| **#** | **COMPETENCY** | **FULFILLMENT** PMCDP course, equivalent training, experience | **JUSTIFICATION**  2,000 characters max | **VERIFICATION METHOD**  Course certificate, professional license, etc. |
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| **1.1** | **General Project Management** |  |  |  |
| 1.1.1 | The certification candidate must demonstrate **working-level** knowledge of the Federal Project Director’s (FPD’s) roles and responsibilities. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Systems and Practices in DOE;* OR, 2) a description of the candidate's demonstrated equivalent experience or understanding of the FPD’s roles and responsibilities (for this competency, there is no equivalent class to *Project Management Systems and Practices in DOE* that covers the same topics, hence the PMCDP does not permit applicants to claim alternative training). If the applicant does not currently possess experience working on federal projects, private-sector experience may be substituted as long as it is comparable to the roles and responsibilities of the FPD as outlined in DOE O 413.3B.  The justification of fulfillment through equivalent experience requires candidates to demonstrate all of the following covered in the PMCDP course:   * The FPD’s responsibilities relative to the Management & Operating (M&O) or Management & Integrating (M&I) contractor * The purpose and operation of the integrated project team (IPT) * Ethics requirements for FPDs * Department of Energy (DOE) Headquarters-Field relationships and Lead Program Secretarial Officers (LPSOs) * Roles and responsibilities associated with managing federal projects |  |  |  |
| 1.1.2 | The certification candidate must demonstrate **familiarity-level** knowledge of the environmental regulations applicable to DOE projects. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Systems and Practices in DOE*; OR 2) the successful completion of an equivalent course or training; OR 3) a description of the candidate's 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:   * The purpose and content of each of the following environmental documents and the impact on DOE projects: * Environmental Impact Statements * Environmental Assessments * Safety Analysis * Categorical Exclusions * Finding of No Significant Impact * The role of the FPD in the National Environmental Protection Act (NEPA) process * The requirements of the following laws as they impact DOE projects: * NEPA * Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) * Resource Conservation and Recovery Act (RCRA) * Clean Water Act (CWA) * Clean Air Act (CAA) * Toxic Substances Control Act (TSCA) * Occupational Safety and Health Act (OSHA) |  |  |  |
| 1.1.3 | The certification candidate must demonstrate **working-level** knowledge of DOE Order 413.3B. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Systems and Practices in DOE*; OR 2) a description of the candidate's demonstrated equivalent experience (for this competency, there is no equivalent class to *Project Management Systems and Practices in DOE* that covers the same topics, hence the PMCDP does not permit applicants to claim alternative training).    The justification of fulfillment through equivalent experience requires candidates to demonstrate a majority of the following knowledge examples covered in the PMCDP course:   * The purpose, scope, and application of DOE Order 413.3B and the DOE 413.3 Guides; this includes the definition of key terms, essential elements, and personnel responsibilities and authorities * The source documents necessary to effectively manage the project * The critical decision process including the roles, responsibilities, and authorities for critical decisions * The procedures for determining contractor compliance with the requirements of DOE Order 413.3B and with the DOE Project Management Guides * The role of the participants in the Energy Systems Acquisition Advisory Board (ESAAB) process, the steps in the process, and the associated schedules * The FPD’s role in baseline development, change control, and project status reporting, including Quarterly Project Reviews * The role of the FPD in the performance of independent reviews (headquarters, external reviews, internal assessments, Government Accountability Office [GAO] and Inspector General reviews) * General engineering or scientific principles required to perform DOE projects * The purpose, use, and content of the: * Project Acquisition Strategy * Project Execution Plan (PEP) * The earned value management systems (EVMS) and project reporting requirements in DOE Order 413.3B * The steps to integrate safety into the business case * The steps to integrate safety management into the critical decision (CD) process * The relationship between DOE Headquarters-Field and LPSOs * The role of the FPD in implementing DOE policy on value management * The requirement for a value management assessment prior to CD-1 approval |  |  |  |
| **1.2** | **Leadership/Team Building** |  |  |  |
| 1.2.1 | The certification candidate must demonstrate **working-level** knowledge of team building and leadership within a team. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Essentials;* OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience; OR 4) current Project Management Professional (PMP) certification.  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:   * Team building methods and recognizing individual and team performance * Results/goal oriented work processes * Team leadership and coordination of team activities * Consensus building and conflict resolution techniques * Trust and confidence development among team members * Effective leadership models and their application |  |  |  |
