

## Project Management Career Development Program Certification

### SUPERVISORY/SITE REVIEW OF FEDERAL PROJECT DIRECTOR COMPETENCIES FOR PMCDP CERTIFICATION AND PMCDP PROFILE

Site/Line Managers are requested to critically assess incumbent federal project directors' and candidate project directors' competencies leading to certification. It is expected that site/line managers will review appropriate documentation, conduct interviews as necessary, and/or consult with appropriate persons at site or program offices to adequately determine that candidates meet required competencies for federal project director certification within DOE/NNSA. Supervisory review of project director competencies should be evaluated using PMCDP Certification Equivalency Guidelines, which list detailed knowledge and skill requirements. By signing off on these competencies, the site/line manager signifies that she/he **assures** that their federal project directors and candidate project directors are certifiable according to the PMCDP module (DOE O 361.1, Change 2 initially issued June 13, 2003 and re-issued under DOE 361.1A, April 19, 2004) and should be regarded as candidates for the Certification Review Board's (CRB) consideration as certified federal project directors.

<b>CERTIFICATION CANDIDATE NAME:</b> John/Jane Doe	<b>PMCDP Certification Dates(s) and Level(s):</b> Level 1: Level 3: 05/18/2006			Level 2: 03/22/2005 Level 4:
<b>PSO/AREA OFFICE:</b> Office of Environmental Remediation, Idaho Site Office			<b>DATE PROFILE PREPARED:</b> 8 August 2008	
<b>REQUESTED LEVEL OF CERTIFICATION:</b> 4	<b>PROJECT TPC (\$M):</b> 1,200 (EM 5-yr E&C costs)		<b>PMCDP CLASSIFICATION:</b> Incumbent or Candidate	
<b>PHONE NUMBER:</b> 987-654-3210	<b>EMAIL:</b> john.doe@em.doe.gov	<b>TITLE:</b> Project Director		<b>GRADE:</b> 15
<b>YEARS PM EXPERIENCE IN DOE:</b> 20	<b>IN OTHER AGENCIES:</b> 10	<b>IN PRIVATE SECTOR:</b> 5		

EDUCATION			
Educational Level	Degree Year	School	Field of Study:
Bachelor's Degree	1987	State University	Mechanical Engineering
Master's Degree	1998	State University	Business Administration

CERTIFICATES/LICENSES:			
License/Certification	License/Certification Number	Issued By	Issued in (State, Country)
PMP	#1234567	PMI	WA
Professional Engineer	#1029488	State Board of Registration	OR
Certified Public Accountant	#34002	State Board of Registration	VA

**SITE MANAGER NAME:** Samuel Smith

<b>Site Manager Signature:</b> By signing off these competencies, I affirm that the individual is a federal project director or candidate project director and that she/he has the knowledge, skills, and abilities reflected below.	<b>Signature and Date:</b>
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**FIRST LINE MANAGER NAME:** Howard Jones

<b>First Line Manager Signature:</b> By signing off these competencies, I affirm that the individual is a federal project director or candidate project director and that she/he has the knowledge, skills, and abilities reflected below.	<b>Signature and Date:</b>
<b>Please indicate if First Line Manager is Supervisor</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

**GENERAL COMMENTS:**

Line manager comments:

Site manager comments:

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<b>REQUIRED COMPETENCIES*</b>	YES	NO	TRG	EXP	COMMENTS

In comment section under required competencies, please indicate if required competency is achieved through education, training (TRG), professional certification (PMP, PE, RA, A/E etc.), and/or experience (EXP) as documented in the certification candidate's profile. Also please include any additional information regarding how the competency was achieved that should be taken in consideration during the certification review process.

\*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. 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.

### LEVEL 1

1.1	General Project Management	YES	NO	TRG	EXP	COMMENTS
1.1.1	Demonstrate a working-level knowledge of the federal project director's roles and responsibilities <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Systems and Practices in DOE.</i>					<u><b>Training:</b></u> Completed <i>Project Management Systems and Practices in DOE</i> on 8/12/2005. <u><b>OR, if you have not taken the class, describe equivalency:</b></u> <u><b>Experience:</b></u> I have acted as project director for over 30 years in both the Army and DOE. I have been assigned the responsibility for accomplishing increasingly complex and high value projects through project planning, controlling, executing, and reporting. I have managed project resources, established milestones and schedules, authorized work, and acted as a COR. I am very familiar with the DOE FPD roles in DOE O 413.3A. Also, I have been a member of several IPTs since joining DOE. Over the past 20 years, I have managed at least 10 projects from planning/start-up through close-out. Examples: <ul style="list-style-type: none"> <li>▪ I managed the Grand Uranium Mill Tailings Project and the Guardian Waste Facility from CD-0 through CD-3;</li> <li>▪ I managed the U.S. Army Ft. Bragg Refurbishment and Ft. Hood Facilities Upgrade projects from CD-1 through CD-4.</li> </ul> <u><b>Applicable Training:</b></u> As a project director for the US Army, I completed: <ul style="list-style-type: none"> <li>▪ "Roles and Responsibilities of DOD Program Managers," (DOD) (24 hrs) 10/10/80. (DOD does not use the title project director – everyone is a Program Manager).</li> </ul>
1.1.2	Demonstrate a familiarity-level knowledge of the National Environmental Policy Act (NEPA) and environmental regulations applicable to DOE projects <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Systems and Practices in DOE.</i>					<u><b>Training:</b></u> Completed <i>Project Management Systems and Practices in DOE</i> on 8/12/2005. <u><b>OR, if you have not taken the class, describe equivalency:</b></u>

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					<p><b><u>Experience:</u></b>                      For the Grand Uranium Mill Tailings Project (TPC of \$99M Need 5-yr E&amp;C costs ), I:</p> <ul style="list-style-type: none"> <li>▪ Completed NEPA actions from beginning to end;</li> <li>▪ Developed the technical direction of the NEPA action by fully considering all regulatory, technical, and stakeholder concerns; participated in the public involvement process and responded fully to all comments received.</li> <li>▪ Negotiated cleanup levels with the State and NRC; and</li> <li>▪ Ensured that environmental compliance has been incorporated in the Integrated Safety Management System for each project under my direction.</li> </ul> <p>I also have been the NEPA document manager for multiple categorical exclusions and environmental assessments.</p> <p><b><u>Training Equivalent:</u></b></p> <ul style="list-style-type: none"> <li>▪ Environmental Laws (DOE) (16 hrs) 6/12/92;</li> <li>▪ Environmental Manager (PMI) (20 hrs) 12/2002</li> <li>▪ ESH502, RCRA Training, 6/97, 40hrs</li> </ul>	
1.1.3	Demonstrate an expert-level knowledge of DOE Order 413.3. <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Systems and Practices in DOE.</i>				<p><b><u>Training:</u></b>                      Completed <i>Project Management Systems and Practices in DOE</i> on 8/12/2005.</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b><u>Experience:</u></b>                      I manage all projects according to DOE O 413.3A and have briefed staff on DOE M 413.3-1 about the revisions and clarifications of roles and responsibilities (focused on the new roles and responsibilities of FPD and Integrated Project Team [IPT]). I assisted in developing the site office project management and ESAAB procedures based on requirements of the Order which include:</p> <ul style="list-style-type: none"> <li>▪ Acting as the primary point of contact of all assigned projects and lead for the IPT's;</li> <li>▪ Ensuring timely &amp; quality completion of project documentation &amp; other deliverables; Identify &amp; ensure timely resolution of critical issues within federal control; Coordinate on-site &amp; off-site APRs and Ears;</li> <li>▪ Ensuring documents are accurate &amp; delivered on time;</li> <li>▪ Holding monthly status meetings with the contractor; and</li> <li>▪ Reviewing monthly updates to P3 schedules.</li> </ul> <p>I have participated in Critical Decisions and pre-ESAAB</p>	

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					meetings. I also was the lead in development of the Acquisition Strategy for project XXX.	
1.2	<b>Leadership/Team Building</b>					
1.2.1	Demonstrate a working-level knowledge of leadership and team building <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Essentials or</i> Possess a current PMP certification.				<p><b>Training:</b> Completed <i>Project Management Essentials</i> on 11/20/2005. <b>OR</b> I am PMP certified. # 1234567 <b>OR, if you have not taken the class and do not have a PMP, describe equivalency:</b></p> <p><b>Experience:</b> I have managed a wide variety of projects as the FPD (or equivalent) for over 15 years, successfully building and managing numerous teams during my career. As an example of my teambuilding skills, on the Unique Accelerator Project, I focused my attention on ensuring the staff stayed motivated and focused on supporting the project mission. This involved a lot of work in developing transition and staffing plans, providing training opportunities that prepared staff for a job post closure, and focused on team building to keep everyone working together.</p>	
1.3	<b>Scope Management</b>					
1.3.1	Demonstrate a working-level knowledge of Work Breakdown Structure (WBS) development and project scope baseline <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Essentials or</i> Possess a current PMP certification.				<p><b>Training:</b> Completed <i>Project Management Essentials</i> on 11/20/2005. <b>OR</b> I am PMP certified. # 1234567 <b>OR, if you have not taken the class and do not have a PMP, describe equivalency:</b></p> <p><b>Experience:</b> As FPD (or equivalent) for over 15 years, I have been directly involved in WBS development. On the River Bend and Unique Accelerator projects, I was directly involved in the development of project work scope statements in the process of a major competitive acquisition. As part of this process, I contributed to development of a WBS, down to the lowest work package, a WBS dictionary, and clear definition statements. I also completed the following training courses that addressed project WBS development – PJM124, Project Planning, 6/96 and PJM138, Cost and Schedule estimating, 7/96.</p>	

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1.4	<b>Communication Management</b>					
1.4.1	Demonstrate a working-level knowledge of interpersonal communications <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Essentials or Possess a current PMP certification.</i>					<p><b>Training:</b> Completed <i>Project Management Essentials</i> on 11/20/2005.</p> <p><b>OR</b> I am PMP certified. # 1234567</p> <p><b>OR, if you have not taken the class and do not have a PMP, describe equivalency:</b></p> <p><b>Experience:</b> I am known to communicate effectively with federal staff, contractor management, regulators, and political leadership. I have prepared written technical reports thru out my career. When I was in the Navy I wrote technical specifications. I have interacted with IPT and other site office personnel, as well as responsible contractor management on a regular basis related to assigned projects and work activities. I have conducted periodic briefings, all-hands meetings, and technical discussions on the status of the project, issues and issue resolution. In addition, I represent the DOE effectively as the primary interface with external organizations (including state and federal regulators, DNFSB and citizen advisory boards). As a result, I have earned the respect of these organizations based on my integrity, straight-forward approach to issues, technical prowess and my willingness to listen carefully to the views of others.</p>
1.5	<b>Quality/Safety Management</b>					
1.5.1	Demonstrate a familiarity-level knowledge of integrating safety into project management <b>or</b> Successfully complete the following core course or its equivalent: <i>Integrating Safety Into Project Management.</i>					<p><b>Training:</b> Completed Integrating Safety Into Project Management 2/2/2008.</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I am a qualified Integrated Safety Management Phase II verification team leader. I ensured that full integration of all site ISMS programs occurred for the multiple prime contracts that existed within the Unique Accelerator Project, and the River Bend Remediation Project. I am knowledgeable of P 450.4 and the core functions and guiding principles of ISM.</p> <p><b>Training Equivalent:</b> Integrated Safety Management (DOD course PM 0222) (8hrs)</p>

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					10/10/99	
1.6	<b>Cost Management</b>					
1.6.1	Demonstrate a working-level knowledge of life cycle cost estimating <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Essentials</i> <b>or</b> Possess a current PMP certification.				<p><u>Training:</u> Completed <i>Project Management Essentials</i> on 11/20/2005. <u>OR</u> I am PMP certified. # 1234567 <u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u> <u>Experience:</u> Directed and assisted in the development of the River Bend Remediation Project life cycle costs from 2002-2016 which achieved baseline approval through the ESSAB.</p> <ul style="list-style-type: none"> <li>▪ I understand and employ the principles of range estimating particularly as applied to first-of-its-kind processes and designs, and other high risk activities.</li> <li>▪ I have managed independent reviews by outside parties (USACE) during the conduct of independent cost estimates, activity-based cost analysis, and the analysis of risk management and contingency formulation.</li> <li>▪ I have analyzed and approved the use of additional capital funding when a life cycle cost analysis indicates best value.</li> </ul> <p>I also have taken</p> <ul style="list-style-type: none"> <li>▪ the Federal Cost Accounting Concepts course, 6/99</li> <li>▪ Cost Analysis for Technical Personnel course, 11/97.</li> </ul>	
1.6.2	Demonstrate a working-level knowledge of the federal budget process or Successfully complete the following PMCDP course or its equivalent: <i>Project Management Systems and Practices in DOE.</i>				<p><u>Training:</u> Completed <i>Project Management Systems and Practices in DOE</i> on 8/12/2005. <u>OR, if you have not taken the class, describe equivalency:</u> <u>Experience:</u> As the project director for Grand Uranium Mill Tailings Site, Guardian Waste Facility Project, and Unique Accelerator Project, I:</p> <ul style="list-style-type: none"> <li>▪ Was accountable to implement planning to obtain budget for assigned missions in accordance with the federal budget process,</li> <li>▪ Worked jointly with Program Office to establish project in the Integrated Priority List;</li> <li>▪ Established cost estimates for projects at the earliest stages so that funding was allotted in future year budgets even</li> </ul>	

