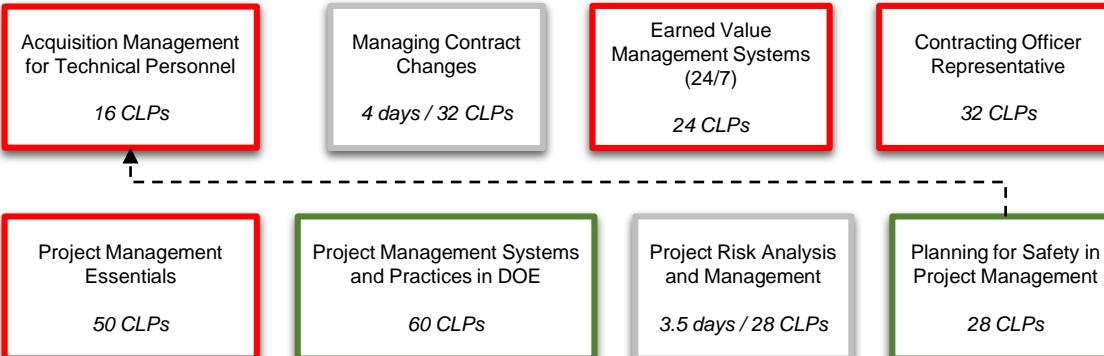


Level 2 Electives — Select Two

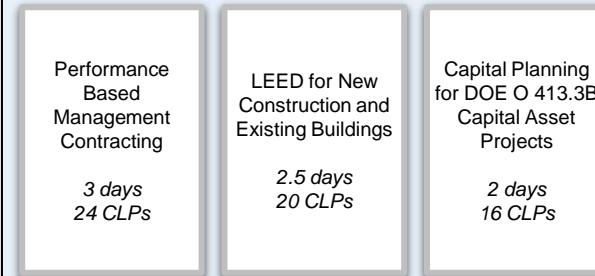


Level 1

Level 1 Core Courses (*PM Essentials* is waived with current PMP® Certification)



Level 1 Electives — Select One



Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course evaluation
4. Develop a proposal

Level 3

Project Management Essentials

Level 1 Required Course

50 CLPs*

In this course, participants learn about the primary concepts of project management and are introduced to best practices in project management from Federal agencies and the private sector. This introductory course focuses on four major aspects of project management: The discipline of project management; Project planning; Teambuilding and effective leadership; and Project execution.

Based on the Project Management Institute's Project Management Body of Knowledge (PMBOK® Guide) Fifth edition and J. Davidson Frame's, The New Project Management, 2nd Edition, students will gain an understanding of how to apply this knowledge to their current DOE projects, and identify ways to incorporate best practices. Various Federal guides and manuals will be referenced throughout the course. The course is presented at an intermediate level of expertise similar to what would be expected of an accredited graduate level college course.

Level 2

Intended Audience: Prospective Level 1 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel).

Course Format: Online on-demand*

Equivalent Courses:

- [PMP Certification](#)- If you are PMP certified, you do not need to take Project Management Essentials.
- FPM 101
- FPM 120

Level 1

*Note: You may also take each lesson individually and earn continuous learning points for each lesson.

Click here to view the CLPs for each lesson

Two

Budgeting in DOE
/32 CLPs

Environmental Laws and Regulations
CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset Projects

2 days
16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and
every

1. Participate in a peer review
2. Lead a presentation
3. Course assignments
4. Develop a project

Project Management Essentials

Level 1 Required Course

50 CLPs*

X

Lesson	CLPs
Lesson 1: PM Framework	3
Lesson 2: Strategic Planning	2
Lesson 3: Project Initiation	2
Lesson 4: Acquisition Strategy	3
Lesson 5: Risk Planning (Part 1- Process Overview)	4
Lesson 5: Risk Planning (Part 2-Initial Risk Planning)	4
Lesson 5: Risk Planning (Part 3- Finalizing the Plan)	4
Lesson 6: Scope	3
Lesson 7: Quality	3
Lesson 8: Schedule	4
Lesson 9: Cost	3
Lesson 10: Project Execution	2
Lesson 11: Procurement	3
Lesson 12: Project Control	4
Lesson 13: Monitoring and Controlling Risk and Quality	2
Lesson 14: Communication and Leadership	2
Lesson 15: Transition/Closeout	2

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

732 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Project Management Systems and Practices in DOE

Level 1 Required Course

60 CLPs

This course is designed to instruct participants in the specific project management systems and practices required by DOE Order 413.3b for all capital asset projects in the Department. The course also explains the specific roles and responsibilities of a Federal Project Director in managing a capital asset project in DOE. The course is organized around the processes specified in DOE Order 413.3b and the associated Guides 413.3-1 through 413.3-19. Participants will learn how to manage the critical decision process in the Order as well as other requirements necessary to be a Federal Project Director at DOE, including the federal budget process; NEPA and other environmental, safety and health laws; and understanding of DOEP QQ field relations and Lead Program Secretarial Officers (LPSOs).