| **1.3** | **Scope Management** |  |  |  |
| 1.3.1 | The certification candidate must demonstrate **working-level** knowledge of work breakdown structure (WBS) development and project scope baseline. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Essentials;* OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience; OR 4) current PMP certification.  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:   * Project mission need determinations * Conceptual and detailed design documentation development and review * WBS development * Project scope baseline development techniques and their application * Project alternatives development and analysis * Scope change management * Configuration management |  |  |  |
| 1.3.2 | The certification candidate must demonstrate **working-level** knowledge of test and evaluation. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Systems and Practices in DOE*; 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 all of the following knowledge examples covered in the PMCDP course:   * Participation in the development and execution of the acceptance test plan * Acceptance of deliverables against performance metrics standards * Application of contract terms and conditions to waivers and deviations |  |  |  |
| **1.4** | Communication Management |  |  |  |
| 1.4.1 | The certification candidate must demonstrate **working-level** knowledge of interpersonal communications. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Essentials*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience; OR 4) current PMP certification.  The justification of fulfillment through equivalent training or experience requires candidates to demonstrate all of the following knowledge examples covered in the PMCDP course:   * Interpersonal relationship development * Team development * Effective team leadership * Effective written and oral communication techniques |  |  |  |
| **1.5** | **Quality/Safety Management** |  |  |  |
| 1.5.1 | The certification candidate must demonstrate **working-level** knowledge of safety planning in project management. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Planning for Safety in Project Management*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.  Equivalency: Hold or receive the Senior Technical Safety Manager (STSM) certification by January 31, 2010, or hold a current Certified Safety Professional (CSP) certification, or successfully completed DOE SAF220, Senior *Technical Safety Manager Overview*.  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:   * The importance of safety to projects and DOE’s image and viability * Emphasis of centrality of safety to every project even if it is not central to the mission * Identification of safety requirements and considerations at each CD level * The FPD’s role in safety throughout the CD process * The importance of alternatives analysis and conceptual design * How to perform and conduct a failure mode and effects analysis (FMEA) * How to control environmental safety hazards and worker safety hazards * How to conduct a hazards analysis * How to evaluate the final design in reference to safety * How to manage safety during construction * The roles and responsibilities of the contractor for Health, Safety and Security (HSS) protection, including integrated safety management (ISM) |  |  |  |
| **1.6** | **Cost Management** |  |  |  |
| 1.6.1 | The certification candidate must demonstrate **working-level** knowledge of life-cycle cost estimating. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course*Project Management Essentials*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience; OR 4) current PMP certification.  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:   * Lifecycle estimating techniques and methodologies * The principles of time value of money * Basic cost estimating techniques, including parametric estimating, estimating by analogy, bottom up estimating, and activity-based costing * Contingency estimation and usage * The principles and use of range estimating * Procurement guidelines and performance regulations * The principles of earned value management |  |  |  |
| 1.6.2 | The certification candidate must demonstrate **working-level** knowledge of the federal budget process. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Systems and Practices in DOE*; 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:   * The impacts of the federal budget process on the project * The role of the FPD in the federal budget process * The participants in the federal budget process and the major phases of budgeting * Budget documents, their development, and their use * Congressional, Office of Management and Budget (OMB), and DOE-internal budget roles and processes * Definitions of budget terminology |  |  |  |
| **1.7** | **Time Management** |  |  |  |
| 1.7.1 | The certification candidate must demonstrate **working-level** knowledge of project planning and resource loaded scheduling. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Management Essentials*; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience; OR 4) current PMP certification.  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:   * Project schedule networks, including the definition of activity durations, and logic * Critical paths and other scheduling terms * Resource allocation * Methods for reporting and displaying schedule information |  |  |  |
