

CONTROL FORM FOR DOE/ORO DIRECTIVE

PART A (To be completed by the ORO DIRECTIVES MANAGEMENT GROUP, AD-440):

1. DIRECTIVE NUMBER, TITLE, AND DATE:

DOE O 361.1B, ACQUISITION CAREER MANAGEMENT PROGRAM, dated 01/24/2008

2. PURPOSE OF TRANSMITTAL: New Directive Revised Directive Revised Control Form

3. DOES THIS DIRECTIVE CANCEL OR EXTEND ANY OTHER DIRECTIVES? Yes No
If "Yes," list what action (cancel or extend) and list the Directive(s) number(s), title(s), and date(s):

This Directive cancels and replaces DOE O 361.1A, ACQUISITION CAREER DEVELOPMENT PROGRAM, dated 04/19/2004.

NS-50 IS RESPONSIBLE FOR CHAPTER IV. AD-42 IS RESPONSIBLE FOR THIS ORDER EXCEPT FOR CHAPTER IV.

The attached Directive is forwarded for review and action. Complete Part B and forward a completed hard copy of this form to ORO DMG, AD-440, by 02/14/2008.

PART B (To be completed by the DIVISION OF PRIMARY INTEREST [DPI]):

COMPLETE FOR DOE DIRECTIVES ONLY:

4. SUPPLEMENTAL ORO DIRECTIVE REQUIRED?

Is a new or revised supplemental ORO Directive required? Yes No

If "Yes," target date for submission of supplemental ORO Directive is _____.

COMPLETE FOR BOTH DOE AND ORO DIRECTIVES:

5. CONTRACTOR APPLICABILITY.

Does this Directive affect the work performed by ORO Contractors? Yes No

If "Yes," whom? Bechtel Jacobs Company LLC ORAU
 UT-Battelle, LLC ISOTEK (Bldg. 3019, ORNL)
 EnergyX Wackenhut (WSI)
 Other Contractors (list by name) Protection Strategies Inc. (PSI)

6. SUBJECT MATTER EXPERT: Phil Stumbo NS-51
Name Organization

Original Signed By

7. APPROVED BY: L. W. Clark Assistant Manager for Nuclear Fuel Supply, NS-50 02/06/2008
Signature Organization Date

PART C (To be completed by the ORO DIRECTIVES MANAGEMENT GROUP, AD-440):

APPROVED FOR DISTRIBUTION IN ACCORDANCE WITH OFFICIAL DIRECTIVE DISTRIBUTION LIST:

Original Signed By
Wayne H. Albaugh 02/07/2008
DMG Team Leader, AD-440 Date

INSTRUCTIONS TO ADDRESSEES: THIS FORM IS TO BE FILED WITH THE DIRECTIVE AND RETAINED. (Revised 02/10/2006)

CHAPTER IV. PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM MODULE

1. INTRODUCTION. The Project Management Career Development Program (PMCDP) establishes requirements and responsibilities for all federal project directors (FPDs) with line management responsibility for capital assets. DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, dated 7-28-06 updates requirements for managing DOE capital assets. The PMCDP has defined necessary project management knowledge, skills, and abilities; project management training requirements; a career development tracking system; and a project management certification program. Certification requirements and responsibilities must be applied as indicated in this module.

2. CERTIFICATION REQUIREMENTS.
 - a. The PMCDP module establishes requirements for four certification levels corresponding to progressively more project responsibility and experience. Persons planning to be certified under the PMCDP may attain certification levels with the following total project cost (TPC) limits.
 - Level 4: TPC exceeding \$400 million (M)
 - Level 3: TPC greater than \$100M and equal to or less than \$400M
 - Level 2: TPC greater than \$20M and equal to or less than \$100M
 - Level 1: TPC greater than \$5M and equal to or less than \$20M

If an FPD is managing a portfolio of projects, the required FPD certification level is determined by the project with the highest TPC dollar value.