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					<p>ahead of formal baseline approval;</p> <ul style="list-style-type: none"> <li>▪ Developed and completed project data sheets and OMB Exhibit 300s in support of the project annual submissions;</li> <li>▪ Worked with the Program Office developing cost and funding alternatives when faced with possible Continuing Resolutions.</li> </ul>
1.7	<b>Time Management</b>				
1.7.1	<p>Demonstrate a working-level knowledge of project planning and resource loaded scheduling <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent:</p> <p><i>Project Management Essentials or</i></p> <p>Possess a current PMP certification.</p>				<p><b>Training:</b> Completed <i>Project Management Essentials</i> on 11/20/2005.</p> <p><b>OR</b> I am PMP certified. # 1234567</p> <p><b>OR, if you have not taken the class and do not have a PMP, describe equivalency:</b></p> <p><b>Experience:</b> On the Unique Accelerator Project, I led the DOE effort on project planning during and following a major acquisition. As part of this, I ensured plans were sufficiently developed prior to award of the contract to assure proper contract transition occurred, government risk was minimized, earned value management, tracking, and reporting systems were in place, and government furnished items were delivered, as needed. I used resource loaded schedules in the form of Federal baselines to allow me to fulfill these commitments on or ahead of schedule.</p> <p>I also completed PJM141, Project Execution, 8/96, 40hrs.</p>
1.8	<b>Risk Management</b>				
1.8.1	<p>Demonstrate a familiarity-level knowledge of project risk management <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent:</p> <p><i>Project Management Essentials or</i></p> <p>Possess a current PMP certification.</p>				<p><b>Training:</b> Completed <i>Project Management Essentials</i> on 11/20/2005.</p> <p><b>OR</b> I am PMP certified. # 1234567</p> <p><b>OR, if you have not taken the class and do not have a PMP, describe equivalency:</b></p> <p><b>Experience:</b> I have contributed to and directed risk-based assessments for many projects. I have participated in identifying types of risks, likelihood of occurrence, and develop mitigation strategies, The best example would be the River Bend Remediation Project. During the preparation of the Request for Proposals, the Source Evaluation Board worked to identify the potential project risks so the contract would be written to contain provisions to best deal with the risks and uncertainties. After</p>

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					award, the contractor prepared a risk register where the risks would be tracked and assigned to the organization/person best able to mitigate the project risks. <b>Applicable Training:</b> Risk Management (PMI) (16 hrs) 05/2005	
1.9	<b>Contract Management</b>					
1.9.1	Possess a working-level knowledge of performing as a Contracting Officer's Representative (COR) <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Contract Administration for Technical Representatives.</i>				<b>Training:</b> Completed <i>Contract Administration for Technical Representatives</i> on 04/12/1999. <b>OR, if you have not taken the class, describe equivalency:</b> <b>Experience:</b> I understand the roles of the COR and the process for modifying contracts. <ul style="list-style-type: none"> <li>▪ I served as the COR for all major buildings, infrastructure, and operational readiness changes on the Unique Accelerator Project from 12/1996 to 01/2001.</li> <li>▪ COR throughout project CD-2 through CD-3 for the Guardian Waste Facility from 02/1995 to 12/1996</li> <li>▪ While working for the Army, I held a CO warrant and acted as the DOD CO for the remediation projects from 1980 - 1984.</li> </ul> <b>Include COR refresher courses, if any:</b> <b>Training Equivalent:</b> <ul style="list-style-type: none"> <li>▪ COR refresher (8 hrs) 2001, 2003, 2005, 2007.</li> <li>▪ Contracting Officer (DOD) (40 hrs) 1/22/1980</li> </ul>	
1.9.2	Demonstrate a working-level knowledge in the area of acquisition strategy development and acquisition planning <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Acquisition Strategy &amp; Planning.</i>				<b>Training:</b> Completed <i>Acquisition Strategy &amp; Planning</i> on 03/12/2001. <b>OR, if you have not taken the class, describe equivalency:</b> <b>Experience:</b> I am knowledgeable of the Federal policy for project planning that includes Mission Need Statements. <ul style="list-style-type: none"> <li>▪ In current projects, I apply approaches as identified in DOE O 413.3A for developing acquisition strategies and have incorporated DOE's Sample Acquisition Strategy tools in my development efforts.</li> <li>▪ I directed and/or personally completed the development of acquisition strategies for Level 4 (and smaller) projects, including the River Bend Remediation Project.</li> <li>▪ I created a strategy to outsource large facilities to small business and developed a design competition to establish a CPIF contract.</li> <li>▪ I was instrumental in directing the establishment of a</li> </ul>	



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1.9.3					<p>privatization contract for Guardian Waste Facility Project.</p> <ul style="list-style-type: none"> <li>▪ As a commercial contractor, I established successful strategies for a variety of cost plus and fixed price contracts, all of which were profitable.</li> </ul> <p><b>Training:</b> Completed <i>Planning for Performance-Based Management Contracting</i> on 06/10/2004.</p> <p><b>OR</b> I am PMP certified. # 1234567</p> <p><b>OR, if you have not taken the class and do not have a PMP, describe equivalency:</b></p> <p><b>Experience:</b> I am knowledgeable of DOE policy for Performance-Based Management Contracts. I have developed requirements documents for performance work statements and performance baselines.</p> <p>I have effectively used conditional payment of contractor fee to hold the contractor accountable when safety, cost/schedule and project quality requirements are not satisfied.</p> <p>As the project director for the River Bend Remediation project, I:</p> <ul style="list-style-type: none"> <li>▪ Manage contractor performance agreements and measures, integrated schedule development and change control, and negotiated with building trades labor managers to determine prevailing wage/fringe rates.</li> <li>▪ Manage and oversee about \$200M in plant equipment purchases and about \$500M in construction subcontracts, monitoring the awards for best value, disputed costs, number of change orders, and component quality levels.</li> <li>▪ Have ensured that special Departmental subcontracting objectives and small business goals are satisfied.</li> <li>▪ Am responsible for oversight of the allocation of financial resources and the establishment of internal controls for financial systems.</li> <li>▪ Manage about \$3M of general support services contractors to support the specialty skill needs of the project.</li> <li>▪ Determine provisional, performance and schedule fee awards within the framework of the contract.</li> <li>▪ Develop project performance measures, and monitor and evaluate project performance throughout the project's life cycle.</li> <li>▪ Develop work statements that include milestones,</li> </ul>	

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					<p>deliverables, and performance measures/expectations.</p> <ul style="list-style-type: none"> <li>▪ Use incentives as an effective method to motivate contractors to achieve desired levels of performance against specified performance measures.</li> <li>▪ I have also completed PAC172, Types of Contracts, 11/97, 32 hrs.</li> </ul>	
1.10	<b>Integration Management</b>					
1.10.1	<p>Demonstrate a working-level knowledge in the areas of project control and configuration management ,<b>or</b>                      Successfully complete the following PMCDP course or its equivalent:  <i>Project Management Essentials</i>, <b>or</b>                      Possess a current PMP certification.</p>				<p><b>Training:</b>                      Completed <i>Project Management Essentials</i> on 11/20/2005.  <u>OR</u>                      I am PMP certified. # 1234567  <u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u>  <b>Experience:</b> I am knowledgeable of the techniques in change control and configuration management and in preparing and approving baseline changes.</p> <p>At the Unique Accelerator and Guardian Waste Facility projects, I set up rigorous and disciplined project configuration control protocols that governed any changes to cost, scope, or schedule. The protocols flow from those established under the Change Control Board and flow through the DOE field function to the contractor.</p> <p>These controls have helped ensure that changes are known, managed, and approved by a single approval authority prior to execution. In addition, they have allowed me to eliminate inappropriate constructive changes to the contract and Project baselines, and have forced contractors to create efficiencies and experience positive earned value to help absorb unexpected events that crop up along the way.</p>	
1.10.2	<p>Demonstrate a working-level knowledge in the areas of EVMS and project reporting, <b>or</b>                      Successfully complete the following PMCDP course or its equivalent: <i>Earned Value Management System and Project Reporting</i>, <b>or</b>                      Possess a current PMP certification.</p>				<p><b>Training:</b>                      Completed <i>Earned Value Management System and Project Reporting</i> on 01/20/2002.  <u>OR</u>                      I am PMP certified. # 1234567  <u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u>  <b>Experience:</b> I have used EVMS on several projects and know the methods for applying earned value techniques to quantify work progress.</p> <p>At the Unique Accelerator and Guardian Waste Facility projects,</p>	

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					<p>to ensure that consistent monitoring and tracking against the baseline occurred:</p> <ul style="list-style-type: none"> <li>▪ I reviewed contractor project control systems to assure rigorous and consistent standards were established for accounting and calculating earned value against the baseline requirements; and</li> <li>▪ I incorporated routine systems in each project for performing earned value reviews, variance analysis, discussed mitigating strategies, and committed to actions for resolution.</li> </ul>	
1.11	<b>Training/Electives -There are no specific competencies required in this category for Level I Project Directors other than the required courses above.</b>				N/A	
1.12	<b>Work and Development Activities</b>					
1.12.1	Work for 12 months as a project engineer, <b>or</b> IPT member <b>or</b> Possess a PE/RA License, <b>or</b> Possess a current PMP certification.				<p>I am PMP certified. # 1234567  <u>OR</u>                      I am a Professional Engineer (or Licensed Architect)  <u>OR, if you do not have a PMP or PE/RA, describe experience:</u>  <u>Experience:</u> I have worked as an IPT member on several projects.                      I have 4 years experience as a project engineer/IPT member at the Guardian Waste Facility, and over 15 years of experience as a project director/lead IPT member. Project phases ranged from CD-0 through CD-4.</p>	
1.12.2	Three years experience in project management, <b>or</b> Possess a current PMP certification.				<p>I am PMP certified. # 1234567  <u>OR, if you do not have a PMP, describe experience:</u>  <u>Experience:</u>                      I have over 30 years of experience in project management. I acquired 3 years as follows: 4/84 to 11/87: served as the project engineer for the XXX project.</p>	
1.13	<b>Behavioral Skills</b>				N/A	

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<b>REQUIRED COMPETENCIES*</b>	YES	NO	TRG	EXP	COMMENTS

In comment section under required competencies, please indicate if required competency is achieved through education, training (TRG), professional certification (PMP, PE, RA, A/E etc.), and/or experience (EXP) as documented in the certification candidate's profile. Also please include any additional information regarding how the competency was achieved that should be taken in consideration during the certification review process.

\*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. 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.

### LEVEL 2

**(Level 2 certification requires successful demonstration of Level 1 competencies)**

2.1	General Project Management	YES	NO	TRG	EXP	COMMENTS
2.1.1	Demonstrate a familiarity-level knowledge of systems engineering, <b>or</b> Successfully complete the following PMCDP courses or its equivalent: <i>Advanced Concepts in Project Management</i> .					<p><b>Training:</b> Completed <i>Advanced Concepts in Project Management</i> on 01/23/2003.</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I am participated in teams that utilized system engineering methods in defining functional requirements and in conducting trade-off analysis.</p> <p>As the project director for the Unique Accelerator Project:</p> <ul style="list-style-type: none"> <li>▪ I exercised a full system engineering approach. The systems engineering program for the project was examined closely and found satisfactory, resulting in minimized rework for the project.</li> <li>▪ Optimization of capabilities was also performed to avoid excess capacity through time and motion studies.</li> </ul>
2.1.2	Demonstrate a familiarity-level knowledge of value management, <b>or</b> Successfully complete the following PMCDP courses or their equivalent: <i>Advanced Concepts in Project Management</i> .					<p><b>Training:</b> Completed <i>Advanced Concepts in Project Management</i> on 01/23/2003.</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I understand the six-step VM job plan and the advantages of using VM early in the project lifecycle.</p> <p>As the project director for the Grand Uranium Mill Tailings Site project:</p> <ul style="list-style-type: none"> <li>▪ I directed value-engineering programs implemented from the start of the project in accordance with DOE directives. The project required contractors to continue VE activities throughout the project.</li> <li>▪ The project was completed on time and under budget.</li> </ul>