| **1.8** | **Risk Management** |  |  |  |
| 1.8.1 | The certification candidate must demonstrate **working-level** knowledge of project risk management. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Project Risk Analysis and 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 all of the following knowledge examples covered in the PMCDP course:   * Risk assessment and quantification * The importance of assigning risk management responsibility * Tools to assess and manage risk * Risk mitigation plan development * Risk management integration into project management |  |  |  |
| **1.9** | **Contract Management** |  |  |  |
| 1.9.1 | The certification candidate must possess **working-level** knowledge of performing as a contracting officer’s representative (COR). Fulfillment of this competency may be achieved through the following: 1) the successful completion of the Defense Acquisition University online Contracting Officer Representativecourse CLC 222; OR 2) the successful completion of the classroom-based course *Contract Administration for Technical Representatives* provided by DOE; OR 3) the successful completion of an equivalent course or training; OR 4) demonstrated equivalent experience.  **Note*:*** COR training must have been completed within the five years previous to the certification application date; if not, the candidate must include both the original date of the COR training as well as subsequent COR refresher courses. COR refresher courses must also have been completed within the five years previous to the certification application date.  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:   * The roles and responsibilities of a COR * The process for modifying an existing contract * Methods for communicating with the contractor and the roles and responsibilities of project participants * Contract administration * Techniques for evaluating change orders * The process and methods for evaluating contractor deliverables, accepting work, and evaluating contractor procurement guidelines and regulations |  |  |  |
| 1.9.2 | The certification candidate must demonstrate **working-level** knowledge in the area of acquisition strategy development and planning, and pre-award actions required in acquisition planning. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Acquisition Management for Technical Personnel***;** 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:   * Adhering to federal policy for project planning that includes acquisition strategies and mission need statements * Adhering to DOE policy for project planning, budgeting, and management * Determining project acquisition strategies and developing mission need statements that are included in the acquisition plan * Using risk management skills in analyzing and recommending technical, location, and acquisition alternatives for acquisition strategies |  |  |  |
| 1.9.3 | The certification candidate must demonstrate **working-level** knowledge in the area of managing contract changes. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core *course Managing Contract Changes*; 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:   * Research and interpretation of regulatory framework for contract changes * Successful change order management * Effective management and settlement of Requests for Equitable Adjustments (REA) * Determination or entitlement for a change or REA * Price changes and REAs * Options for providing contract financing for changes * Dispute settlement in accordance with the Disputes Act * Project and contract management alignment |  |  |  |
| 1.9.4 | The certification candidate must demonstrate **working-level** knowledge in the areas of the DOE Acquisition System. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course, *Acquisition Management for Technical Personnel***;** 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:   * The relationship between technical personnel and contracting personnel in the acquisition process * The various contracting and solicitation activities for acquiring services and supplies, including: sealed bidding and competitive contracting; fixed-price and various types of cost-reimbursement contracts; and unique DOE solicitation instruments * The key tasks involved in development of a procurement request, including: definition of requirements; development of a statement of work; preparation and application of evaluation criteria; evaluation of proposals; and administration of contracts * The statutes that govern the federal acquisition system, to include the Federal Acquisition Regulation (FAR) * The types of contracts available to DOE to procure goods * The complete breadth of acquisition planning and contract execution activities: * Pre-solicitation notices * Procurement requests * Request for Proposals * Award * Debrief/Protest * Payment * Contractor management * Termination * The Source Evaluation Board (SEB) and its functions * The function and applicability of M&O contracts |  |  |  |
| **1.10** | Integration Management |  |  |  |
| 1.10.1 | The certification candidate must demonstrate **working-level** knowledge in the areas of project control, configuration management, and life cycle logistics. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Managing Contract Changes*; 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:   * Change control and configuration management techniques * Procedures for preparing, reviewing, and approving baseline changes * Basic decision making techniques * Project control techniques and their application * Project and contract management alignment |  |  |  |