This course is not a general overview of project management; therefore, it is highly recommended that participants take Project Management Essentials prior to taking this course. This course is presented at an intermediate level of expertise similar to what would be expected of an accredited graduate level college course.

Intended Audience: Prospective Level 1 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 1 core course for certification in the Project Management Career Development Program (PMCDP).

Course Format: This course is delivered via Adobe Connect in a series of 11 webinars over a period of 7 weeks. Webinars are held twice weekly for 2 hours each.

Equivalent Courses:

- None

CHRIS Code: 001024

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Level 4

Level 3

Level 2

Level 1

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Project Risk Analysis and Management

Level 1 Required Course

3.5 days / 28 CLPs

This course is designed to prepare Federal Program or Project Managers to:

- Determine project risks and develop risk management and mitigation strategies;
- Determine at which points in a project life cycle risk analyses should be performed;
- Evaluate potential risk probability and consequences;
- Determine risk factors;
- Select risk management or mitigation strategies; and
- Develop a risk management plan.

Participants also acquire the skills that enable them to:

- Assign risk responsibility between Federal agencies and contractors;
- Determine appropriate project cost and schedule contingencies for identified risks;
- Determine appropriate project management and controls tools to assist in managing identified risks, and;
- Evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds.

Intended Audience: Prospective Level 1 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 3.5 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001033

Level 3

Level 2

Level 1

X
and
every

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
s in DOE

/32 CLPs

ental Laws
gulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course completion
4. Development

Planning for Safety in Project Management

Level 1 Required Course

25 CLPs

This course is designed to provide DOE Federal Project Directors with the knowledge needed to clearly define and carry out integrated safety management and quality management. Additionally, it provides participants with the necessary information to ensure that all DOE projects comply with DOE standards of safety. The main objective of this course is to prepare the participant to effectively apply safety management requirements throughout the project acquisition life cycle. Particular emphasis is given to the planning and design phases where application of a Failure Mode and Effects Analysis should identify potential hazards and mitigation strategies. Using a case study, this process examines nuclear, environmental, and worker safety issues in a representative project.

Intended Audience: Prospective Level 1 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel).

Course Format: This course is delivered via Adobe Connect in a series of four 2-hour live webinars over a period of 4 weeks. These webinars are complemented with 6 self-paced lessons, homework assignments, a case study and group presentation .

Equivalent Courses:

- None

CHRIS Code: 001035

Level 3

Negotiation Strategies and Techniques

24 CLPs

Level 2

Two

Budgeting in DOE

32 CLPs

Environmental Laws and Regulations

CLPs

Level 1

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days
16 CLPs

Key

Gray outline – Instructor led course
X – Self-paced course
Green outline – Online course

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course development
4. Develop training materials

Level 3

Acquisition Management For Technical Personnel
 Level 1 Required Course
 16 CLPs

Every year the Department of Energy spends over 90 percent of its budget on purchases from the private sector. Because of the Federal Government's special fiduciary relationship, the acquisition system established to manage these expenditures of taxpayer monies is very different in some respects from commercial transactions between private parties. The principal purpose of the DOE acquisition system is to deliver on a timely basis the best value product or service to the customer while adhering to the laws, regulations, policies, and directives of the United States Government and the Department. This course examines the portion of the acquisition process commonly referred to as "procurement." This part of the process typically begins with the completion of the acquisition strategy and the development of the acquisition plan. The process proceeds through development of a solicitation, solicitation and evaluation of proposals, and contract award. Another course (see below), Contract Administration for Technical Representatives, continues through contract administration and contract closeout (although these topics are summarized at the end of this course to provide a complete picture of the acquisition process).