## Project Management Career Development Program Certification

CERTIFICATION CANDIDATE NAME:		John/Jane Doe				
OPERATIONS/AREA OFFICE:		Office of Environmental Remediation, Idaho Site Office				
REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
2.1.3	<p>Demonstrate a familiarity-level knowledge in the area of pre-project planning, <b>or</b></p> <p>Successfully complete the following PMCDP courses or their equivalents: <i>Advanced Concepts in Project Management and Project Management Simulation.</i></p>				<p><b>Training:</b></p> <ol style="list-style-type: none"> <li>1. Completed <i>Advanced Concepts in Project Management</i> on 01/23/2003, and</li> <li>2. Completed <i>Project Management Simulation</i> on 03/20/2003.</li> </ol> <p><b>OR, if you have not taken BOTH classes, describe equivalency:</b></p> <p><b>Experience:</b> I am knowledgeable of the Project Definition Rating Index and participated in its use on the XXX Project.</p> <p>For the Guardian Waste Facility Project:</p> <ul style="list-style-type: none"> <li>▪ I conducted a site-wide examination of mission needs and acted as a SME to DOE team reviews of common needs and capabilities.</li> </ul> <p>For the River Bend Remediation Project:</p> <ul style="list-style-type: none"> <li>▪ I participated as team leader in establishing options prior to CD-0 decisions by HQ.</li> <li>▪ In addition, I was involved in the development of the RFP for obtaining the design/build contract, which involved extensive review of pre-conceptual design information and alternatives.</li> </ul>	
2.1.4	<p>Demonstrate a working-level knowledge of facilitation techniques and conflict resolution, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Leadership/Supervision.</i></p>				<p><b>Training:</b></p> <p>Completed <i>Leadership/Supervision</i> on 11/15/2002.</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I am very experienced in problem solving and conflict resolution.</p> <p>For the River Bend Remediation Project:</p> <ul style="list-style-type: none"> <li>▪ I facilitated a workshop of stakeholders, regulators, and contractors in 2003 to establish a path forward. This major effort resulted in bringing diverse points of view around to a common set of goals and objectives.</li> </ul> <p>I have resolved many employment conflicts in my tenure as DOE project director.</p> <p><b>Training Equivalent:</b></p> <ul style="list-style-type: none"> <li>▪ Facilitation Techniques/Conflict Resolution (Management View) (24 hrs) 5/5/98</li> </ul>	
2.2	<b>Leadership/Team Building</b>					
2.2.1	<p>Demonstrate a working-level knowledge of leadership principles, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Leadership/Supervision.</i></p>				<p><b>Training:</b></p> <p>Completed <i>Leadership/Supervision</i> on 11/15/2002.</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I am very knowledgeable in developing and communicating clear goals and vision. I frequently recognize individuals and team performance.</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>As a leader, I define clear vision and I am able to recruit and attract talented personnel to achieve mission success. My military experience and training provided me the basis for command presence and participative leadership.</p> <p>At Ft. Bragg, I led an IPT of six persons.</p> <ul style="list-style-type: none"> <li>▪ This team had severe personnel clashes when I was assigned to the project. I was able to identify the problem, develop a plan to address the issues, and worked with the individuals to coach them to the required behavioral changes that were required. Both of the individuals involved in the dispute went on to become excellent leaders who learned from this incident. From the time this incident was resolved the team worked cohesively and followed my leadership with no problems.</li> </ul> <p>The project teams I have led both within and outside of DOE have been successful and rewarding for all participants.</p> <ul style="list-style-type: none"> <li>▪ I am able to communicate effectively, support my subordinates, and respond to managers.</li> <li>▪ I have a detailed understanding of technical and business aspects of work, and I find common sense approaches to get the job done.</li> <li>▪ I provide continuous feedback to my team, listen to their inputs and concerns, and adapt my projects for success.</li> </ul> <p>On my current project, the River Bend Remediation, I lead a staff of twenty-three. I have challenged them to follow my lead and provide clear and un-wavering direction and decision-making. This project is complex and technical challenge to all involved and my leadership is allowing it to continue on schedule and under budget.</p> <p><b><u>Training Equivalent:</u></b></p> <ul style="list-style-type: none"> <li>▪ Leadership/Supervision (PMI) (40 hrs) 12/14/93</li> <li>▪ MST153, Personnel Management for Supervisors, 1/02, 32hrs.</li> </ul>	
2.2.2	Demonstrate a working-level knowledge in the area of Human Resources (HR) supervision and motivational techniques, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Leadership/Supervision.</i>				<p><b><u>Training:</u></b> Completed <i>Leadership/Supervision</i> on 11/15/2002.</p> <p><b><u>OR, if you have not taken the class, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I am very experience at assigning and evaluating work. I have conducted individual and team performance reviews.</p> <p>I have been a supervisor/manager and have extensive</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>experience in all aspects of human resources management of a federal workforce. As a project director at US Army Ft. Bragg Refurbishment project, and Ft. Hood Facilities Upgrade project, Grand Uranium Mill Tailings Site, Guardian Waste Facility Project, Unique Accelerator Project, and the River Bend Remediation Project:</p> <ul style="list-style-type: none"> <li>▪ I have directed reassignments, instilled discipline, resolved personal disputes of all sorts, encouraged diversity and equal opportunity, and have established a reputation for being open and fair in my dealings with all.</li> <li>▪ I delegate to subordinates, ensure their training and preparation for assignments, and encourage their professional advancement.</li> <li>▪ I have assisted in designing and applying recognition and incentive programs for my office unit.</li> <li>▪ I have participated in development of subordinate Individual Development Plans (IDPs).</li> <li>▪ I mentor personnel at all levels on a frequent basis.</li> </ul> <p><b><u>Training Equivalent:</u></b></p> <ul style="list-style-type: none"> <li>▪ Human Resources Management for Managers (DOE PM0111), (18 hrs) 4/5/97.</li> <li>▪ GAT296, Harassment Free Workplace, 6/96, 2 hrs.</li> </ul>	
2.2.3	Demonstrate a working-level knowledge in the area of integrated project team building, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Leadership/Supervision.</i>				<p><b><u>Training:</u></b> Completed <i>Leadership/Supervision</i> on 11/15/2002. <b><u>OR, if you have not taken the class, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I have lead and participated in several IPTs and understand the need to develop trust among the team members. I am very effective in managing multiple tasks among team members.</p> <p>As the project director for the Grand Uranium Mill Tailings Site, Guardian Waste Facility, Unique Accelerator, and River Bend Remediation projects:</p> <ul style="list-style-type: none"> <li>▪ I assembled and developed Integrated Project Teams based on project requirements for technical expertise. I have worked with both matrixed organizations and its challenges of managing multiple tasks, as well as project dedicated staff.</li> <li>▪ As the IPT took form, I explained and reinforced the team's roles and responsibilities, what they were to do, the objectives and goals, and when items where due.</li> <li>▪ Through work assignments, each team member knew his/her role and, combined, we could monitor and track results</li> </ul>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>ensuring that no activity would be lost.</p> <ul style="list-style-type: none"> <li>▪ Monitoring and tracking progress was reinforced through routine meetings throughout the project and implemented a communication strategy that kept members informed.</li> <li>▪ As team leader, I guided the team in successfully mediating any challenges that arose.</li> </ul> <p><b><u>Training Equivalent:</u></b></p> <ul style="list-style-type: none"> <li>▪ Leadership/Supervision (PMI) (40 hrs) 12/14/93</li> <li>▪ GAT186, Seven Habits of Highly Effective People, 7/98, 32 hrs.</li> </ul>	
2.3	<b>Scope Management - There are no specific competencies required in this category for Level 2 Project Directors.</b>				N/A	
2.4	<b>Communication Management</b>					
2.4.1	<p>Demonstrate a working-level knowledge in effective briefing techniques, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Advanced Concepts in Project Management.</i></p>				<p><b><u>Training:</u></b> Completed <i>Advanced Concepts in Project Management</i> on 01/23/2003.</p> <p><b><u>OR, if you have not taken the class, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I have provided briefings (monthly status report, quarterly project reports, milestone change recommendations, etc.) to both field and Headquarters personnel.</p> <p>For the Unique Accelerator Project and the River Bend Remediation Project:</p> <ul style="list-style-type: none"> <li>▪ I provided news media interviews with television, and local press.</li> <li>▪ I made many presentations to stakeholders and regulators in a particularly effective manner.</li> <li>▪ When preparing each presentation, I have considered the political environment, specific job experience, skills sets, and training of my audience.</li> <li>▪ My presentations have been enhanced through my own listening skills, where I demonstrate respect, encourage my teammates to participate, as appropriate, and show members of the audience that I value their opinions and ideas of others.</li> </ul>	
2.5	<b>Quality/Safety Management</b>					
2.5.1	<p>Demonstrate a familiarity-level knowledge of quality management, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Advanced Concepts in Project Management.</i></p>				<p><b><u>Training:</u></b> Completed <i>Advanced Concepts in Project Management</i> on 01/23/2003.</p> <p><b><u>OR, if you have not taken the class, describe equivalency:</u></b></p> <p><b><u>Experience: I am knowledgeable of DOE O 414.1A and</u></b></p>	



## Project Management Career Development Program Certification

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p><u><a href="#">10CFR 830.120. I have participated in development of Quality Assurance and Quality Control Plans.</a></u></p> <p>I have directed Level 4 projects at the Unique Accelerator Project, and the River Bend Remediation Project, which required establishing NQA-1 quality programs for critical work. I directed an upgrade of site QA programs to meet the requirements for the Grand Uranium Mill Tailings Site Project.</p> <p><u><b>Training Equivalent:</b></u></p> <ul style="list-style-type: none"> <li>▪ Quality Assurance (DOE – PMJ0399) (16 hrs) 08/08/99</li> </ul>	
2.6	<b>Cost Management - There are no specific competencies required in this category for Level 2 Project Directors.</b>	N/A				
2.7	<b>Time Management</b>					
2.7.1	Demonstrate a familiarity-level knowledge of automated scheduling software, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Management Simulation</i> .				<p><u><b>Training:</b></u></p> <p>Completed <i>Project Management Simulation</i> on 03/20/2003.</p> <p><u>OR, if you have not taken the class, describe equivalency:</u></p> <p><u><b>Experience:</b></u></p> <p>As a project director, I have used Primavera software for scheduling work and for establishing resource loading, as well as for monitoring project performance on a weekly and monthly basis.</p> <p>I coordinated the implementation of a pilot to interface earned value reporting software with site scheduling and cost accounting data systems. I am familiar with automated scheduling.</p> <p>I have built schedules utilizing P3 to determine critical path and run different scenarios to analyze aspects of a schedule.</p> <p><u><b>Training Equivalent:</b></u></p> <ul style="list-style-type: none"> <li>▪ Primavera for Project Management (PMI) completed (16 hrs) 6/7/98</li> </ul>	
2.8	<b>Risk Management</b>					
2.8.1	Demonstrate a working-level knowledge in project risk management, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Project Risk Management</i> , <b>or</b> Possess current PMP certification.				<p><u><b>Training:</b></u></p> <p>Completed <i>Project Risk Management</i> on 05/20/2003.</p> <p><u>OR</u></p> <p>I am PMP certified. # 1234567</p> <p><u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u></p> <p><u><b>Experience:</b></u> I participated in developing risk mitigation plans and integrating risk management into project management.</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>As the project director for the Unique Accelerator Project, I managed both engineering-procurement-construction (capital) risks and technical and programmatic risks:</p> <ul style="list-style-type: none"> <li>▪ Risk categories were identified and analyzed using a Monte Carlo statistical simulation and project contingency needs are subsequently modified accordingly;</li> <li>▪ Each risk element had an identified term(s) each with several variables;</li> <li>▪ Risk management and mitigation strategies were developed from the terms/variables and assigned functional managers; and finally,</li> <li>▪ Implementation of mitigation strategies through staff members.</li> </ul>	
2.9	<b>Contract Management - There are no specific competencies required in this category for Level 2 Project Directors.</b>				N/A	
2.10	<b>Integration Management -There are no specific competencies required in this category for Level 2 Project Directors.</b>				N/A	
2.11	<b>Training/Electives: Successfully complete at least one elective or Possess current PMP certification.</b>				Complete at least ONE of the following electives:	
2.11.1	Demonstrate an expert-level knowledge of cost and schedule estimating processes, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Cost and Schedule Estimation.</i>				<p style="color: red;">You must address at least one (1) elective in this section, 2.11, either:</p> <p><b><u>Training:</u></b> Completed <i>Cost and Schedule Estimation</i> on 07/20/2005. <b><u>OR</u></b> I am PMP certified. # 1234567 <b><u>OR, if you addressed another element in section 2.11:</u></b> This element not selected <b><u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u></b> <b><u>Experience:</u></b> I am very experienced in developing estimates by parametric estimating and bottom up estimating. I understand the use of contingency and management reserve. With the Army:</p> <ul style="list-style-type: none"> <li>▪ I was solely responsible for cost and schedule estimating for the Ft. Hood Facilities Upgrade Project and the Ft. Bragg Barracks Refurbishment Project; there had never been a cost estimating review done on these projects before I was assigned to the projects. My reviews of all identified costs,</li> </ul>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS
					<p>current rates, and schedules resulted in the identification of \$90,000 of cost estimating omissions. Based upon the success of these efforts, I developed a cost-estimating guide for Ft. Polk that was distributed and used by most of the other Army project offices.</p> <p>With DOE:</p> <ul style="list-style-type: none"> <li>▪ For the Grand Uranium Mill Tailings Site and Guardian Waste Facility Project, I was responsible for capital project planning, project quality assurance, value engineering, independent cost estimating, project control, and project reports.</li> <li>▪ For the Unique Accelerator Project and the River Bend Remediation Project, I am involved in all critical decisions on capital, expense, and schedule. I conducted an analysis of future probable costs and schedule and the confidence level in various funding scenarios using independent cost estimates. Of all the critical decisions I implemented, not one caused a project to overrun its total project cost or break the schedule, and no project had an inflated estimate or schedule.</li> <li>▪ I have also served DOE as a validator of projects and headed review teams that covered cost and schedule reviews, and I made the determination and provided the rationale for funding the projects.</li> </ul>
2.11.2	<p>Demonstrate an expert-level knowledge of the techniques used in scope management, baseline development and WBS development, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Scope Management/Baseline Development</i>.</p>				<p><b>You must address at least one (1) elective in this section, 2.11, either:</b></p> <p><b><u>Training:</u></b> Completed <i>Scope Management/Baseline Development</i> on 07/20/2005.</p> <p><b><u>OR</u></b> I am PMP certified. # 1234567</p> <p><b><u>OR, if you addressed another element in section 2.11:</u></b> This element not selected</p> <p><b><u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I have participated in the development of several WBSs and in prioritizing requirements and in controlling scope changes.</p> <p>As the project director for the River Bend Remediation and Unique Accelerator projects, I used my extensive knowledge in WBS principles to manage or provide oversight of projects to verify project planning, establishment of cost and budgets, verified time, costs, and performance are tracked, schedules</p>