Certification level requirements based on TPC should be evaluated based on the following four considerations and in concert with the requirements of this Order:

- (1) General plant projects (GPPs) or similar small, routine infrastructure improvement projects should not be included in the TPC consideration.
- (2) Projects to be included must have been in progress for 12 months or more.
- (3) The certification candidate¹ typically would have a broad spectrum of experience that spans all critical decisions (CD-0 through CD-4). The TPC utilized to show experience at a particular certification level may not be exclusively comprised of projects that have not reached Critical Decision-1.

¹ Certification candidate used in DOE O 361.1B, Chapter IV will mean those persons who have applied to the CRB for PMCDP certification.

recruitment, relocation and retention incentives. The payment of such incentives is at the discretion of the head of each departmental element predicated on the availability of budgetary funds, as follows:

- a. PMCDP Level 1—up to 5 percent of basic pay;
- b. PMCDP Level 2—up to 7.5 percent of basic pay; and
- c. PMCDP Levels 3 and 4—up to 10 percent of basic pay.

4. ROLES AND RESPONSIBILITIES.

- a. Program Secretarial Officers or Their Formal Designees (Including Operations Offices, Site Offices, Area Offices, Project Offices, and Service Centers).
 - (1) Ensure that their FPDs are certified according to the requirements outlined in this module, CEG, ACMP Handbook, and the requirements in DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*.
 - (2) Refer all certification candidates to the Headquarters CRB for certification.
 - (3) Track the certification status of persons certified under PMCDP.
 - (4) Provide OECM with updates of project assignments, developmental assignments, and certification status of FPDs.
 - (5) Ensure that Federal employees whose certifications are canceled under this module are reassigned to duties other than serving as the FPD of DOE capital assets, and cancel any incentive pay provided under this module.
 - (6) Notify the Secretariat of the CRB of approved nominees for the industry rotation program sponsored by the Office of Management.
 - (7) Establish project management functions that—
 - (a) serve as “homerooms”³ for persons certified under PMCDP and
 - (b) provide forums for exchanging ideas, sharing lessons learned, and conducting technical presentations and workshops.

³ A centralized, informal project management support structure for the exchange of ideas, lessons-learned, networking, mentoring with other Federal Project Directors and subject matter experts. The “homeroom” is the place—either physical or electronic—for project management professionals (i.e. FPDs) to learn and socialize with colleagues sharing ideas about their professional and developmental interests with those who have similar interests.

- (8) Track and report PMCDP performance measures as identified and requested by OECM.
- (9) May provide incentives to high performing FPDs who attain the prerequisite level of certification and manage projects at the commensurate PMCDP level.

b. Field Element Managers or Their Formal Designees (Including Operations Offices, Site Offices, Area Offices, Project Offices, and Service Centers).

- (1) Direct approving officials (i.e., first line/site managers) to review fulfillments/equivalencies for certification candidates in accordance with program office protocol using guidelines established by the CRB.
- (2) As appropriate, ensure that PMCDP certification requirements are used as quality ranking factors in all FPD vacancy announcements.
- (3) Conduct panel interviews for Levels 1 and 2 certifications as deemed necessary and appropriate.
- (4) Use model project management position descriptions developed by the Office of Human Capital Management [paragraph 4f(7)] to the maximum extent practical.
- (5) As deemed necessary and appropriate, pay for Project Management Institute Project Management Professional testing fees.
- (6) Ensure that certification and CE hour data is loaded in the DOE Corporate Human Resource Information System (CHRIS)/Employee Self-Service (ESS).
- (7) Maintain auditable records of training for those persons certified under PMCDP.
- (8) Select certification candidates based on the qualification requirements in the PMCDP Module.
- (9) Submit applications for PMCDP certification to the PSO or designee for review and approval within 12 months of selection for new hires, reassignments, or promotions/advancements.
- (10) Direct supervisors of persons certified under PMCDP to identify training needs according to the requirements of this module and budget for these recurring project management training needs on an annual basis.
- (11) Ensure that persons certified under PMCDP are provided appropriate developmental assignments and experience needed to progress to higher levels of certification.