| 1.10.2 | The certification candidate must demonstrate working-level knowledge in the areas of EVMS and project reporting. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course *Earned Value Management Systems*; 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:   * Using EVMS processes and techniques for organizing, planning, and authorizing project work * Monitoring performance * Presenting the graphical cost, and schedule elements of the project baseline based on the WBS * Selecting the appropriate EVMS technique for different WBS elements * Collecting, interpreting, and reporting earned value data |  |  |  |
| **1.11** | **Training/Electives:** To obtain Level I certification, the candidate must complete one of the following three elective options (1.11.1, 1.11.2, or 1.11.3) or satisfy the competency requirements through equivalent training or experience. |  |  |  |
| 1.11.1 | The certification candidate must demonstrate **familiarity-level** knowledge in the areas of green building construction and maintenance. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Leadership in Energy and Environmental Design (LEED) for New Construction and Existing Buildings;* 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 all of the following knowledge examples covered in the PMCDP course:   * The LEED Green Building Rating System and green initiative goal standards for new construction and existing building maintenance * The relationship of climate change and building impacts to DOE projects * The five LEED categories |  |  |  |
| 1.11.2 | The certification candidate must demonstrate **familiarity-level** knowledge in capital planning for capital asset projects under the 413.3B. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Capital Planning for DOE O 413.3B Capital Asset Projects*; 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 government’s structured capital planning process and its application to the DOE’s acquisition management system * How to leverage capital assets for strategic outcomes using tools and resources at the FPD’s disposal * Capital planning as a structured process * DOE Order 413.3B CD process for acquiring capital assets as it aligns to capital planning * Use of project information to support the project data sheet and OMB Exhibit 300 reporting requirements * The FPD’s role in each step of the capital planning process |  |  |  |
| 1.11.3 | The certification candidate must demonstrate **working-level** knowledge in the area of performance-based management contract planning. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course *Performance-Based Management Contracting;* 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:   * DOE policy for Performance-Based Management Contracts (PBMCs): * Contract types and their applications * FAR requirements * DOE’s Strategic Management System: planning, budget formulation and execution, and program evaluation * How to align performance incentives to DOE organizational goals * How to develop PBMCs * Use of performance-based management elements |  |  |  |
| **1.12** | **Work and Development Activities** |  |  |  |
| 1.12.1 | Work for 12 months as a project engineer or IPT member; OR possess a current PMP certification; OR possess a professional engineer (PE) or registered architect (RA) license. |  |  |  |
| 1.12.2 | Three years (minimum) experience in project management; OR possess a current PMP certification. An optional [self-assessment](http://energy.gov/management/downloads/self-assessment-level-i-certification-applicants) is available for Level I applicants to rate their  overall experience in the following activities:   * Conducting design and project reviews * Developing and/or approving engineering drawings * Performing field construction inspections * Performing contract administration functions in his/her role as a FPD * Evaluating contractor construction deliverables * Participating in the federal budget formulation and execution processes * Developing project data sheets * Defining project scope and the project WBS * Writing and/or approving specifications * Writing and/or approving decision memoranda and project reports * Developing the project acquisition strategy and the acquisition plan * Writing the PEP and getting it approved * Participating in the ESAAB process * Participating in the NEPA and other regulatory processes and writing NEPA documents * Participating in quarterly project reviews * Participating in trade-off analyses and/or value engineering studies * Developing and updating project schedules and cost estimates * Developing and maintaining project risk management plans * Developing and using an EVMS and performing earned value analyses   **Note:** The following positions do not count towards experience in project management: program manager, property manager, HSS positions, and financial positions.  **Note:** A candidate must work on a project for a minimum of six continuous months for the experience to count towards the three-year requirement. |  |  |  |
| 1.12.3 | Candidates must demonstrate one year of experience in project management within the last five years prior to the FPD certification application date. A PMP certification will satisfy this project management experience requirement as long as the PMP certification has been earned within the last five years. |  |  |  |