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>and status reports to ensure resource distribution and assignments for project elements are established.</p> <ul style="list-style-type: none"> <li>▪ I have managed work packages and cost accounts for various WBS levels.</li> <li>▪ I used both WBS and OBS to manage performance, as well as an internal process to identify and approve all changes to project scope; both construction and deductive contract scope changes.</li> <li>▪ I established and/or modified project controls and configuration management systems.</li> <li>▪ I established systems engineering assessments as a key part of planning to ensure that an effective tools were selected for scheduling, monitoring plant procurements, developing resource loaded baselines, assessing risks to establish cost and schedule contingencies and mitigate project capital and technical risks, and ensuring project reporting meets requisite requirements for earned value reporting and tracking.</li> <li>▪ I established a project controls system to provide early warnings of poor performance throughout WBS/OBS elements.</li> </ul> <p>I completed the PAC226, Statement of Work class, 6/95, 16 hrs.</p>	
2.11.3	Demonstrate an expert-level knowledge of value management, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Value Management.</i>				<p style="color: red;"><b>You must address at least one (1) elective in this section, 2.11, either:</b></p> <p><b><u>Training:</u></b> Completed <i>Value Management</i> on 07/20/2005.</p> <p><b><u>OR</u></b> I am PMP certified. # 1234567</p> <p style="color: red;"><b><u>OR, if you addressed another element in section 2.11:</u></b> This element not selected</p> <p style="color: red;"><b><u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I have expert-level knowledge of VE principles and practices as required by DOE O 413.3, OMB Circular A131, FAR Part 48, and PL 104-106.</p> <p>As the project director for the Unique Accelerator Project, I managed VE processes and oversaw the contractor's use of the nationally recognized Six-Sigma Process and required training (yellow belt) for several federal staff members in this process. I was also co-lead on an initiative to evaluate all project requirements eliminating redundancy or non-value added standards and processes. This initiative yielded \$18M in capital</p>	

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2.11.4					<p>saving and a corresponding life-cycle cost avoidance. These processes and others have identified hard cost savings of about \$250M and a projected life-cycle cost avoidance of \$900M.</p> <p><b>You must address at least one (1) elective in this section, 2.11, either:</b></p> <p><b><u>Training:</u></b> Completed <i>Environmental Laws and Regulations &amp; National Environmental Policy Act</i> on 07/20/2005.</p> <p><b><u>OR</u></b> I am PMP certified. # 1234567</p> <p><b><u>OR, if you addressed another element in section 2.11:</u></b> This element not selected</p> <p><b><u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I have participated in NEPA analysis and understand the requirements for RCRA, CERCLA, CAAA, and National Pollutant Discharge.</p> <p>As project engineer for the Guardian Waste Facility, I served as the NEPA Compliance Officer (NCO) from 5/1992 through 01/1995.</p> <p>I was directly responsible for assuring compliance with all applicable environmental and safety regulations, including those from NEPA, CAA, NPDES, CWA, and OSHA.</p> <p>I led the preparation and approval of all NEPA documents prepared during this period, including Categorical Exclusions, Environmental Assessments, Environmental Impact Statements, and supporting documents. Completing these documents required extensive knowledge of NEPA, DOE environmental regulations and close interactions Stakeholders.</p> <p>I supported the Team throughout the early phases of the project and construction by preparing NEPA documents and input to support the project.</p> <p>As the NEPA Subject Matter Expert representing DOE's position on NEPA matters, I led all interactions with DOE-GC, Regulators, State Officials, Stakeholders, and members of the Public.</p> <p>My NEPA expertise led to the preparation and successful issuance of the Guardian Waste Facility EIS which facilitated the Waste Management Project in the shipment of over 300,000 cubic feet of low level waste. As a result, I was recognized by Senior Management for my NEPA expertise and successful</p>	

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
						issuance of NEPA documents on several occasions during my tenure as NEPA NCO with a Special Service Award.
2.11.5	<p>Demonstrate an expert-level knowledge of the federal budget process, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>The Federal Budget Process.</i></p>					<p style="color: red;">You must address at least one (1) elective in this section, 2.11, either:</p> <p><b>Training:</b> Completed <i>The Federal Budget Process</i> on 07/20/2005. <u>OR</u> I am PMP certified. # 1234567 <u>OR, if you addressed another element in section 2.11:</u> This element not selected <u>OR, if you have not taken the class and do not have a PMP, describe equivalency:</u> <b>Experience:</b> I am very knowledgeable of DOE O 135.1 and Congressional and OMB roles in the budget formulation process. I have more than 20 years experience in planning, preparing, and implementing federal and private sector budgets in programs ranging from \$8 million to over \$1.2 billion dollars.  My responsibilities have included successful management and direction of annual efforts to plan and prioritize the project budgets.  I have managed budget planning and implementation for waste management, environmental restoration, project management, and facility construction and renovation.</p> <p><b>Applicable Training:</b> Advanced Budget Appropriations (DOE) (16 hrs) 4/15/04 Federal Cost Accounting Concepts, 6/99, 24 hrs.</p>
2.12	<b>Work and Development Activities</b>					
2.12.1	<p>Work for a minimum of two years as a Level 1 Project Director. <i>Equivalency:</i> Work for one year as a level 1 project director, and serve one year as a deputy project director, formally recognized in project documents, on a level 3 or higher level project, <b>or</b></p> <p>Work for one year as a level 2 project director, and serve one year as a functional manager on a Level 4 project (i.e., engineering manager, procurement manager, construction manager, environmental compliance manager, project controls manager, licensing/quality assurance manager), <b>or</b></p> <p>Work for one year as a level 2 project director, and serve one year as a supervisor of project directors.</p>			N/A		<p><b>Experience:</b> 11/93-3/96: FPD equivalent for the DOE XXX project. See attached documentation designating me as the Project Manager and giving an ESSAB presentation as Project Manager. 04/1980-05/1984: Civilian project director/program manager working for the DOD/United States Army. US Army Ft. Bragg Refurbishment and Ft. Hood Facilities Upgrade projects, TPC of \$19M. See attached documentation stating I was the Project Director.</p>

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OPERATIONS/AREA OFFICE:		Office of Environmental Remediation, Idaho Site Office				
REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p><b>OR, if you do not have the requisite two years as Level 1 project director, show equivalency.</b></p> <p><b>Experience:</b>                      04/1984-05/1984: Civilian project director working for the DOD/United States Army. US Army Ft. Bragg Refurbishment and Ft. Hood Facilities Upgrade projects, TPC of \$19M, a Level 1 project. See attached documentation stating I was the Project Director.</p> <p>12/1991-01/1995: Deputy project director Guardian Waste Facility, TPC of \$250M (need 5-yr E&amp;C costs), a level 3 project. See attached documentation formally designating me as deputy project director.</p>	
2.12.2	One year of experience as a supervisor or as a team leader.			N/A	<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>▪ 1988-1990: I was team lead at Grand Uranium Mill Tailings Site Project.</li> <li>▪ 02/1995- present: Continuous supervisory positions.</li> </ul>	
2.12.3	Serve one year as a federal project director or project engineer on a post CD-3 phase project, <b>or</b>  Serve one year with an Architect/ Engineering firm or DOE M&O/ M&I contractor on a post CD-3 project.			N/A	<p><b>Experience:</b> 04/1980-05/1984: Civilian project director/program manager working for the DOD/United States Army. US Army Ft. Bragg Refurbishment and Ft. Hood Facilities Upgrade projects, TPC of \$19M. These projects went through phases similar to DOE CD-0 through CD-4; both projects were in construction (CD-3) starting in April 1980. See Project Work History.</p>	
2.13	<b>Behavioral Skills</b>					
2.13.1	The candidate must possess a <b>familiarity-level</b> competency in good people relations.				<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>• I fully understand the necessary steps in good Team Building.</li> <li>▪ I demonstrate respect for others and treat them with dignity;</li> <li>▪ I listen well and am respected for considering diversity of opinions prior to making decisions; and</li> <li>▪ I have developed effective relationships with personnel at all levels (up and down) in DOE, and am particularly effective in dealing with stakeholders and regulators.</li> </ul> <p>Example: On the Unique Accelerator Project, there were multiple issues with the stakeholders and Congress. I worked with the local governmental agencies, local community groups, and Congressional staffers to update them on the project, hear their issues, and communicate back to them on progress in addressing their concerns. This effort allowed the project to work through the multiple environmental issues that threatened to hold up the schedule.</p>	

## Project Management Career Development Program Certification

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p><b><u>Applicable Training:</u></b></p> <ul style="list-style-type: none"> <li>▪ Seven Habits of Highly Effective People (PMI) (12 hrs) 2003</li> <li>▪ Coaching and Counseling Skills (PMI) (8 hrs) 2002</li> <li>▪ Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001</li> <li>▪ Leadership Development/Mentoring (PMI) (24 hrs) 2000</li> <li>▪ Conflict Dispute Resolution (PMI) (8 hrs) 2000</li> <li>▪ Effective Communication Skills (AMA) (16 hrs) 1998</li> </ul>	
2.13.2	The candidate must possess a <b>familiarity-level</b> competency in self-management.				<p><b><u>Experience:</u></b></p> <ul style="list-style-type: none"> <li>• I am effective in dealing with ambiguity and being action orientated.</li> <li>• I have high high ethics and values.</li> <li>▪ I set priorities for my time well and keep focused on organization missions and goals;</li> <li>▪ I delegate well to others and am responsive to my superiors, contractors, and subordinates; and</li> <li>▪ I meet commitments and deliver results.</li> </ul> <p>Examples:</p> <ul style="list-style-type: none"> <li>▪ As a beginning project director with the US Army refurbishment projects, I learned to schedule and budget my time as I did the project resources.</li> <li>▪ I continued my ability to manage myself throughout my career through professional development classes, and being mentored by senior managers while at the Guardian Waste Facility and the Unique Accelerator Facility.</li> <li>▪ I continue to challenge myself on a daily basis to make sure that on the River Bend Remediation Project, I am focused, organized and on target for each day.</li> </ul> <p><b><u>Applicable Training:</u></b></p> <ul style="list-style-type: none"> <li>▪ Seven Habits of Highly Effective People (PMI) (12 hrs) 2003</li> </ul>	
2.13.3	The candidate must possess a <b>familiarity-level</b> competency in good work processes.				<p><b><u>Experience:</u></b></p> <ul style="list-style-type: none"> <li>• I always strive for results.</li> <li>• I routinely measure progress and set priorities for key activities.</li> <li>▪ I am a champion for continual improvement and use of effective processes for getting results; and</li> <li>▪ I discourage process for process sake, yet know when to implement documentation to improve quality of work or to avoid major mission pitfalls.</li> </ul>	



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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>Example: On the River Bend Remediation Project, I have developed the procedures for two new prime contracts in the past year that supplement existing directives. This will allow the work to be more productive, while meeting all DOE requirements and contractual obligations.</p> <p><b><u>Applicable Training:</u></b></p> <ul style="list-style-type: none"> <li>▪ Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001</li> </ul>	
2.13.4	The candidate must possess a <b>working-level</b> competency in creating purpose.				<p><b><u>Experience:</u></b> I pride myself on providing a clear vision and an easily understood purpose. As a project director for the Unique Accelerator, Guardian Waste Facility and the River Bend Remediation projects, it has been imperative to communicate the project vision by demonstrating the importance of the project to both staff and DOE, particularly in context of the agency's strategic goals. I routinely reinforce everyone's role in attaining project goals and the benefits to the work group and to the agency. I have consistently strived for results, where results have meant good project cost, schedule, and technical performance; or effective facility oversight that leads to improved management systems, or efficient facility operations that meet user needs. Both projects have required effectively setting priorities in complex work environments, as well as, communicating established priorities.</p> <p><b><u>Applicable Training:</u></b></p> <ul style="list-style-type: none"> <li>▪ Leadership in Managing Group Dynamics (AMA) (20 hrs) 2001</li> </ul>	

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<b>REQUIRED COMPETENCIES*</b>	YES	NO	TRG	EXP	COMMENTS

In comment section under required competencies, please indicate if required competency is achieved through education, training (TRG), professional certification (PMP, PE, RA, A/E etc.), and/or experience (EXP) as documented in the certification candidate's profile. Also please include any additional information regarding how the competency was achieved that should be taken in consideration during the certification review process.

\*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. 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.