- (12) Ensure that persons certified under PMCDP develop and execute IDPs consistent with the training, experience, and development requirements defined in this module.
- (13) Ensure that appropriate training and CE requirements are satisfied in a timely manner to maintain certification.
- (14) Approve individual competency requirements as described in the CEG and ACMP Handbook.
- (15) Ensure that training and certification records for persons certified under PMCDP are maintained in the DOE CHRIS/ESS.
- (16) At the discretion of the field office manager/program offices and commensurate with contract management practices at the site/office, provide certified FPDs with formal contracting officer representative authority once FPDs have received the required training and their technical contract administration competency is verified.
- (17) Notify the Secretariat of the CRB of approved nominees as candidates for developmental assignments in the industry rotation program sponsored by the Office of Management.
- (18) Track FPDs' career paths to ensure that training, developmental activities, and experiences are being provided and used in a manner consistent with the PMCDP defined in this module.

c. Director, Office of Engineering and Construction Management.

- (1) Using program and field nominations, selects membership to and co-chairs the CRB. (The CRB co-chair responsibilities may be delegated one level.)
- (2) Ensures that all FPDs are certified according to the requirements of the PMCDP Module.
- (3) The Director or his designee approves all certification requirement waivers. Responsibility may be delegated per paragraph 4c(1) above.
- (4) Develops an annual complex-wide PMCDP needs assessment and statistics on retention of persons certified under the PMCDP.
- (5) Tracks the development of persons certified under the PMCDP.
- (6) Notifies persons certified under the PMCDP and their supervisors of training and developmental needs.
- (7) Tracks the assignments of FPDs through the DOE Project Assessment Reporting System and monitors the certification status.

- (8) Develops, issues, and maintains PMCDP requirements, CEG, and PMCDP chapter of the ACMP Handbook.
- (9) Provides written notification to program offices and the Secretariat of the CRB of persons certified under the PMCDP who either have failed to maintain certification as required or are de-certified.
- (10) Reviews quarterly reports on CE status and provides 90-day notification to persons certified under PMCDP and PSO of pending revocation of certification when CE requirements for maintaining certification are not met.
- (11) Establishes, in conjunction with the Office of Management, formal agreements between public and private sector organizations to provide certified project directors rotational assignments.
- (12) Reviews, approves, and tracks CE credits in accordance with this module, the CEG, and ACMP Handbook.
- (13) Annually evaluates project management training needs and ensures that appropriate training is available through the Office of Human Capital Management or other sources.
- (14) Establishes, tracks, and reports PMCDP performance measures to the Deputy Secretary on an annual basis.
- (15) Assists program offices and field elements in developing any required justifications for pay incentives.
- (16) Ensures that appropriate training that satisfies the training requirements defined in this module is available to DOE project directors.
- (17) Ensures that priority for placement in training courses and in developmental assignments is given to incumbent project directors.⁴

d. NNSA Administrator.

- (1) Using program and field nominations, selects membership to and co-chairs the CRB. (The CRB co-chair responsibilities may be delegated one level.)
- (2) Ensures that all FPDs are certified according to the requirements of the PMCDP Module.

⁴ “Incumbent” used in DOE O 361.1B, Chapter IV, will mean those FPDs who are the formally assigned FPD for a capital asset.

- (3) NNSA Administrator or his designee approves all certification requirement waivers. Responsibility may be delegated per paragraph 4d(1) above.

e. Certification Review Board.

