

**Project Management Career Development Program Certification
Self Assessment of Requirements – Level 4**

REQUIRED COMPETENCIES*		FOR EACH COMPETENCY, INDICATE METHOD OF FULFILLMENT				
		PMCDP COURSE	PMP	PE/RA LICENSE	EQUIV. TRG	EXPERIENCE
4.1	General Project Management					
	This competency shall have been developed to an expert-level of knowledge at Level 3. Therefore, no additional competency training/equivalency is required in this category for Level 4 federal project directors.					
4.2	Leadership/Team Building					
4.2.1	Demonstrate expert-level knowledge of OMB processes and requirements. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course, <i>Executive Communications</i> ; OR 2) the description of the candidate's demonstrated equivalent experience (since there is no equivalent class to <i>Executive Communications</i> , you must demonstrate equivalent experience).		N/A	N/A	N/A	
4.3	Scope Management					
	This competency shall have been developed to an expert-level of knowledge at Level 3. Therefore, no additional competency training/equivalency is required in this category for Level 4 federal project directors.					

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Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities.

Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance.

Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

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4.4	Communication Management					
4.4.1	Demonstrate expert-level knowledge of congressional relations. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course, <i>Executive Communications</i> ; OR 2) the description of the candidate's demonstrated equivalent experience (since there is no equivalent class to <i>Executive Communications</i> , you must demonstrate equivalent experience).		N/A	N/A	N/A	
4.4.2	Demonstrate expert-level knowledge of techniques used in conducting public hearings. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP core course, <i>Executive Communications</i> ; OR 2) the description of the candidate's demonstrated equivalent experience (since there is no equivalent class to <i>Executive Communications</i> , you must demonstrate equivalent experience).		N/A	N/A	N/A	
4.5	Quality/Safety Management					
	This competency shall have been developed to an expert-level of knowledge at Level 3. Therefore, no additional competency training/equivalency is required in this category for Level 4 federal project directors.					
4.6	Cost Management					
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4.7	Time Management	This competency shall have been developed to an expert-level of knowledge at Level 3. Therefore, no additional competency training/equivalency is required in this category for Level 4 federal project directors.				
4.8	Risk Management	This competency shall have been developed to an expert-level of knowledge at Level 3. Therefore, no additional competency training/equivalency is required in this category for Level 4 federal project directors.				
4.9	Contract Management	This competency shall have been developed to an expert-level of knowledge at Level 3. Therefore, no additional competency training/equivalency is required in this category for Level 4 federal project directors.				
4.10	Integration Management	This competency shall have been developed to an expert-level of knowledge at Level 3. Therefore, no additional competency training/equivalency is required in this category for Level 4 federal project directors.				
4.11	Training/Electives					
4.11.1	Demonstrate expert-level knowledge of strategic planning processes. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course, <i>Strategic Planning</i> ; OR 2) the successful completion of an equivalent course or training; OR 3) demonstrated equivalent experience.		N/A	N/A		
4.11.2	Demonstrate expert-level knowledge of advanced leadership practices. Fulfillment of this competency may be achieved through the following: 1) the successful completion of the PMCDP elective course, <i>Advanced Leadership</i> ; OR 2) the successful completion of an equivalent course or training, to include a description of the candidate's demonstrated experience; OR 3) demonstrated equivalent experience.		N/A	N/A		

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4.12	Work and Development Activities					
4.12.1	Work for a minimum of two years as a Level 3 federal project director or equivalent OR satisfy equivalency (4.12.1.1).	N/A	N/A	N/A	N/A	
4.12.1.1	Equivalent: Possess a combination of one year of Level 3 FPD experience and one year of deputy project director experience. A combination of FPD and deputy FPD experience for two continuous years on the same Level 3 or higher project is acceptable as long as the FPD experience accounts for a minimum of 12 months of that two-year period.	N/A	N/A	N/A	N/A	
4.12.2	Perform one-year program management duties with 180 days (minimum) at DOE HQ. Duties at headquarters may be fulfilled non-consecutively in two 90-day details. The Certification Review Board in consultation with the appropriate program may waive this requirement and field managers, for federal project directors with more than 10 years of Federal experience in project management roles.	N/A	N/A	N/A	N/A	
4.12.3	Eight years project management experience as a project director on at least two different projects or equivalent. The CRB may consider a waiver where the federal project director has been assigned for a total of eight years on a single Level 3 or higher project.	N/A	N/A	N/A	N/A	
4.12.4	At least three of the candidate's eight years project management experience as a project director, presented in 4.12.3, must be post CD-3 experience.	N/A	N/A	N/A	N/A	
4.12.5	At least one year of the three years of post CD-3 experience as a project director, presented in 4.12.4, must be on a Level 3 or higher project.	N/A	N/A	N/A	N/A	

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4.13	Behavioral Skills					
4.13.1	Demonstrate expert-level project management competency in leading change by providing a detailed specific example of a situation that presented a paradox, including his/her approach and the results.	N/A	N/A	N/A	N/A	
4.13.2	Demonstrate expert-level project management competency in leading people by providing details of a situation when he/she changed a group's mind, including the approach to the situation, the result, and how it impacted his/her ability as a project director.	N/A	N/A	N/A	N/A	
4.13.3	Demonstrate expert-level project management competency in producing results by providing details of a situation when a project he/she worked with was not meeting a baseline, including the corrective actions taken, the results achieved to bring the project within budget and schedule, the lessons learned, and the application of those lessons learned to work with other projects.	N/A	N/A	N/A	N/A	
4.13.4	Demonstrate expert-level project management competency in business acumen by providing details of innovative ways he/she used management information systems and other technological resources to meet his/her organizational needs, including how he/she adapted this innovation to other uses/projects.	N/A	N/A	N/A	N/A	
4.13.5	Demonstrate expert-level project management competency in building coalitions and communications by providing details of a successful experience he/she had implementing something across organizational boundaries, including the communication strategies, the outcome, and how he/she used this experience in other project management situations.	N/A	N/A	N/A	N/A	

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4.14	INTERVIEW REQUIREMENT					
	Certification candidates for Level 4 certification who have successfully completed the panel interview for Level 3 certification and federal project directors who were incumbents at Level 4 before the date of issuance of DOE Order 361.1 (June 13, 2003) do not require a panel interview to attain Level 4 certification. New DOE hires for positions requiring Level 4 certification must successfully complete CRB panel interviews, unless waived by the CRB. The CRB may elect to also interview the current site/office manager before interviewing the certification candidate. The procedures for these interviews are issued by the CRB.	N/A	N/A	N/A	N/A	N/A

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