Level 2

Intended Audience: Prospective Level 1 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 1 core course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: Online on-demand

Equivalent Courses:

- CON 100- *Shaping Smart Business Arrangements*
- FCN 101- *Contracting Basics*

Level 1

Negotiation Strategies and Techniques
 24 CLPs



Budgeting in DOE
 732 CLPs

Regulations
 CLPs

One

Capital Planning
 DOE O 413.3B
 Capital Asset Projects

2 days
 16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course development
4. Development

Managing Contract Changes

Level 1 Required Course

4 days / 32 CLPs

Level 3

This customized course is designed to better prepare DOE Contracting Officers (COs) and Federal Project Directors (FPDs) to manage project changes on complex construction projects through effective management of contract modifications and change orders. DOE guidance, reference materials and actual cases from the Boards of Contract Appeals and the U.S. Court of Federal Claims are discussed to improve participant understanding of principles, concepts and doctrines that impact contract change management in DOE. The course discusses DOE's historical and current contracting environment, the doctrine of constructive change, potential differences between project management changes and contract changes, and the things DOE senior level contracting and program officials can do to improve the effectiveness of the change management process.

Level 2

Intended Audience: Prospective Level 1 Federal Project Directors, certified FAC-Cs and FAC-CORs, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 4 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 002102

Level 1

A
for

2 days
16 CLPs

X

and
every

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
in DOE

/32 CLPs

ental Laws
gulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and
every

Level 4

1. Participate in a peer review
2. Lead a peer review
3. Course development
4. Develop training materials

Level 3

Earned Value Management Systems

Level 1 Required Course

21 CLPs

This course is designed to address EVMS and project reporting requirements in order to effectively apply EVMS approaches in project management. Participants learn about Earned Value Management (EVM) processes, how they are interrelated, and how they must be integrated to produce an effective EVM System. The course is designed to give participants a framework for applying EVMS approaches to project management and knowledge of the process sufficient to oversee contractor EVMS processes.

Some of the topics covered include strategies to:

- Plan project work;
- Monitor performance;
- Utilize work breakdown structures (WBS); and
- Collect and interpret earned value data.

Intended Audience: Prospective Level 1 Federal Project Directors, certified FAC-CORs, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: Online on-demand

Equivalent Courses:

- [EVMS 24/7 on DOE's Online Learning Center](#)
- FPM 103

Level 2

Level 1

Gray outline – Instructor course
X and
every

X

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
in DOE

32 CLPs

Environmental
Laws
Regulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Key

Gray outline – Instructor course
X and
every

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course development
4. Develop training materials

Level 3

Contracting Officer Representative

Level 1 Required Course

32 CLPs

This course is specifically designed for Contracting Officer's Representatives (CORs) who are responsible for assuring that contractors are performing the technical portion of their job. This course will provide CORs the breadth of knowledge required to perform their role, including knowledge related to COR roles and responsibilities, as well as fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical, legal, and cultural factors that impact COR responsibilities; and information necessary to effectively evaluate situations, apply knowledge gained, and make correct decisions to carry out COR responsibilities.

Course objectives include:

- Understanding the role of the COR
- Understanding what constitutes an effective COR
- Learning to read and understand contract

Intended Audience: Anyone currently serving as or training to become a Contracting Officer's Representative

Course Format: DAU online on-demand

Equivalent Courses:

- CLC 222- *Contracting Officers Representative (COR) Online Training*

Level 2

Level 1

Gray outline – Instructor course
X and
every

X

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

32 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days
16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

1. Participate in a peer review
2. Lead a presentation
3. Course assignment
4. Development

Performance-Based Management Contracting

Level 1 Elective Course

3 days / 24 CLPs

This course is designed so that Program and Project Managers, as well as contracting personnel, better understand how to manage performance-based contracts at DOE facilities. The course addresses the processes by which these performance-based site and facility management contracts are planned, awarded, and managed after award. The overall objective is to focus on major site and facility contracts and to present the performance-based concepts and tools required in each aspect of the planning, award, and post award processes for these contracts. This course focuses exclusively on major site and facility contracts and the unique challenges involved in making them performance-based.