### LEVEL 3

(Level 3 certification requires successful demonstration of Levels 1 and 2 competencies)

3.1	<b>General Project Management - There are no specific competencies required in this category for Level 3 Project Directors.</b>	N/A			
3.1.1	Demonstrate an expert knowledge of program management and portfolio analysis, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Program Management and Portfolio Analysis Simulation</i> .				<p><b>Training:</b> <i>Completed Program Management and Portfolio Analysis Simulation on 12/7/2003</i></p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I have participated o IPT that established strategic planning goals and conducted project portfolio analysis. Due to the high dollar value and the large scope of the Grand UMTRA Project, I implemented a full program management approach.</p> <ul style="list-style-type: none"> <li>▪ I employed a systems engineering approach to consider the large number of technical issues that had to be addressed over 42 properties.</li> <li>▪ I assembled three interdisciplinary teams early in the project composed of members with experience and degrees in civil engineering, ground water hydrology, health physics, geotechnical engineering, regulatory compliance, and cost and scheduling.</li> <li>▪ I acted as the team leader for the three interdisciplinary teams and broke the work down to the work package level, and then plans were made followed by resource loading the different activities.</li> <li>▪ Each property was planned and implemented as an individual project; I managed the projects as a portfolio in a manner similar to that of a headquarters program manager.</li> </ul>
3.2	<b>Leadership/Team Building - There are no specific competencies required in this category for Level 3 Project</b>	N/A			

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
	Directors.					
3.3	Scope Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.4	Communication Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.5	Quality/Safety Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.6	Cost Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.7	Time Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.8	Risk Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.9	Contract Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.10	Integration Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.11	Training/Electives: Successfully complete at least one elective from Group, A & B.					
3.11.A	GROUP A	<b>Complete at least ONE of Group A electives:</b>				
3.11.A.1	Demonstrate a working-level knowledge of the Operational Readiness Review process, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Operational Readiness Reviews</i> .					<p>You must address at least one (1) elective in this section, 3.11.A, either:</p> <p><b>Training:</b> Completed <i>Operational Readiness Reviews</i> on 02/28/2005.</p> <p><b>OR</b>, if you addressed another element in section 3.11.A: This element not selected</p> <p><b>OR</b>, if you have not taken the class, describe equivalency:</p> <p><b>Experience:</b> I fully understand the steps in the ORR process and I have participated as a team member in conducting ORRs. I have participated in various roles, including planning, execution, line management oversight, and performance of Operational Readiness Reviews for a number of projects in accordance with the DOE Order 425.1.</p> <p>In February 2000, as the project director for the Unique</p>

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OPERATIONS/AREA OFFICE:		Office of Environmental Remediation, Idaho Site Office				
REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>Accelerator Project, I was involved in the DOE planning and line management oversight of contractor readiness, Contractor ORR and subsequently, providing support to the independent DOE ORR for a successful readiness certification.</p> <p>As the project director for the Grand Uranium Mill Tailings Project, I performed the Readiness Assessment in September 1999.</p> <p>I have also performed Operational Readiness Reviews for a number of smaller projects as a member of the HQ ORR team.</p>	
3.11.A.2	Demonstrate a expert-level knowledge of pre-project planning and project alignment processes, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Pre-project Planning/Project Alignment</i> .				<p><b>You must address at least one (1) elective in this section, 3.11.A, either:</b></p> <p><b>Training:</b> Completed <i>Pre-project Planning/Project Alignment</i> on 02/28/2005.</p> <p><b>OR, if you addressed another element in section 3.11.A:</b> This element not selected</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I know the requirements in DOE O 413.3A and have participated in pre-project planning activities such as scope baseline development and evaluating project priorities.</p> <p>I have reviewed or written sections of Project Execution Plans, which included justification of mission need, project alternatives, stakeholder issues, and WBS composition.</p> <p>For the Guardian Waste Facility, I wrote the justification and mission need, developed initial baseline, and worked on the project team that developed the WBS and project priorities. I was responsible for conducting independent cost estimates, value engineering, development of Value Engineering Reports, and the Acquisition Strategy Plan.</p> <p>I participated in the development of acquisition strategies and plans, development of clear work scopes to include in a procurement package, and all aspects of transition to a new contract for cleanup and closure of facilities.</p> <p>Finally, I led the effort in developing a strategy and approach to deactivation, decontamination, and dismantlement of the former process system following completion of operations.</p>	
3.11.A.3	Demonstrate a working-level knowledge of systems engineering, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Systems Engineering</i> .				<p><b>You must address at least one (1) elective in this section, 3.11.A, either:</b></p> <p><b>Training:</b> Completed <i>Systems Engineering</i> on 02/28/2005.</p> <p><b>OR, if you addressed another element in section 3.11.A:</b> This element not selected</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I have participated in IPTs that conducted tradeoff analysis and Life-cycle cost analysis.</p> <p>As the DOE project director for the Guardian Waste Facility:</p> <ul style="list-style-type: none"> <li>▪ I employed a systems engineering approach for a functional and system feasibility analyses for numerous designs to treat a wide variety of material.</li> <li>▪ I developed a Systems Engineering Management Plan along with a SOW and a WBS based on these functions and requirements. This formed the basis for a significant portion of the DOE, EPA, and DOS Agreements.</li> <li>▪ I ensured that early attention was given to the required functionality of the project to clearly establish the requirements for success, and then continued with the design and construction.</li> <li>▪ Many times the requirements of the different systems had competing and opposing requirements and had to be carefully worked for the whole to be successful. By integrating a large number of disciplines and specialty groups into teams, I was able to assure the whole lifecycle process from early concept through operations could be accounted for and incorporated into the project.</li> </ul> <p><b>Training Equivalent:</b></p> <ul style="list-style-type: none"> <li>▪ Systems Engineering Management completed (SysCorp) (80 hrs), Richland, Washington, 12/2001.</li> </ul>	
3.11.A.4	Demonstrate an expert-level knowledge of performance based contracting, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Implementation and Management of Performance-Based Management Contracting.</i>				<p><b>You must address at least one (1) elective in this section, 3.11.A, either:</b></p> <p><b>Training:</b> Completed <i>Implementation and Management of Performance-Based Management Contracting</i> on 02/28/2005.</p> <p><b>OR, if you addressed another element in section 3.11.A:</b> This element not selected</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I am knowledgeable of the various contract types and the FAR requirements. I have been the project director on PBI contracts.</p> <p>I have extensive DOE and DOD project management experience and am currently the COR for the River Bend Remediation Project.</p> <p>I have been involved in the preparation of contract language, bid packages, preparation of independent cost estimates,</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>incentive strategies, fees, and execution, and administering of the contract for various types of contracts. This includes fixed price contracts (FFP), cost plus type contracts (CPPC, CPFF, CPIF and FPPIF), bid packages, contractor bid information meetings, fair cost estimate preparation, bid receipt and evaluation, award and administration of the contract.</p> <p>In recent years there has been an increased use of performance-based contracts that show some advantages over more subjective contracts when properly prepared. In response, at the River Bend Remediation Project, I developed contract evaluation criteria, negotiated them with contractors, resulting in Performance Based Incentives for Westingridge and Lockmoore for the pools remediation.</p> <p><b><u>Applicable Training:</u></b></p> <p>I have routinely updated my knowledge of contract management and administration, which includes current applications in performance-based contracting via training:</p> <ul style="list-style-type: none"> <li>▪ DOE COR Refresher (18 hrs) February 2004</li> <li>▪ Project River Bend Management Contract, Understanding the Contract Administration, (32 hrs) June 2003</li> <li>▪ Project River Bend Management Contracting, (18 hrs) February 2003</li> <li>▪ DOE PJM152 Project Execution, Cost&amp; Schedule Estimating and Analysis, (16 hrs) May 2003</li> <li>▪ Project Planning, PMI, (16 hrs) September 2000</li> <li>▪ Technical Reps. Contract Administration, PMI, (24 hrs) December 1999</li> <li>▪ Grants Management and Cost Analysis of Grants Applications,</li> <li>▪ Contract Planning, PMA, (40 hrs) 3/1998</li> <li>▪ Cost Contracting, PMA (32 hrs) 4/1998</li> </ul>	
3.11.B	<b>GROUP B</b>				<b>Complete at least ONE of Group B electives:</b>	
3.11.B.1	Demonstrate a working-level knowledge of labor management relations, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Labor Management Relations</i> .				<p style="color: red;">You must address at least one (1) elective in this section, 3.11.B, either:</p> <p><b><u>Training:</u></b>                  Completed <i>Labor Management Relations</i> on 04/15/2005.  <span style="color: red;"><b>OR, if you addressed another element in section 3.11.B:</b></span>                  This element not selected  <span style="color: red;"><b>OR, if you have not taken the class, describe equivalency:</b></span>  <b><u>Experience:</u></b> I am knowledgeable of the basic rights of employees and labor organizations. I have participated in</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>reviewing Union proposals and dealing with labor unions on the job site.</p> <p>As the project director for the Unique Accelerator Project, I negotiated the annual wage and fringe benefits packages with the Building Trades liaison.</p> <p>I chartered independent teams to interview over 100 craft workers (about 5-percent of workforce) to determine and assess labor relations and hiring practices.</p> <p>To determine prevailing regional wage rates, I reviewed and analyzed craft discipline breakdown and demand for each specific project phase and evaluated the market comparison.</p> <p>Following significant or recurring work place incidents, I met with local and international labor union representative and have required the prime contractor to meet to reinforce performance expectations.</p> <p>Finally, I ensured the Site Services Agreement, which provides consistency and uniformity in labor practices by all regional DOE contractors, was executed as approved.</p>	
3.11.B.2	<p>Demonstrate a working-level knowledge of negotiation strategies and techniques, <b>or</b></p> <p>Successfully complete the following course: <i>Negotiating Strategies and Techniques</i>.</p>				<p><b>You must address at least one (1) elective in this section, 3.11.B, either:</b></p> <p><b><u>Training:</u></b> Completed <i>Negotiating Strategies and Techniques</i> on 04/15/2005.</p> <p><b><u>OR, if you addressed another element in section 3.11.B:</u></b> This element not selected</p> <p><b><u>OR, if you have not taken the class, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I have participated in contract negotiations on several multimillion dollar contracts and understand the value of developing early the strategies and plans for negotiations.</p> <p>As the project director for various Capital and operations projects, I have been the single point-of-contact between the Federal Government and the Contractor for all matters relating to those projects. In these positions, I have negotiated modification of technical approach; addition of scopes; alteration of schedules; development and approval of new cost; determination of agreed path forward for resolution of issues, changes in priorities; development of fee and award fee milestones; and supporting settlement of Request for Equitable Adjustments.</p> <p>My position as project director for the River Bend Remediation Project has required routine and special negotiations with external regulators. I have successfully negotiated changes to</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>Tri-Party Agreement Milestones with the Washington State Department of Ecology that allowed DOE to continue development of critical projects, avoid penalties, and eliminate adverse publicity risk.</p> <p>I have also has negotiated with the Defense Nuclear Safety Board (DNFSB), especially during resolution of seismic issues arising at the River Bend Remediation Project. In this instance, DNFSB disagreements with DOE determination of earthquake risk had led to a construction stoppage for the entire project. I managed the "Resolution and implementation of Ground Motion Issue for the project from 2005 to 2006; my negotiations resulted in the approval by Secretary of Energy, and removal of restrictions on construction.</p> <p>All of these negotiations required development of negotiation strategies and use of specific techniques. It required establishing going-in positions with an understanding of how far they can deviate from the position before it would be necessary to consult, upper-level Management.</p> <p>Most important, all negotiations were performed from an ethics based outcome with an understanding that the results had to be fair to both DOE and the contractor needs for it to work.</p>	
3.11.B.3	<p>Demonstrate a working-level knowledge of facilitation techniques and conflict resolution processes, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Facilitation Techniques/Conflict Resolution</i>.</p>				<p><b>You must address at least one (1) elective in this section, 3.11.B, either:</b></p> <p><b><u>Training:</u></b> Completed <i>Facilitation Techniques/Conflict Resolution</i> on 04/15/2005.</p> <p><b><u>OR, if you addressed another element in section 3.11.B:</u></b> This element not selected</p> <p><b><u>OR, if you have not taken the class, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I fully understand the "win-win" concept and have experience at neutralizing conflict situations.</p> <p>Extensive experience in facilitation and conflict resolution obtained through more than 30 years as a DOE supervisor addressing conflicts in program and project management and resolving them.</p> <p>Examples:</p> <p>While a DOE project director for the Grand UMTRA site, I used facilitators and served in that capacity in developing remedial design features included in project's Record of Decision (ROD).</p> <ul style="list-style-type: none"> <li>▪ When the original plan incorporated into the ROD was rejected, another plan had to be developed. I worked with the EPA representative to help bring the responsible parties to</li> </ul>	



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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>closure with the regulatory agencies.</p> <ul style="list-style-type: none"> <li>▪ I became experienced in encouraging disputing parties to propose options and propose ideas for how to resolve issues in dispute and to concentrate on areas of agreement, not disagreements.</li> </ul> <p>While a DOE project director for the Grand UMTRA project, I worked with parties to understand all potentials, communicate effectively, and recognize opportunity for compromise.</p> <ul style="list-style-type: none"> <li>▪ I established a framework for finding a mix of compromises to resolve the conflict.</li> <li>▪ My thorough knowledge of rules and guiding principles were effective in the final conflict negotiation.</li> <li>▪ As the facilitator, I provided an opportunity for each group member to contribute to the discussion and share ideas.</li> </ul> <p>Both of these instances provided me with significant experience in establishing techniques for conflict resolution, which included diagnosing causes of conflict, mediation, negotiation, and problem solving.</p>	
3.12	<b>Work and Development Activities</b>					
3.12.1	<p>Work for a minimum of two years as a Level 2 Project Director.</p> <p><i>Equivalent:</i> Perform for one year as a project director on a level 2 project, and serve one year as a deputy project director, formally recognized in project documents, on a level 3 or higher project.</p>				<p><b><u>Experience:</u></b></p> <p>I was the project director for the Grand Uranium Mill Tailings Project (TPC \$99M – Need 5-yr E&amp;C costs), a level 2 project, from CD-1 approval, 06/1986-12/1991. See attached documentation stating I was the Project Director.</p> <p><b><u>OR, if you do not have 2 years as a Level 2 FPD, describe equivalency:</u></b></p> <p><b><u>Equivalent Experience:</u></b></p> <p><b><u>Minimum 1 year as Level 2 Project Director:</u></b></p> <ul style="list-style-type: none"> <li>▪ Guardian Waste Facility, TPC \$250M (Need 5-yr E&amp;C costs)</li> <li style="padding-left: 20px;">02/1995-12/1996: 1 years, 10 months See attached documentation stating I was the Project Director.</li> </ul> <p><b><u>Minimum 1 year as Level 3 Deputy Project Director:</u></b></p> <ul style="list-style-type: none"> <li>▪ Guardian Waste Facility, TPC \$250M</li> <li style="padding-left: 20px;">12/1991- 01/1995: 3 years, 1 month</li> <li style="padding-left: 20px;">**see project documentation submitted under separate cover**</li> </ul>	
3.12.2	<p>Be mentored by a Level 4 Project Director for six months.</p>				<p><b><u>Experience:</u></b></p> <p>I was mentored by Ms. Jane Smith, a Level 4 FPD, at the Unique Accelerator Project, 01/1996-05/2000.</p>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
3.12.3	Serve one year as a COR. <i>Equivalency:</i> Serve for two years (minimum) as a formally-designated Technical Monitor.				<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>▪ 12/1991-12/1996: Served as Technical Monitor for Guardian Waste Facility Project. See attached documentation stating I was the Technical Monitor.</li> <li>▪ 12/1996-01/2001: Served as COR for Unique Accelerator</li> <li>▪ 01/2001-Present: Served as COR for River Bend Remediation Project</li> </ul>	
3.13	<b>Behavioral Skills</b>					
3.13.1	The candidate must possess <b>expert-level</b> competency in leading change: continually striving to improve performance; maintain focus, intensity, and persistence, even under adversity.				<p><b>Experience:</b> I am very experience at motivating others and being open to change. I am very comfortable in dealing with ambiguity and very effective under pressure.</p> <p>I have been a project director and supervisor for over 15 years and have served on multiple construction projects. Construction projects evolve daily and managing the change is the key role of the project director.</p> <p>I have led change by continuing to update my skills with professional training every year and by implementing progressive management and personal persistence, while continually striving to improve performance without losing focus.</p> <p>In the private sector, I was responsible for the construction of housing developments. In this segment of my career, I led the builder to design a more efficient and economical building sequence, and then during construction I drove change in contract management to yield more effective utilization of manpower. These changes led to cost savings and completion ahead of schedule.</p> <p><b>Applicable Training:</b></p> <ul style="list-style-type: none"> <li>▪ Motivating Change (AMA) (16 hrs) 12/1/2000</li> <li>▪ Increasing Human Effectiveness (PMI) (20 hrs) 3/6/1999.</li> </ul>	
3.13.2	The candidate must possess <b>expert-level</b> competency in leading people: maximizing people's potential and fostering high ethical standards.				<p><b>Experience:</b> I strive to foster team spirit and pride and I motivate others toward goal accomplishments.</p> <p>As the project director for the Grand Uranium Mill Tailings Project, the Guardian Waste Facility, and the River Bend Remediation Project</p> <ul style="list-style-type: none"> <li>▪ I hired and developed the capabilities of forty-three individual project engineers and project directors over the past 20 years;</li> <li>▪ I was proactive in seeing that employees identify their goals and work in a concrete way to achieve them and by reviewing opportunities for training and experience on a periodic basis</li> </ul>	

