| # | **COMPETENCY** | **FULFILLMENT**  PMCDP course, equivalent training, experience | **JUSTIFICATION**  2,000 characters max | **VERIFICATION METHOD**  Course certificate, professional license, etc. |
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| **4.12** | **Work and Developmental Activities** |  |  |  |
| 4.12.1 | Work for a minimum of two years as a Level III FPD (or equivalent) OR satisfy equivalency (4.12.1.1). |  |  |  |
| 4.12.1.1 | Equivalency: Possess a combination of one year of Level III FPD experience 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 III or higher project is acceptable as long as the FPD experience accounts for a minimum of 12 months of that two-year period. |  |  |  |
| 4.12.2 | Perform one-year program management duties with 90 days (minimum) at Department of Energy (DOE) Headquarters (HQ). Program management duties at HQ/Program site offices may be fulfilled through non-consecutive details, and should encompass activities that include, but are not limited to, the following:   * Applying a strategic management system to the program; * Strategic planning and strategic goal establishment; * Conducting program planning and developing program management plans; * Managing and developing program budgets; * Implementing program management plans; * Conducting analysis to evaluate program and project portfolio effectiveness; * Developing action plans for program improvement; * Identifying key player in the Federal Government and contractor community, and understanding their role and impact on a program’s success in DOE.     The CRB, in consultation with the appropriate Program, may waive this requirement for FPDs with more than 10 years of federal experience in project management roles. |  |  |  |
| 4.12.3 | Eight years project management experience as a FPD on at least two different projects. The CRB may consider a waiver if the FPD has been assigned for a total of eight years on a single Level III or higher project. |  |  |  |
| 4.12.4 | At least three of the candidate’s eight years project management experience as a FPD, presented in 4.12.3, must be post CD-3 experience. |  |  |  |
| 4.12.5 | At least one year of the three years of post CD-3 experience as a FPD, presented in 4.12.4, must be on a Level III or higher project. |  |  |  |
| 4.12.6 | The certification candidate must serve as a participant on at least three separate project peer reviews of another FPD’s project, each of which must be for a capital asset construction project with a TPC of $50M or greater (project peer reviews are defined in DOE 413.3B, Appendix C, Section 18,f.). In addition to providing the name of the projects reviewed and the participation dates, the candidate should describe the duties he/she performed and how it contributed to all of the primary objectives of the peer review. |  |  |  |
| 4.12.7 | The certification candidate must serve as the review chair and be responsible for the overall leadership and organization of the project peer review of another FPD’s project. The project review must be at least one day in length, and must be performed on a capital asset construction project with a TPC of $50M or greater (project peer reviews are defined in DOE 413.3B, Appendix C, Section 18,f.). In addition to providing the name of the project and participation dates, the candidate should specifically discuss his/her leadership role when addressing the primary outcomes, and submit a copy of the final summary report when the certification application is presented to the PMCDP. |  |  |  |
| 4.12.8 | Take a course from the PMCDP curriculum not previously taken, not taken within the last three years, or not taken since the course underwent a major revision. |  |  |  |
| 4.12.9 | Take a developmental course of the candidate’s choosing. This course does not have to be part of the PMCDP curriculum. The course should focus on an area of improvement. |  |  |  |
| **4.13** | **Behavioral** |  |  |  |
| 4.13.1 | **Leading change**. Certification candidates must demonstrate **expert-level** competence in leading change by explaining how they how they leveraged cutting-edge information (scientific, technological, etc.) to overcome an unexpected obstacle and how they convinced senior management, stakeholders, and/or project team members to accept and implement the necessary changes. Lessons learned and applicability to other projects should be included. |  | • Challenge/Issue:  • What I Did:  • Benefits to Project:  • Outcome/Result: |  |
| 4.13.2 | **Leading people**. Certification candidates must demonstrate **expert-level** competence in leading people by describing how they rallied a team to meet project goals after a major project setback. The description should include examples of building moral, encouraging teamwork, facilitating cooperation and building trust, in addition to lessons learned and applicability to other projects. |  | • Challenge/Issue:  • What I Did:  • Benefits to Project:  • Outcome/Result: |  |
| 4.13.3 | **Producing results**. Certification candidates must demonstrate **expert-level** competence in producing results by providing an example of corrective actions taken when a project was not meeting a baseline. The description should include the results, lessons learned, and applicability to other projects. |  | • Challenge/Issue:  • What I Did:  • Benefits to Project:  • Outcome/Result: |  |
| 4.13.4 | **Business acumen.** Certification candidates must demonstrate **expert-level** competence in business acumen by describing how they successfully defended financial, staff, or technological resource requests in an unfavorable economic environment. The description should include tactics used, lessons learned, and applicability to other projects. |  | • Challenge/Issue:  • What I Did:  • Benefits to Project:  • Outcome/Result: |  |
| 4.13.5 | **Building coalitions.** Certification candidates mustdemonstrate **expert-level** competence in building coalitions and communication by describing how they implemented something across organizational boundaries, including the communication strategies, the outcomes, and how they used this experience in other project management situations. |  | • Challenge/Issue:  • What I Did:  • Benefits to Project:  • Outcome/Result: |  |