Intended Audience: Prospective Level 1 Federal Project Directors, certified FAC-CORs, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 1 core course for certification in the Project Management Career Development Program (PMCDP). It is also a Level 2/3 required course for FAC-COR certification. Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001951

Gray outline – Instructor course
X and every

X

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

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1. Participate in a peer review
2. Lead a presentation
3. Course assignment
4. Development

Level 4

Level 3

Level 2

Level 1

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

1. Participate in a peer review
2. Lead a presentation
3. Course assignment
4. Development

LEED for New Construction and Existing Buildings

Level 1 Elective Course

2.5 days / 20 CLPs

Leadership in Energy and Environmental Design (LEED®) for New Construction and Existing Buildings is designed to provide participants with the knowledge of the LEED® rating system and five LEED® categories and to make existing buildings and new construction environmentally sound. This course supports the Federal mandates for agencies to improve their buildings' efficiency and environmental performance including green building certification.

Intended Audience: Prospective Level 1 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 1 elective course for certification in the Project Management Career Development Program (PMCDP).

Course Length: 2.5 days

Equivalent Courses:

- None

CHRIS Code: 001936

Level 4

Level 3

Level 2

Level 1

X

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Capital Planning for DOE O 413.3B Capital Asset Projects

Level 1 Elective Course

2 days / 16 CLPs

Level 3

In this course, participants review capital planning questions they should ask when a non-information technology capital asset project under the DOE O 413.3B is in each phase of the project's acquisition. The course reviews the documents and reports from the budget formulation and acquisition planning processes that can be used to support the DOE's budget submissions to the Office of Management and Budget (OMB). This course tracks the critical decision deliverables, reports, cyclical budget data, and narratives in the context of a structured capital planning process and the critical decision model for capital asset projects.

Intended Audience: Prospective Level 1 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 1 core course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 2 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 002152

Level 2

C

Level 1

A

Two

Budgeting
s in DOE

/32 CLPs

ental Laws
gulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course development
4. Develop training materials

Advanced Concepts in Project Management

Level 2 Required Course

50 CLPs

Level 3

This course covers the concepts of project management at an advanced level of expertise, and expands upon best practices in project management from Federal agencies and the private sector. The course introduces a variety of advanced topics and includes a research project for participants to practice applying these concepts to DOE-specific projects. In addition, participants will make formal presentations as part of the course to practice communications skills that are needed to make persuasive well-founded arguments to multiple stakeholders on projects. Stakeholders may include senior management, Congress and the public.

The course focuses on the following topics:

- Project Management Competencies;
- Quality Management;
- Technology Readiness Assessment;
- Project Definition Rating;
- Project Execution;
- Financial Management; and
- Lessons Learned.

Level 2

Target Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 2 core course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

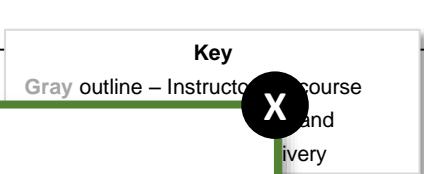
Level 1

Course Format: This course is delivered via Adobe Connect in a series of 11 webinars over a period of 10 weeks. Webinars are held twice weekly for 2 hours each. The live sessions are complemented by outside of class activities that include collaborative group work to build a presentation on one of the topics above.

Equivalent Courses:

- None

CHRIS Code: 001023



Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course management
4. Development

Scope Management Baseline Development

Level 2 Required Course

3 days / 24 CLPs

Level 3

This course is designed to enhance a Program or Project Manager's ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle. The course emphasizes the development of the Work Breakdown Structure (WBS).

Topic areas include:

- Baseline development techniques;
- Identifying risk and constraints for requirements;
- Prioritizing requirements;
- Trade-off analysis;
- Iterative requirements management; and
- Scope change/configuration management.

Level 2

Intended Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 2 core course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001036

Level 1

Gray outline – Instructor course
X and every

X

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

32 CLPs

Federal Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Cost and Schedule Estimation and Analysis

Level 2 Required Course

5 days / 40 CLPs

Level 3

This course provides participants with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Participants receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design).

Course topics include:

- identifying cost and schedule estimates;
- Basic estimating methods;
- Group analysis techniques;
- Applying life-cycle costing technique;
- Validating estimates;
- Determining critical path schedule for a project;
- Crashing and fast-tracking methods; and
- Relationship between budget authorization (BA) and budget outlay (BO) schedules, project estimates, and the project funding profile.

Level 2

Intended Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 2 core course for certification in the Project Management Career Development Program (PMCDP).