- (1) Co-chaired by the Director, OECM and the Administrator, NNSA, or their designees.
- (2) Reviews the qualifications and documentation submitted on behalf of certification candidates by the PSOs in accordance with this module, the CEG, and ACMP Handbook.
- (3) Reviews and evaluates certification candidates' education, training, and competencies to ensure that they are commensurate with the certification level requested, and recommends certification approval to the co-chairs. The CRB must ensure that education, experience, grade, training, skills, and knowledge are commensurate with delegated project management authorities. OECM will issue guidelines for equivalencies (in the CEG and ACMP Handbook).
- (4) Issues PMCDP certifications (subject to the provisions of this module for NNSA employees) in accordance with the CEG and ACMP Handbook.
- (5) Conducts initial and follow up interviews, of all Level 3 and 4 certification candidates
- (6) Reviews and approves the CEG and ACMP Handbook and any major updates.
- (7) Reviews and issues certification policy, as appropriate.
- (8) Recommends to the co-chairs revocation of certification in event that the 90-day notification period has been exceeded without appropriate action.
- (9) Approves formerly certified project directors' applications for recertification after revocation of certification. Persons whose certifications are revoked must successfully complete 60 hours of continuing education in appropriate subjects before reapplying to the CRB.

f. Director, Office of Human Capital Management.

- (1) Supports the PMCDP through maintaining certification records, training and development needs, and project assignments on the DOE CHRIS.

- (2) Provides continuing support for the PMCDP by ensuring that appropriate training that satisfies the training requirements defined in this module are available to DOE project directors.
- (3) Ensures that priority for placement in training courses and in developmental assignments is given to incumbent project directors.
- (4) As appropriate, ensures that PMCDP certification requirements are used as a quality-ranking factor in all FPD vacancy announcements.
- (5) Ensures that appropriate pay incentives are awarded in accordance with this module.
- (6) Assists the Secretariat to the CRB, program offices, and field elements in developing any required justifications for pay incentives.
- (7) Assists in the development of position descriptions and maintains model project management position descriptions.

g. Certified Project Directors.

- (1) Maintains certifications according to requirements of the PMCDP Module.
- (2) Ensures that their IDPs reflect the training, CE, and work and development requirements defined in the CEG and ACMP Handbook.
- (3) Provides feedback on the effectiveness of the PMCDP certification program, identifying additional training and CE needs.
- (4) Assists with training, mentoring, and certification of other project directors.

5. CONTINUOUS LEARNING (CL)/CONTINUING EDUCATION (CE).

- a. Each person certified under the PMCDP is required to successfully complete 60 hours of CE biennially, as described in the CEG and ACMP Handbook, to maintain certification. Persons certified under PMCDP should fulfill the CE credit requirements necessary to progress to the next level of certification and project authority by completing the CE requirements listed in the CEG and ACMP Handbook.
- b. The Office of Human Capital Management will provide training as described in the PMCDP curriculum in the CEG and ACMP Handbook.
- c. Accumulation of CE hour credit will begin with the most recent FPD certification date.

- d. Certified federal project directors who fail to maintain CE hours will be notified by the Secretariat of the CRB of this status and given a 90-day notification of pending revocation of certification, unless there are extenuating circumstances such as illness or military service which prevent them from remedying identified deficiencies.
 - e. After the 90-day notification period has been exceeded without appropriate remedial action, the CRB may revoke certification and notify the person certified under PMCDP and the PSO that the certification has been revoked.
6. CAREER PATH CURRICULUM. The PMCDP provides the DOE project management community the opportunity to obtain both skills and experience commensurate with their certification levels and to enhance existing knowledge and capabilities for professional growth. The core curriculum provides the foundation for each of the PMCDP project management certification levels through training and developmental activities. A broad range of project management related elective courses further enhance the project director's knowledge, and allows him/her to tailor their requirements based upon their specific interests, needs, and work assignments.
7. RELATION TO OTHER ACQUISITION WORKFORCE PROGRAMS. The Department has developed a detailed set of knowledge, skills, and abilities (KSAs) that are necessary to effectively manage projects or groups of projects with specific TPC ranges. PMCDP training, experience, and development requirements enable project directors to gain these KSAs. DOE personnel from all other acquisition disciplines are encouraged to participate in training that will broaden their understanding of project management and its interface with their area of specialty.