## Project Management Career Development Program Certification

<b>CERTIFICATION CANDIDATE NAME:</b>		John/Jane Doe				
<b>OPERATIONS/AREA OFFICE:</b>		Office of Environmental Remediation, Idaho Site Office				
REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<p>as part of employee performance reviews; and</p> <ul style="list-style-type: none"> <li>▪ I demonstrated the highest standards of ethical conduct and have demanded it from subordinates.</li> </ul> <p>As the project director at the Unique Accelerator Facility, I took several disciplinary actions to emphasize the mandatory compliance with ethical standards and to ensure that all are treated with dignity and respect.</p>	
3.13.3	The candidate must possess <b>expert-level</b> competency in producing results: accepting accountability and promoting continuous improvement.				<p><b>Experience:</b> I understand the linkage between administrative priorities and project needs. I hold myself and others as appropriate for program/project achievements. I have routinely produced results for Level 4 projects in my career.</p> <ul style="list-style-type: none"> <li>▪ As the project director at the Unique Accelerator Facility, my personal leadership resulted in resolving a long-standing problem. I forged the stakeholder and regulatory support to move forward on this effort.</li> <li>▪ As the project director for the River Bend Remediation Project, I provided significant leadership during a period of significant delays due to legal and legislative matters. My leadership resulted in obtaining agreements on the way to proceed, demonstrating my aptitude for getting results for the most difficult problems, no matter what the substance of the issue.</li> </ul>	
3.13.4	The candidate must possess <b>expert-level</b> competency in business acumen: acquiring and managing resources to effectively and efficiently achieve project objectives.				<p><b>Experience:</b> I have participated on teams that reviewed internal controls and financial systems. I always strive to identify cost-effective approaches and in ensuring effective procedures are in place.</p> <p>Within DOE, particularly as project director for the Unique Accelerator Facility and River Bend Remediation Projects, I am an expert on contract terms and conditions; I have been very effective in finding acquisition strategies that can be implemented within small business and enhance competition in the government area.</p> <p>With the Guardian Waste Facility, I established lifecycle and contract performance baselines and was responsible for the cost and schedule performance during project operation.</p> <p>I have used my business experience and knowledge to enhance competition in government contracting, reduce costs, increase productivity and quality, and bring all of my projects in on schedule and under budget.</p>	

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3.13.5	<p>The candidate must possess <b>expert-level</b> competency in building coalitions and communications: maintaining the capacity to explain and advocate all project practices, serving as an experienced negotiator, and being effective in networking with project stakeholders.</p>				<p><u>Experience:</u> I work very effectively in groups and teams. I have represented my organization at field and headquarters. I strive to find common ground and responding appropriately to others.</p> <p>As the DOE project director for the River Bend Remediation Project, I was appointed to a project critical to the mission of cleaning up the Site where special interest groups were disenfranchised; I immediately realized I needed to gain support to advance the project. To establish trust in the project from both internal and external customers, I developed an IPT. The team produced a strategy to accomplish near term goals that could be communicated to the internal and external customers. This strategy was developed to foster ownership of the project by all the parties involved. The various customers included the DOE Field Office Manager, Office of Environmental Manager, OECM, State government, and various community groups. Support by the internal and external customers was necessary to ensure approval by the Acquisition Executive.</p> <p>After the strategy was implemented, I instituted regular communication in the form of facility tours, status briefings, and technical discussions.</p> <p>The IPT became receptive to external group recommendations, which was successful in gaining a sense of ownership from the groups. As a result of open communication, support for the project increased:</p> <ul style="list-style-type: none"> <li>▪ State Senators showed support for the project as evidenced by the additional funds provided to advance the project.</li> <li>▪ Local regulatory agencies showed support by recognizing resolution of technical safety issues that had plagued the project for a long period of time.</li> <li>▪ The local media published positive articles on the project test results and progress.</li> </ul>	
3.14	<p><b>CRB Interview</b> - Level 3 candidates must successfully complete DOE Certification Review Board (CRB) panel interviews. However, this requirement will not apply to project directors who were incumbents at Level 3 before the date of issuance of DOE O 361.1 (June 13, 2003). New DOE hires for positions requiring Level 3 certification must successfully complete CRB panel interviews.</p>				<p>Pending successful CRB interview.</p>	

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In comment section under required competencies, please indicate if required competency is achieved through education, training (TRG), professional certification (PMP, PE, RA, A/E etc.), and/or experience (EXP) as documented in the certification candidate's profile. Also please include any additional information regarding how the competency was achieved that should be taken in consideration during the certification review process.

\*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. 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.

### LEVEL 4

(Level 4 certification requires successful demonstration of Levels 1, 2, and 3 competencies)

4.1	<b>General Project Management There are no specific competencies required in this category for Level 4 Project Directors.</b>	N/A			
4.2	<b>Leadership/Team Building</b>				
4.2.1	Demonstrate an expert-level knowledge of OMB and Congressional Relations, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Executive Communications</i> (Level 4 Project Management Course).				<p><b>Training:</b> Completed <i>Executive Communications</i> on 06/07/2007 <b>OR, if you have not taken the class, describe equivalency:</b> <b>Experience:</b> I have attended Congressional hearings and prepared draft presentations to OMB and congressional Offices including Qs and As. I understand the role of Congressional Affairs and Congressional and GAO inquiries. As evidenced by my DOE HQ experience, I know the OMB function in establishing the budget for DOE and provide the required inputs to DOE HQ in a timely fashion to maintain effective relationships with OMB on assigned mission scope. As required, I am routinely involved in the briefing of Congressional staff and members of Congress with regard to my Level 4 projects. I have prepared for and succeeded in defending the DOE position with regard to the River Bend Remediation Project. I routinely debrief River Bend Remediation Project contractors that deal with members of Congress and their staff so that the Office of Environmental Management is aware of issues being discussed.</p> <p><b>Applicable Training:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Facilitating Work with OMB (PMI) (8 hrs) 08/03</b></li> </ul>
4.3	<b>Scope Management - There are no specific competencies required in this category for Level 4 Project Directors.</b>	N/A			

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.4	<b>Communication Management</b>					
4.4.1	Demonstrate a working-level knowledge of media relation techniques, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Executive Communications</i> (Level 4 Project Management Course).					<p><b>Training:</b> Completed <i>Executive Communications</i> on 06/07/2007 <b>OR, if you have not taken the class, describe equivalency:</b> <b>Experience:</b> I have conducted interviews with reporters and with external stakeholders. I have participated in meetings with state and local political officials.</p> <p>As the project director for the River Bend Remediation Project, I have routinely made presentations and responded as a Department spokesperson to the media; I have done personal interviews with the River Bend local newspaper, as well as television interviews.</p> <p>In addition, my media skills have been honed in my capacity as Site Emergency Manager during frequent drills in which I have had to respond to simulated inquiries.</p>
4.4.2	Demonstrate a working-level knowledge of techniques used in conducting public hearings, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Executive Communications</i> (Level 4 Project Management Course).					<p><b>Training:</b> Completed <i>Executive Communications</i> on 06/07/2007 <b>OR, if you have not taken the class, describe equivalency:</b> <b>Experience:</b> I have many years of experienced in discussing project issues with external stakeholders. I am knowledgeable of active listing techniques and techniques for conducting public hearings.</p> <p>As the project director for the River Bend Remediation Project, I have prepared for and supported the project at a House Commerce Committee investigative hearing in 2002. DOE succeeded in convincing the Committee that its actions had been proper on this project despite contractor performance problems.</p> <p>As the project director for the Unique Accelerator Project, I have directed the public hearings for the NEPA actions, and involved in presentations to dozens of citizen advisory boards.</p>
4.5	<b>Quality/Safety Management - There are no specific competencies required in this category for Level 4 Project Directors.</b>	N/A				
4.6	<b>Cost Management - There are no specific competencies required in this category for Level 4 Project Directors.</b>	N/A				
4.7	<b>Time Management - There are no specific competencies required in this category for Level 4 Project Directors.</b>	N/A				
4.8	<b>Risk Management - There are no specific competencies required in this category for Level 4 Project Directors.</b>	N/A				

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.9	Contract Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.10	Integration Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.11	Training/Electives: Successfully complete at least one elective.	Complete at least ONE of the following electives:				
4.11.1	Demonstrate a working-level knowledge of strategic planning processes, <b>or</b> Successfully complete the following PMCDP course or its equivalent: <i>Strategic Planning</i> .					<p style="color: red;">You must address at least one (1) elective in this section, 4.11, either:</p> <p><b>Training:</b> Completed <i>Strategic Planning</i> on 04/22/2006. <span style="color: red;">OR, if you addressed another element in section 4.11.:</span> This element not selected <span style="color: red;">OR, if you have not taken the class, describe equivalency:</span></p> <p><b>Experience:</b> I am very familiar with the Strategic Planning process and writing a Strategic Plan.</p> <p>I have demonstrated strategic planning with development of Project Execution Plans for completion of two technically complex projects - the River Bend Remediation Project and the Unique Accelerator Project.</p> <p>The plans provided technical/schedule path forward to attain the project end states in a safe, cost-effective, and efficient manner.</p> <ul style="list-style-type: none"> <li>▪ I proactively involved the contractor and regulator in value engineering studies and risk handling strategy discussions to assure consideration of their inputs and address concerns. This upfront coordination helped shape the plans, resulted in acceptance by my Program Office, and served as pre-approved blue prints for project execution success.</li> <li>▪ The regulators initially questioned the validity of the commitment dates, but through their participation in the risk elicitation and mitigation strategy discussions, they saw helped them see the need for adjusted durations for risk mitigation. These actions allowed the Unique Accelerator Project to complete on schedule and under cost. The River Bend Remediation Project has made substantial progress and met all the regulatory commitments to date.</li> </ul> <p>I also led the Guardian Waste Facility in development of a well-functioning management system capable of supporting the completion of a technically complex project mission. In designing systems, I applied strategic planning processes to allow such systems to enable the project staff to consistently perform Federal roles, achieve tangible results, and exceed management expectations. This in effect restructured the</p>

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					<p>project's management system architecture by identifying the gap between the existing processes and those needed to implement the restructured systems. This effort standardized internal federal staff monthly and external quarterly reviews with the contractors allowing for greater consistency. The content/format of reporting now focuses on risk/mitigation actions and performance trending, while offering the review and ensuing discussions a solution-oriented forum.</p>
4.11.2	<p>Demonstrate an expert-level knowledge of advanced leadership practices, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Advanced Leadership</i>.</p>				<p><b>You must address at least one (1) elective in this section, 4.11, either:</b></p> <p><b><u>Training:</u></b> Completed <i>Advanced Leadership</i> on 04/22/2006.</p> <p><b><u>OR, if you addressed another element in section 4.11.:</u></b> This element not selected</p> <p><b><u>OR, if you have not taken the class, describe equivalency:</u></b></p> <p><b><u>Experience:</u></b> I am very experienced at leading a large multi-disciplined team and in developing trust and confidence among team members. I am good at strategic thinking and in communicating an organizational vision.</p> <p>I have served in leadership roles throughout my career.</p> <p>In addition to my project director roles, I have directly and effectively supervised administrative, project engineers, and other federal personnel on the Grand UMTRA Remediation project, the Unique Accelerator Project, the Guardian Waste Facility, and the River Bend Remediation Project.</p> <p>I have utilized advanced methods to improve office performance and am effective both as a supervisor and as a peer in leadership positions. For example, I effectively formed and led the IPT for the Guardian Waste Facility, including development of training for the new charter and procedures. I was successful in achieving a fully functional IPT through the process.</p> <p>I have also led peers while serving on the River Bend Source Evaluation Board (SEB) though effective organizational development and coordination of activities. My efforts on this team allowed the SEB to function in a long distance model that was subsequently recognized.</p> <p>In Federal service I have forged effective results with teams of contractors and federal HQ and local representatives at all projects on which I have been assigned. I was selected through a competitive process to participate in the Council for Excellence in Government. Participants joined industry leaders and other government officials to develop leadership skills and participated in numerous classes and individual coaching</p>