Course Format: 5 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001044

Level 1

Gray outline – Instructor course
X and every

X

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

32 CLPs

Federal Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days
16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Leadership through Effective Communication

Level 2 Required Course

3 Days / 24 CLPs

Level 3

This course is a highly interactive session focused on developing powerful communication skills to lead people and manage projects. The course emphasizes personal communications preferences and the impacts of these preferences on others, and provides tips and techniques for maximizing effectiveness in leading project teams. Skills-based lessons include the use of different communications styles, and techniques for managing conflict, giving and receiving feedback, and decision-making. The course provides a practical and effective toolkit for communicating in a project-focused environment, and a resource list for continuous learning.

Intended Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 2 core course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce, as well as other DOE managers and team members, may wish to take this course for continuing education credit.

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 002366

Level 2

Level 1

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Two

Budgeting
s in DOE
/32 CLPs

ental Laws
gulations
CLPs

X
and
every

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course assignments
4. Develop a presentation

Project Management Simulation

Level 2 Required Course

5 days / 40 CLPs

Level 3

This computer-based project management simulation enables participants to exercise and integrate a wide variety of project management skills, including developing defensible project plans; applying PM tools and techniques to plan, track, and control projects; improving project team performance; analyzing project information; identifying complex project tradeoff decisions; and recognizing when to focus on task and when to focus on process.

Intended Audience: Level 2 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 2 core course for certification in the Project Management Career Development Program (PMCDP).

Course Format: 5 day Instructor-led classroom delivery

Equivalent Courses:

- [FPM 201- Project Management Applications](#)

CHRIS Code: 001029

Level 2

C

Level 1

A

X

and
every

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
s in DOE

/32 CLPs

Environmental Laws
gulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and
every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course management
4. Development

Real Property Asset Management

Level 2 Elective Course

3 days / 24 CLPs

Level 3

During this course, participants focus on the requirements of DOE Order 430.1B, Real Property Asset Management (RPAM). Participants acquire a systematic, integrated approach to the management of federal real property, order requirements, reporting mechanisms, and roles and responsibilities for RPAM. The course addresses real property planning and management, Ten Year Site Plans, real property status reporting requirements and mechanisms, value management, performance management and DOE and contractor role and responsibilities for real property asset management. Also included in the course are the requirements contained in the February 2004 Executive Order 13327, Federal Real Property Asset Management and the January 2007 Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management.

Level 2

Intended Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 2 elective course for certification in the Project Management Career Development Program (PMCDP).

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001183

Level 1

A
for

X

Gray outline – Instructor course
X and
every

X

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
s in DOE

/32 CLPs

Environmental Laws
gulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Level 3

Federal Budgeting Process in DOE

Level 2 Elective Course

4 days / 32 CLPs

This course is designed to provide DOE and NNSA program and project managers a working knowledge of Federal financial and managerial systems to accomplish their Department's budgeting and accounting processes, including budget submissions, managing authorized funding and establishing success criteria. Participants apply the foundational skills required to successfully manage a project through its financial life cycle. These skills include: integrating projects, programs, and missions; resourcing and funding programs; validating and funding projects; effectively participating in the budget process; managing the flow of funds to your programs and projects and; effectively using financial accounting and reporting systems to attain program and project success.

Intended Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 2 elective course for certification in the Project Management Career Development Program (PMCDP). Other DOE personnel may wish to take this course for continuing education credit.

Course Format: 4-day instructor-led course

- 4-day instructor led classroom delivery for those wishing to take the course to meet Level II PMCDP certification requirements. This version of the course MUST be taken to receive PMCDP credit.

Equivalent Courses:

- None

CHRIS Code: 001034

Level 2

Level 1

X
and
every

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
s in DOE

/32 CLPs

ental Laws
gulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Value Management

Level 2 Elective Course

3 days / 24 CLPs

Level 3

Value Management (VM) provides participants with techniques for re-examining projects with a view to reducing total project costs. Designed for Federal and contractor personnel from Senior Managers to Project Directors and their extended teams, the course includes an overview of VE/VM concepts, principles, and definitions, and the various legal and regulatory drivers that now mandate its application. It also focuses on building skills and understanding for applying VE/VM practices, tools and techniques to improve project and program cost and schedule results, especially Return on Investment (ROI).

This course also teaches skills for organizing a VM effort, structuring a job plan, and analyzing the functions of systems, equipment, facilities and supplies to achieve the lowest life-cycle costs while maintaining the essential values of safety, performance, reliability, and quality. The course applies modern practices in the field of Value Engineering and Value Management (VE/VM) that emphasize good communications and effective leadership of the people involved.

Intended Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 2 elective course for certification in the Project Management Career Development Program (PMCDP).

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001037

Level 2

Level 1

X and every

X

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor-led course
X – Course not offered every year

Level 4

1. Participate in a peer review
2. Lead a project
3. Course management
4. Development

Environmental Laws and Regulations

Level 2 Elective Course

24 CLPs

Level 3

This course provides participants an overview and basic knowledge of environmental laws and regulations pertinent to DOE projects. The course includes key DOE directives (especially DOE O 450.1A, DOE O 413.3B and DOE O 430.2B) and applicable Federal regulations and executive orders.

The course introduces participants to the wide range of environmental requirements that apply to DOE facilities and operations and the resources available to assist DOE staff and managers if they are asked to support or manage a project with potential environmental impacts. This course also serves to inform DOE employees of their roles in helping the Department to achieve its environmental sustainability goals, including reducing energy use, enhancing pollution prevention, and conserving water. This course is not meant to be an instruction manual for environmental topics at the department; rather, it aims to educate participants as to when to ask questions and to whom they should be directed.

Level 2

Intended Audience: Prospective Level 2 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 2 elective course for certification in the Project Management Career Development Program (PMCDP). Other DOE personnel may wish to take this course for continuing education credit.

Course Format: Online on-demand

Equivalent Courses:

- None

Level 1

A
for

Two

Budgeting
s in DOE

/32 CLPs

Environmental Laws
and Regula
tions

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Advanced Risk Management

Level 3 Required Course

3.5 days / 28 CLPs

Level 3

The purpose of this course is to provide the Federal Project Director with an advanced understanding of the concepts and applications of risk and opportunity management, within the context of federally managed Department of Energy acquisition projects. This course improves Federal Project Directors' ability to develop and execute project risk management plans and to oversee the risk management activities of their contractors.

The course provides participants with more advanced treatment of risk management principles and concepts. It builds upon the concepts included in the basic Risk Analysis and Management course and reviews topics that are appropriate for Level 3 and 4 Federal Project Directors. It also introduces the notion of opportunity with respect to DOE acquisition project management.

Level 2

In addition to a review of topics covered in the basic course, participants discuss the impact of technology development and how new technology risk affects the typical project. The course also addresses representative project risk management software risk analysis tools, and uses two large capital and operating dollar projects to enhance the learning through case study work.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 core course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 3.5 days Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001042

Level 1

X and every

X

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Federal Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and
every

1. Participate in a peer review
2. Lead a presentation
3. Course assignments
4. Develop a portfolio

Program Management and Portfolio Analysis

Level 3 Required Course

5 days / 40 CLPs

Focusing on collaboration, defending resources, and creative compromise, this automated simulation and case study addresses developing a strategic view of projects. Participants learn about:

- Managing priorities among projects,
- Coordinating the information needs of multiple projects,
- Allocating and managing resources,
- Preparing project staff to meet future needs,
- Balancing responsibilities for project and functional management, and
- Applying project management methods in a complex project setting.

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

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 core course for certification in the Project Management Career Development Program (PMCDP).

Course Format: 5 day Instructor-led classroom delivery

Equivalent Courses:

- [FPM 301- Program Management](#)

CHRIS Code: 001025

Gray outline – Instructor course
X and
every

X

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
s in DOE

/32 CLPs

ental Laws
gulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

Level 4

Level 3

Level 2

Level 1

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

1. Participate in a peer review
2. Lead a presentation
3. Course completion
4. Development

Executive Communications

Level 3 Required Course

3 days / 24 CLPs

This course is designed to provide DOE participants with high-level communication skills to address issues/activities of specific importance to internal, public, media, and congressional audiences. The course addresses how to engage different audiences depending on their needs and interests, create effective messages, and improve delivery skills for a variety of formats including print media, TV, and panel discussions. During this training program, two Executive Communication Coaches offer key techniques through interactive modules and video practice to help DOE participants deliver successful presentations, media interviews, and congressional testimony or briefings. DOE participants are encouraged to share their experiences as senior-level managers who have been involved in the project management process. The objective of this course is to help each DOE participant enhance their current communication knowledge to effectively communicate powerful, positive messages to target audiences.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 3 core course for certification in the Project Management Career Development Program (PMCDP). Other senior leaders may wish to take this course for continuing education credit.