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					<p>sessions related to leadership. I also was selected to participate in the SES Candidate Development Program and took part in a number of leadership training activities.</p> <p><b>Applicable Training:</b></p> <ul style="list-style-type: none"> <li>▪ Leadership in the 21st Century (Federal Executive Institute) (24 hrs) 05/10/04</li> <li>▪ PMCDP Executive Communications (Susan Peterson Productions) (24 hrs) 09/15/03</li> </ul>	
4.11.3	<p>Demonstrate an expert-level knowledge of practices in advanced risk management, <b>or</b></p> <p>Successfully complete the following PMCDP course or its equivalent: <i>Advanced Risk Management</i>.</p>				<p><b>You must address at least one (1) elective in this section, 4.11, either:</b></p> <p><b>Training:</b> Completed <i>Advanced Risk Management</i> on 04/22/2006.</p> <p><b>OR, if you addressed another element in section 4.11.:</b> This element not selected</p> <p><b>OR, if you have not taken the class, describe equivalency:</b></p> <p><b>Experience:</b> I know the steps in identifying risks and using modeling tools and techniques in managing risks. I have participated in developing risk management plans for large ;projects.</p> <p>Risk management is a very important part of successfully bringing projects to fruition. As a project director in DOE for the past 20 years. I have been involved in risk management with all my projects and have implemented advanced risk management methods for each project assigned and developed mitigation strategies and plans to deal with all types of project risks.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>▪ As the project director for the Guardian Waste Facility Project, I instituted formal risk analysis as part of the project design. This project was a complex project involving multiple waste streams and varying forms of treatment and disposal. I used a systems engineering approach to the risk management of this project, and specialists in each area of work were recruited to participate in a number of meetings to identify project risks. Once risks were qualified and quantified, mitigation strategies were developed, and ownership of risk elements were assigned using a risk register. As risks were triggered, the team re-evaluated the event for residual risk, if any, for the consequence of risk on the final cost.</li> <li>▪ The Grand UMTRA Project involved the cleanup of the former uranium-milling site so the land could be used as a wildlife refuge. To complete the work, the DOE and the contractor</li> </ul>	

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS
					<p>needed to evaluate the risks and then assign ownership to personnel best suited to handle each risk.</p> <p>As the project director, I worked with my team to identify risk handing and mitigation options that best met the needs of the DOE. In some instances, the contractor had taken positions that favored self-interest as opposed to the DOE interests. I worked with the site to monitor the performance to ensure that the contractor adequately dealt with his risks and had the guidance necessary to perform the work. Although the contractor had heavy incentives to control cost and schedule, continued monitoring by HQ and the Site was necessary to prevent decisions from being made that were favorable to the contractor while increasing risks to DOE. Most costs associated with the project risks were based on technical decisions; certain initial technical decisions can lead to other costs and activities down the road. By monitoring and understanding the risks that affected technical progress and costs, I was able to provide Senior DOE Managers with the information they needed to make their decisions that directly focused on risk reduction.</p>
4.12	<b>Work and Development Activities</b>				
4.12.1	Work for a minimum of 2 years as a Level 3 Project Director, <i>and</i>				<p><b><u>Minimum 2 years as Level 3 Project Director:</u></b></p> <ul style="list-style-type: none"> <li>▪ River Bend Remediation Project, TPC \$2,100M (Need 5-yr E&amp;C costs) 01/2001 – 04/2008: 7 years, 3 months, See experience documentation submitted under separate cover stating I was the Project Director.</li> </ul>
	Have a minimum of 8 years project management experience as a project director on at least two different projects, <i>and</i>				<p><b><u>Minimum 8 years PM experience on at least 2 projects:</u></b></p> <ol style="list-style-type: none"> <li>1. River Bend Remediation Project, TPC \$2,100M (If EM, only include 5-year E&amp;C Costs): 01/2001 – 04/2008: 7 years, 3 months</li> <li>2. Unique Accelerator Project, TPC \$450M: 12/1996 – 01/2001: 4 years, 1 month, See experience documentation submitted under separate cover stating I was the Project Director.</li> </ol>
	<ul style="list-style-type: none"> <li>• Of the 8 years, at least 3 must be post CD-3 experience; <i>and</i></li> </ul>				<p><b><u>Of the 8 years, post CD-3 experience: (Need CD-3 dates and / or, Need 5-yr E&amp;C costs)</u></b> See experience documentation submitted under separate cover stating I was the Project Director.</p> <ol style="list-style-type: none"> <li>1. River Bend Remediation Project, TPC \$2,100M: 09/2006 – 04/2008: 1 year, 7 months</li> </ol>

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
<ul style="list-style-type: none"> <li>• Of the 3 years of post CD-3 experience, at least 1 year must be on a level 3 or higher project.</li> </ul>					<p>2. Unique Accelerator Project, TPC \$450M: 06/1998 – 01/2001: 2 years, 6 months</p> <p><b><u>Of the 3 years, 1 project a Level 3, or higher project: (Need CD-3 dates, Need 5-yr E&amp;C costs)</u></b> See experience documentation submitted under separate cover stating I was the Project Director.</p> <p>1. River Bend Remediation Project, TPC \$2,100M: 09/2006 – 04/2008: 1 year, 7 months</p>	
Equivalency:						
<ul style="list-style-type: none"> <li>• For minimum of 2 years as a Level 3 project director:                             <ul style="list-style-type: none"> <li>○ Performing one year as a project director on a level 3 or higher project, <b>and</b></li> <li>○ One year serving as a deputy project director, formally recognized in project documents, on a level 3 or higher level project.</li> </ul> </li> </ul>					<p>Competency satisfied by fulfillment of basic requirement. <b>OR, if you did not satisfy the basic requirement, describe equivalency:</b> <b><u>Minimum 2 years as Level 3 Project Director: (Need CD-3 dates, Need 5-yr E&amp;C costs)</u></b> See experience documentation submitted under separate cover stating I was the Project Director.</p> <ul style="list-style-type: none"> <li>▪ River Bend Remediation Project, TPC \$2,100M 02/2001 – 01/2009: 7 years, 3 months</li> </ul> <p><b><u>Minimum 1 year as Level 3 Deputy Project Director:</u></b></p> <ul style="list-style-type: none"> <li>▪ Guardian Waste Facility, TPC \$250M 12/1991- 01/1995: 3 years, 1 month</li> </ul> <p>**see experience documentation submitted under separate cover**</p>	
<ul style="list-style-type: none"> <li>• For minimum of 8 years project management experience: The CRB may consider a waiver where the FPD has been assigned for a total of 8 years on a single level 3 or higher level project.</li> </ul>					<p>Competency satisfied by fulfillment of basic requirement. <b>OR, if you did not satisfy the basic requirement, but satisfy this element, you may request a waiver:</b> <b>Show evidence of minimum 8 years as Project Director on a single Level 3 or higher project.</b> <b><u>Total 8 years as Project Director on a single Level 3 or higher project:</u></b></p> <ul style="list-style-type: none"> <li>▪ Candidate requests waiver based on &gt;8 years experience on XXXXXX project, xx/xx/xxx through xx/xx/xxx, TPC \$255M. Roles: deputy FPD, xx/xx/xxxx through xx/xx/xxxx and FPD xx/xx/xxxx through xx/xx/xxxx.</li> </ul>	

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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. This requirement may be waived by the Certification Review Board in consultation with the appropriate program and field managers, for project directors with more than 10 years of Federal experience in project management roles.					<p>Total at HQ element: 14 months (01/2001-03/2002)</p> <ul style="list-style-type: none"> <li>▪ Served as acting program manager/technology liaison officer for the RBR-50 Program Office at DOE Headquarters.</li> </ul>
4.13	<b>Behavioral Skills</b>					
4.13.1	The candidate must demonstrate expert-level competency in leading change: continually striving to improve performance; maintain focus, intensity, and persistence, even under adversity.					<p><b>Experience:</b> I am very open to change and very effective in dealing with ambiguity. I strive to motivate others and display a high level of initiative.</p> <p>When I assumed the project director role for the River Bend Remediation Project, the project was experiencing cost overrun/schedule delay due to technical challenges; it had been on the Red List in the DOE Deputy Secretary Report for some time. Unfavorable performance and missed milestones had negatively impacted the DOE's credibility with regulators, Congress, the public. To make the project healthy, I took the following steps:</p> <ul style="list-style-type: none"> <li>▪ Led critical reviews, identified factors responsible for negative performance, and instituted many changes.</li> <li>▪ Developed credible Federal baseline.</li> <li>▪ To improve the technical approach, led VE studies with industry/academia experts and identified efficient processes to remove spent fuels, capture sludge, and conduct demolition campaigns.</li> <li>▪ To deliver the project within the cost/schedule constraints, utilized contract performance incentives to focus on the critical path; critical milestones became part of the contractual requirements. These incentives directed the contractor toward a closure mentality vice operational mentality for the overall project implementation.</li> <li>▪ Applied a rigorous risk analysis and incorporated mitigating actions into the baseline. The baseline allowed the project to obtain regulatory approval for revised milestones.</li> <li>▪ The DOE AE approved the CD-3 based on a positive outcome from an OECM EIR.</li> <li>▪ The project met all the milestones while under budget.</li> <li>▪ The risk management process used has been applied to other EM projects and received recognition as a best management practice by the EIR team.</li> </ul>

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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<ul style="list-style-type: none"> <li>▪ Successful implementation of these changes has allowed the Site to regain its credibility.</li> </ul>	
4.13.2					<p><b>Experience:</b> I continuously foster team spirit and pride. I empower people by sharing power and authority. I value cultural diversity and inspire others toward mission accomplishments.</p> <p>As the project director for the troubled Grand Uranium Mill Tailings Project, I was faced with leading a matrixed IPT which was under extreme stress to demonstrate tangible progress within a very tight schedule. Due to frequent turnover, the team lacked the stability, cohesiveness, and continuity to undertake this technically complex project. I recognized the need for a regenerated motivation, sense of appreciation, and transformational realignment to turn the project around. My response was to:</p> <ul style="list-style-type: none"> <li>▪ Take significant time and effort to develop team's trust in my leadership and build my own credibility;</li> <li>▪ Encourage the team to freely express their concerns and needs;</li> <li>▪ Be attentive to member's personal and professional growth and receptive to suggestions for melding the organization;</li> <li>▪ Establish a strong team spirit and foundation upon which to rebuild a high performance team;</li> <li>▪ Create a clear set of visions and goals for the project to improve team ownership;</li> <li>▪ Realign the team to get ready for completing the project; and</li> <li>▪ Give each member energizing and challenging assignments; provide necessary training, mentoring, and developmental opportunities, hold them accountable, and always follow up on results of delegated responsibilities with both positive and developmental feedback.</li> </ul> <p>I also strongly believe in and encourage team member career advancement despite resultant near-term challenges in managing my project:</p> <ul style="list-style-type: none"> <li>▪ Through personal mentoring and a detail assignment at an EM field office, I have helped one of my team members receive a promotion at DOE Headquarters;</li> <li>▪ I helped another member get a promotion as a team leader by encouraging him to look for advancement opportunities and helping him sharpen his interview skills; and</li> </ul>	

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OPERATIONS/AREA OFFICE:		Office of Environmental Remediation, Idaho Site Office				
REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
					<ul style="list-style-type: none"> <li>▪ I believe my mentoring and sincere concern for team members' career growth helped build morale and dedication and was one of several factors resulted in creating a high performance team and complete the project mission.</li> </ul>	
4.13.3					<p>The candidate must demonstrate <b>expert-level</b> competency in producing results: accepting accountability and promoting continuous improvement.</p> <p><u>Experience:</u> I stress both short and long term goals. I have many years of experience in identifying problems and opportunities.</p> <p>The success in the River Bend Remediation Project is directly linked to my expeditious resolution of technical challenges with creative solutions. In 2006, the project responded to a significant technical challenge, threatening DOE's ability to meet critical/immediate commitments. The challenge involved a higher than expected erosion rate of transfer pumps and the frequent clogging of the transfer lines due to difficulties in mobilizing the waste. I was able resolve the problem and lead the project success by:</p> <ul style="list-style-type: none"> <li>▪ Incorporating a proactive issue management system to identify this issue.</li> <li>▪ Notifying the contractor of DOE's expectation to meet the baseline commitments and directing them to prepare a specific/measurable recovery plan.</li> <li>▪ Bringing industry/academia experts in for an independent, objective assessment of the issue by DOE and the contractor.</li> <li>▪ Finally bringing the two groups together for a candid discussion of their findings.</li> <li>▪ Holding the contractor accountable for the work, while stimulating a collaborative working environment.</li> <li>▪ Helping the contractor to develop a technically sound path forward, involving long-lead procurement of special equipment to avoid delays and recognition of a new system to enhance transfer of wastes and prevent clogging. These actions enabled recovery of the schedule to meet the commitments.</li> </ul> <p>The result effected the change in how this type of waste is handled; the revised treatment now involves pilot scale testing and treatment to prevent the project experiencing a similar challenge.</p>	
4.13.4					<p>The candidate must demonstrate <b>expert-level</b> competency in business acumen: acquiring and managing resources to effectively and efficiently achieve project objectives.</p> <p><u>Experience:</u> I have many years of experience at assessing staffing needs and overseeing the allocation of financial resources. I strive to ensure effective procurement and contracting procedures.</p>	