Course Length: 3 days

Equivalent Courses:

- [FPM 304- Leading Federal Government Project Managers](#)

CHRIS Code: 001031

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

mentary Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

Level 4

Level 3

Level 2

Level 1

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Advanced Earned Value Management Techniques

Level 3 Required Course

3 days / 24 CLPs

Advanced Earned Value for Federal Government Project Managers helps you direct and manage EVM implementation across the program life cycle and build up extensive EVM capabilities to be applied to large, complex projects/programs.

This course focuses on the senior-level business, cost, and financial management competency, as defined by the latest FAC-P/PM policy, and will help you harness the power of EVM to control your programs. By the end of the course, you will be confident indicating work progress in a more objective way within and across projects and properly relate cost, schedule, and technical accomplishments. The course also will enable you to create and utilize a realistic performance measurement baseline (PMB), and provide management with information at a practical level. Finally, as part of the course activities, you will prepare an action plan to create immediate impact on your control of projects.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, IPT members assigned to projects (including matrixed personnel). This is a Level 3 core course for certification in the Project Management Career Development Program (PMCDP). Other senior leaders may wish to take this course for continuing education credit.

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- [FPM 303- Senior FAC-P/PM Business, Cost Estimating, and EVM](#)

CHRIS Code: 002689

Level 3

Level 2

Level 1

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

mentary Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

1. Participate in a peer review
2. Lead a project
3. Course management
4. Development

Project Execution and Readiness Reviews

Level 3 Elective Course

3 days / 24 CLPs

This course focuses on the skills necessary to successfully manage engineering and design, construction, acceptance and transition, and project closeout. Participants learn how to organize, manage, and review project designs and documentation, and to oversee contractor performance during construction. Participants also learn the skills needed to identify potential problems and how to plan to avoid them. Participants are given extensive practice in cost and schedule monitoring, including earned-value analysis, trend analysis and forecasting, managing baselines through performance monitoring and change control.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 elective course for certification in the Project Management Career Development Program (PMCDP).

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001039

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

Level 4

Level 3

Level 2

Level 1

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Systems Engineering

Level 3 Elective Course

3 days / 24 CLPs

Level 3

This course focuses on how implementation of the Systems Engineering (SE) process, from project initiation through the entire life-cycle, can decrease the likelihood of cost overruns, schedule delays and compromises in program and project technical performance. This course demonstrates how the SE process is an interdependent (and iterative) approach to technical management, acquisition and supply, system design, product realization, and technical evaluation. The course describes how the SE process cascades through each level of the system, beginning at the top (the system level) and propagating through a series of steps which eventually lead to a preferred system solution. This course describes in detail the purpose and value of each of the specific SE process steps. Step-by-step directions, along with exercises, help course participants determine when each step is complete.

Level 2

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 elective course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001049

Level 1

A
for

B
for

X

Gray outline – Instructor course
X and every

Negotiation
Strategies and
Techniques

24 CLPs

Two

Budgeting
in DOE

/32 CLPs

Environmental Laws
Regulations

CLPs

One

Capital Planning
DOE O 413.3B
Capital Asset
Projects

2 days
16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a project
3. Course
4. Develop

Level 3

Strategic Planning

Level 3 Elective Course

3 days / 24 CLPs

This course provides participants with an introduction to the skills needed to develop effective strategic plans for organizations, programs and projects, and techniques they can employ to make better strategic decisions. Participants review theories and techniques for improving productivity, as well as techniques for formulating and implementing a planning process. Participants are shown how to make decisions based on strategic plans that give specific direction yet remain flexible enough to respond to changing conditions.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 elective course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

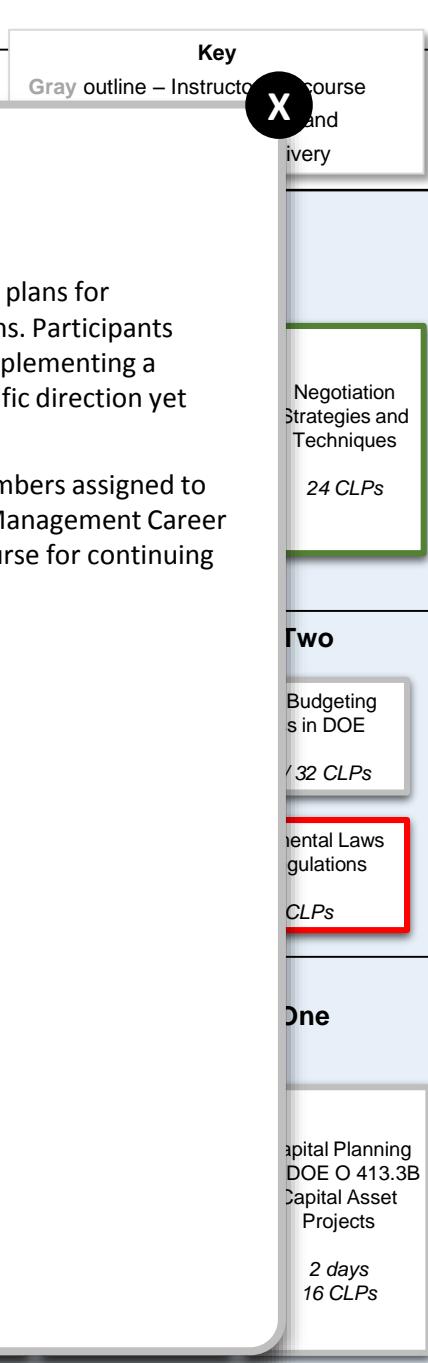
CHRIS Code: 001043

Level 2

C

Level 1

A
f



PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor course
X and every

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course assignment
4. Develop a presentation

Labor Management Relations

Level 3 Elective Course

3 days / 24 CLPs

This course provides participants with a basic overview of labor management relations. Participants learn about labor laws and regulations, implementing bargaining practices, and specific methods for resolving disputes. Additionally, the course discusses techniques for working with unions and unionized employees, and presents guidance on contract interpretation.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 elective course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce may wish to take this course for continuing education credit.

Course Format: 3 day Instructor-led classroom delivery

Equivalent Courses:

- None

CHRIS Code: 001038

Level 3

Level 2

Level 1

X and every

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Federal Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor-led course
X – Self-paced course
Green outline – Online course
Red outline – Every day course

Level 4

1. Participate in a peer review
2. Lead a presentation
3. Course facilitation
4. Development

Facilitating Conflict Resolution

Level 3 Elective Course

24 CLPs

This course covers a variety of topics specific to resolving conflicts in the workplace. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; and minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies. Participants take the Thomas-Kilmann® conflict mode assessment instrument (TKI) to reveal their preferred style of managing conflict, and learn the advantages and disadvantages of different styles. The course includes a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 elective course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce and other DOE managers or team members may wish to take this course for continuing education credit.

Course Format: This course is delivered via Adobe Connect in a series of five 90-minute live webinars over a period of 6 weeks. These webinars are complemented with self-paced learning and online collaborative group work.

Equivalent Courses:

- None

CHRIS Code: 001558

Level 3

Level 2

Level 1

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs

PMCDP Curriculum Learning Map – Updated May 4, 2016

Key

Gray outline – Instructor led course
X – Self-paced course
Green outline – Every day course

1. Participate in a peer review
2. Lead a presentation
3. Course assignment
4. Develop a presentation

Negotiation Strategies and Techniques

Level 3 Elective Course

24 CLPs

In this course, participants learn about collaborative and competitive negotiations, negotiation strategy and planning, negotiations within and between teams, identifying key stakeholder interests in negotiations, determining best alternatives to negotiated agreements, and effectively communicating during negotiations. Through reading assignments from Harvard Law School's prestigious Program on Negotiation and mini case studies customized for the Department of Energy, participants are introduced to methods to improve their performance in negotiating agreements. Participants then practice using learned strategies during the course.

Intended Audience: Prospective Level 3 Federal Project Directors, DOE Program Managers, and IPT members assigned to projects (including matrixed personnel). This is a Level 3 elective course for certification in the Project Management Career Development Program (PMCDP). Other members of the acquisition workforce and other DOE managers or team members may wish to take this course for continuing education credit.

Course Format: This course is delivered via Adobe Connect in a series of six 90-minute live webinars over a period of 7 weeks. These webinars are complemented with self-paced learning and online collaborative group work.

Equivalent Courses:

- None

CHRIS Code: 001047

Negotiation Strategies and Techniques

24 CLPs

Two

Budgeting in DOE

/32 CLPs

Environmental Laws and Regulations

CLPs

One

Capital Planning DOE O 413.3B Capital Asset Projects

2 days 16 CLPs