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<b>REQUIRED COMPETENCIES*</b>	YES	NO	TRG	EXP	<b>COMMENTS</b>

					<p>In 2006 the River Bend Remediation Project faced a huge budget gap between what the baseline estimated and the new cost requirement due to realized technical risks.</p> <ul style="list-style-type: none"> <li>▪ Recognizing there would be irreversible negative impacts if the project were placed on hold, I convened a multi-disciplinary team consisting of other project directors, budget analysts, contracting officers, and appropriate HQ staff to develop/implement a corporate-wide strategy that could minimize impacts to the contract and sustain work critical to the site mission.</li> <li>▪ This effort resulted in an optimal recommendation that involved balancing with, and refinement of, the path forward of another lower priority to overcome the budget gap.</li> <li>▪ Four different Congressional committees' approvals were required to implement the recommendation, achieved within a month due to my proactive involvement in preparation of the needed congressional briefings.</li> <li>▪ This action maintained the positive momentum, allowed the project to meet all regulatory commitments, and enhanced the other project's path forward and schedule.</li> </ul> <p>My ability to manage financial resources from a portfolio perspective for achieving maximum results, building consensus on challenging issues, and anticipating the decision-making information needs, led to minimal disruption to the contract and overall site mission success.</p> <p>Further, as the project shifted from one phase to another, I:</p> <ul style="list-style-type: none"> <li>▪ Continuously evaluated the needs for staffing levels and skills mix to ensure adequate contract oversight.</li> <li>▪ Performed a thorough work scope and workforce planning analysis with the team and identified the skills available as well as gaps.</li> <li>▪ Discussed with my team to identify any issues that would require additional resources for resolution, resulting in a need for increased design/engineering oversight capability.</li> <li>▪ Developed a staffing strategy to bring additional resources on board to assure quality deliverables from the contractor.</li> <li>▪ Worked with human resource group and senior management to implement the strategy and obtain their approval for the hiring of a chief engineer and outside industry experts.</li> </ul> <p>This effort directly contributed to improving the project's</p>
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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
4.13.5					<p>oversight capability, improved contract deliverables, and overcoming a significant engineering challenge.</p> <p><b>Experience:</b> I have represented by organization at local, state, and Federal level. I have established very effective working relationships with both internal and external organizations.</p> <p>As previously noted, the River Bend Remediation Project was on the Red List of the Deputy Secretary Monthly Project Report and received significant attention from DOE senior management. Regulatory commitments were missed, unfavorable financial performance experienced, and DOE's credibility had diminished. In response, I:</p> <ul style="list-style-type: none"> <li>▪ Took steps to build confidence with the regulators, the public, and other stakeholders in the project; my identified goal was to convince these entities that DOE had the ability to deliver the commitments as promised.</li> <li>▪ Took initiatives to firm-up the work scope, refine the technical approach, streamline the critical path, and sharpened up cost estimates, eventually leading to the development of a technically defensible baseline.</li> <li>▪ To gain support of the revised baseline, briefed each organization individually, responded to their concerns, and integrated them into the revised baseline.</li> <li>▪ Instituted structured forums to proactively provide stakeholders with issues/status of the execution progress on a regular basis. These forums facilitated resolution of regulatory issues, streamlined the process for obtaining their approvals, and satisfied public/media information needs.</li> <li>▪ Established a strong partnership with these entities creating the foundation for mission success. With steady execution progress, my efforts convinced those involved that the revised approach was sound and workable.</li> <li>▪ Became the trusted voice for the project and DOE; all entities expressed appreciation for my inclusive efforts and proactive external interface management approach.</li> </ul> <p>The project excelled at financial/schedule performance, met all the regulatory commitments as promised, and reinvigorated these entities' confidence in DOE.</p>	



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REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS	
4.14 <b>CRB Interview</b> - Level 4 candidates must successfully complete DOE Certification Review Board (CRB) panel interviews. However, this requirement will not apply to project directors who are currently certified at Level 3, or were incumbents at Level 4 before the date of issuance of DOE O 361.1 (June 13, 2003). New DOE hires for positions requiring Level 4 certification must successfully complete a CRB panel interview.					I have been incumbent at directing Level 3 & 4 projects prior to issue of DOE O 361.1. See my project work history., <b>or</b> I was interviewed on 0020x/xx/xxxx by the CRB as part of my level 3 certification.	

<b>CERTIFICATION CANDIDATE NAME:</b>	<b>John/Jane Doe</b>
<b>OPERATIONS/AREA OFFICE:</b>	<b>Office of Environmental Remediation, Idaho Site Office</b>

**HISTORY OF PROJECT MANAGEMENT EXPERIENCE**

The CRB requests that certification candidates please identify the following information for individual projects on which certification candidates are currently working or have worked on over the course of the past 10 years (if certification candidates wish to additionally identify projects worked on prior to 10 years ago, that is at his/her discretion). In addition, please identify future projects on which you anticipate that you will work beginning within a year.

**Project Cost:** (i.e., "Total Project Cost" and not "Life Cycle Cost").  
**Project Name:** (also include location and current decision/project phase. If project is not a DOE funded project, then please include the name of the organization/company and brief description of project).  
**Project Schedule/Decision Phase:** (i.e., start and end date).

**Specific role:** (i.e., please identify your specific project role(s), e.g., project director, project manager, integrated project team member, program director, office director, program manager, COR, scientist, engineer, architect, etc. and very briefly **describe project management activities that you conducted** or are conducting in relation to your role in the project. Also please **describe in detail your specific involvement during project life cycle**, e.g., served as project manager from project design through closeout, served as project engineer during project closeout, served as COR/COTR for years 3 and 4 during the seven year project life cycle, served as site supervisor for 6 months during the 3rd year of the 5 year project, as project scientist/engineer/program representative, served in the capacity of the project director during pre-project planning stages for one-year, etc.). The type of project, such as remediation, design/build, GPP, line item capital project, operating funded projects (including Major Items of Equipment), etc., **CD phases the project progressed through while you were assigned**, whether you were the only project director or shared responsibility with other project directors assigned to the project, **if you were one of many assigned to the project, what were the specific areas for which you were responsible during the life cycle of the project**, were you preceded or followed by other project director(s). For instance, you took the project through CD-0, and then were followed by others for the completion of the project, or you took the project from CD-1 through CD-3 only and then others took it to completion).

<b>Project Cost (\$) in Millions</b>	<b>Project Name</b> - include name, location, and current critical decision phase (e.g., Project XYZ located in Los Alamos, NM. Project is currently at CD-4/project close out phase, etc.). If non-DOE funded project please include owner organization/company name and a brief description of the project (e.g., Project XYZ managed by Battelle, which was funded by the Urban City Planning Commission. Project XYZ was an environmental clean-up project).	<b>Overall Project Start/End Dates (MM/YY)</b> e.g. 7/95 to 9/03	<b>Your Start/End Dates on Project</b>	<b>Project Role(s)</b> - include specific involvement during project life cycle schedule/decision phases (e.g., served as project manager during CD-0 through CD-1 from 7/95 through 9/97; served as project engineer during project closeout from 1/03 through 9/03; serve as federal project director during CD-4 project closeout from 9/03 to present).
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**ACTIVE PROJECTS**

1,200 Need 5-yr E&C costs	River Bend Remediation Project Washington	01/2001 to 12/2016	01/2001 to present	DOE project director for the River Bend Remediation project responsibilities include: <ul style="list-style-type: none"> <li>▪ Direct line management and COR authority for all major buildings, infrastructure, and operational readiness changes; and</li> <li>▪ Project currently in CD-3; projected end date of 12/2016.</li> </ul> Project milestones in which I was involved: <ul style="list-style-type: none"> <li>▪ CD-0: 08/15/2001</li> <li>▪ CD-1: 09/20/2002</li> <li>▪ CD-2: 06/15/2004</li> <li>▪ CD-3: 09/20/2006</li> </ul>
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## Project Management Career Development Program Certification

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Project Cost (\$M)	Project Name	Overall Project Start/End Dates	Your Start/End Dates	Project Roles
			01/2001 to 03/2002	<p>Served as acting program manager/technology liaison officer at DOE Headquarters.</p> <ul style="list-style-type: none"> <li>▪ As acting program manager, I provided leadership in and oversight of the following aspects of the program activities: Development of options for CD-0 decision-making and acquisition plans to include surveillance &amp; maintenance activities, waste management and disposition activities, off-site shipment of hazardous waste, safeguards and security issues, interface with internal/external stakeholders, and the primary external regulatory interface.</li> <li>▪ As a technical and management expert, I provided support to the Office of Environmental Restoration with remedial assessments, characterization, remedial action, and D&amp;D activities, which involved oversight and technical review of several major projects.</li> </ul> <p>In addition, I promoted common objectives, cooperation, coordination, interaction, and improved response with EM Office of Waste Management and Technology Development.</p>
<b>Total TPC for current active projects: \$ 1,200</b>				
<b>PREVIOUS PROJECTS</b>				
450	Unique Accelerator Project California	12/1993 to 01/2001	12/96 to 01/2001	<p>DOE project director for the Unique Accelerator Project responsibilities included:</p> <ul style="list-style-type: none"> <li>▪ CD-2 to Project Closeout;</li> <li>▪ Direct line management; and</li> <li>▪ COR for all major buildings, infrastructure, and operational readiness changes.</li> </ul> <p>Construction was completed on time and under budget. Project milestones in which I was involved:</p> <ul style="list-style-type: none"> <li>▪ CD-2: 01/30/1996</li> <li>▪ CD-3: 06/27/1998</li> <li>▪ CD-4: 05/12/2000</li> </ul>
250 Need 5-yr E&C costs	Guardian Waste Facility New Mexico	12/1991 to 2050	02/95 to 12/96	<p>DOE project director for the Guardian Waste Facility responsibilities included:</p> <ul style="list-style-type: none"> <li>▪ COR throughout project CD-2 through CD-3 for this on-going waste disposition project;</li> <li>▪ Established lifecycle baseline and contract performance baseline; and</li> <li>▪ Directed the operation of existing facilities for waste storage, retrieval, treatment, and disposal.</li> <li>▪ During project operations, I was responsible for the cost and schedule</li> </ul>

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Project Cost (\$M)	Project Name	Overall Project Start/End Dates	Your Start/End Dates	Project Roles
				<p>performance.</p> <ul style="list-style-type: none"> <li>▪ NEPA Compliance Officer.</li> </ul> <p>This project was on schedule and under budget during my tenure. Project milestones in which I was involved:</p> <ul style="list-style-type: none"> <li>▪ CD-2: 02/28/1995</li> <li>▪ CD-3: 08/12/1996</li> </ul>
			12/91 to 01/95	<p>DOE deputy project director for the Guardian Waste Facility responsibilities included:</p> <ul style="list-style-type: none"> <li>▪ Lead IPT member</li> <li>▪ Design, regulatory approval, directing CD-0 and Acquisition Plan development, and</li> <li>▪ Served as SEB Chairperson for CD-1 conceptual design selection.</li> </ul> <p>Project milestones in which I was involved:</p> <ul style="list-style-type: none"> <li>▪ CD-0: 07/10/1992</li> <li>▪ CD-1: 06/27/1994</li> </ul>
99 Need 5-yr E&C costs	Grand Uranium Mill Tailings Project Utah	05/1984 to 12/1996	05/84 to 12/91	<p>DOE project director for the Grand UMTRA Project, Utah responsibilities included:</p> <ul style="list-style-type: none"> <li>▪ CD-0 to CD-3;</li> <li>▪ Directing NEPA actions from start to finish;</li> <li>▪ All environmental and safety regulatory compliance;</li> <li>▪ Reporting, budgeting, briefings, contractor oversight, and stakeholder interactions.</li> </ul> <p>This project had 41 vicinity properties as well as the 294-acre remediation site.</p> <ul style="list-style-type: none"> <li>▪ Each vicinity property was treated as an individual project and managed as part of the 42 projects portfolio.</li> <li>▪ Each vicinity property was completed on time and under budget.</li> </ul> <p>The mill tailings site came in on schedule and 0.01% over budget due to weather related site closures (early winter onset and late spring onset for two years running). Project milestones in which I was involved:</p> <ul style="list-style-type: none"> <li>▪ CD-0: 08/30/1985</li> <li>▪ CD-1: 06/27/1986</li> <li>▪ CD-2/3a: 09/30/1987 (long-lead procurement)</li> <li>▪ CD-3b: 07/15/1990</li> <li>▪ CD-4: 11/26/1991</li> </ul>

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Project Cost (\$M)	Project Name	Overall Project Start/End Dates	Your Start/End Dates	Project Roles
19	US Army Ft. Bragg Refurbishment project, and Ft. Hood Facilities Upgrade project (DOD, U.S. Army), which were facility upgrade projects.	04/1974 to 05/1984	04/1974 to 05/1984	<p>Civilian project director/program manager working for the DOD/United States Army (DOD does not use term "project director", rather "program manager").</p> <p>These projects went through phases similar to DOE CD-0 through CD-4. My responsibilities included project planning, budgets, environmental reporting, quality assurance, project control, contractor interface and coordination, briefings, and project reports. I was also a team leader for the Ft. Bragg project cost and estimating.</p>
<b>Total TPC for previous projects: \$ 818</b>				