

U. S. DEPARTMENT OF ENERGY

Office of Engineering and Construction Management



PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM

TRAINING COURSE CATALOG



Project Management Career Development Program

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INTRODUCTION

The Department of Energy (DOE) Project Management Career Development Program (PMCDP) is a department-wide program establishing criteria and standards for developing and certifying DOE's federal project directors and educating those in associated project management functions.

The Office of Engineering and Construction Management (OECM) has overall responsibility for developing and overseeing the PMCDP certification program. The mandatory facets of the PMCDP are institutionalized in DOE Order 361.1B, *Acquisition Career Development Program, Chapter IV*.

The *DOE Competency and Equivalency Guide* establishes the competency requirements. Eleven essential domains of Knowledge, Skills and Abilities (KSA) have been identified. The PMCDP courses have been designed to link to the specific sets of KSAs identified as essential for a project director.

Training Courses. PMCDP training combines existing courses from the DOE and other federal agencies, available off-the-shelf training materials, and custom designed courses. Training is provided thorough a combination of interactive media, video conferencing, computer gaming/simulation, and classroom experiences. For a detailed course schedule and for more information on the PMCDP, see OECM website http://management.energy.gov/pm_certification.htm

Continuous Learning. Each certified project director is required to successfully complete 60 hours of continuing education (CE) biennially to maintain certification. In addition to the subject and activity areas listed in DOE Order 361.1B, Chapter IV, the Director of OECM or his/her designee will approve CE credits related to the management of highly technical DOE projects. These subject areas may include such topics as, but not limited to, accounting, applied mathematics and statistics, engineering, project management, physical sciences, hazardous material management, environmental management, maintenance management, and logistics. See the PMCDP Certification and Equivalency Guide, or the PMCDP website for the current PMCDPCE credit hour assignment table.

PMCDP COURSES

Level 1	<ul style="list-style-type: none">Project Management EssentialsProject Management System and Practices in DOEAcquisition Strategy and PlanningPlanning for Safety in Project ManagementAcquisition Management for Technical PersonnelPerformance-Based Management ContractingEarned Value Management SystemsContract Administration for Technical RepresentativesLEED for New Construction and Existing BuildingsCPIC: OMB Circular A-11 and the Exhibit 300
Level 2	<ul style="list-style-type: none">Advanced Concepts in Project ManagementProject Risk Analysis and ManagementProject Leadership/SupervisionEffective Program and Project CommunicationProject Management SimulationCost and Scheduling EstimationEnvironmental Laws and RegulationsFederal Budgeting Process in DOEReal Property Asset ManagementScope Management/Baseline DevelopmentValue Management
Level 3	<ul style="list-style-type: none">Advanced Risk ManagementProgram Management and Portfolio AnalysisFacilitation Techniques/Conflict ResolutionLabor Management RelationsNegotiation Strategies and TechniquesProject Execution and Operation Readiness ReviewsSystems Engineering
Level 4	<ul style="list-style-type: none">Executive CommunicationsAdvanced LeadershipStrategic Planning

Project Management Essentials

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). This blended learning course addresses specific project management issues relating to the Office of Management Budget and the Department of Energy. It will also offer project management industry best practices and IT industry best practices. The course will directly cover 413.3M (Framework for Managing Capital Asset Projects), and also the relevant CPIC and IT Project Management Process (i.e. SEM), applicable when project managers are involved with information technology projects. Indirectly, the course will cover Enterprise Architecture and DOE Procurement and Budget.

Objective: It will cover the primary concepts of project management at an intermediate level of expertise, and introduce best practices in project management from DOE, other Federal agencies, and the private sector.

Audience: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

Length: Eight weeks

Method of Delivery: 11 two-hour televideo conference sessions and one instructor-led three-day resident seminar.

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001022

PMCDP Certification

- **Continuing Education Hours:** 70

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0007
- **Professional Development Units:** 70

Project Management Systems and Practices in DOE

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). This blended learning course addresses specific project management issues focusing primarily on the critical decision process promulgated in DOE Capital Assets directives (emphasis on DOE O 413.3.A). Other topics include: working Knowledge of DOE FPD roles and responsibilities, project management ethics; understanding DOE HQ-field relationships and Lead Program Secretarial Officers (LPSO's).

Objective: Provide participants a detailed knowledge of the critical decision process required by DOE Capital Assets directives, and articulate how that process interfaces with the budget process, project schedule, and key elements of project management at DOE.

Audience: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

Length: Six weeks

Method of Delivery: Seven two-hour televideo conference sessions and one instructor-led three-day resident seminar.

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001024

PMCDP Certification

- **Continuing Education Hours:** 60

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0008
- **Professional Development Units:** 60

Acquisition Strategy and Planning

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It provides the DOE Project Director with a high-level review of the key phases, processes, recent changes, and major current issues in the DOE Acquisition Management System. Emphasis is placed on DOE Acquisition Management System front end planning functions. The course provides participants from all areas of acquisition with an improved systems-level understanding of the acquisition process, how its various functions and phases interact with one another and the challenges practitioners face from an application, management, and ethics perspective. Application of the information is reinforced through a series of practical exercises that emphasize commercial practices and simplified acquisition procedures

Objective: It provides the DOE Project Director with a high-level review of the key phases, processes, recent changes, and major current issues in the DOE Acquisition Management System. Emphasis is placed on the Mission Need Statement and Acquisition Strategy.

Audience: The course is designed for Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 3 Days

Method of Delivery: Instructor-led classroom.

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001027

PMCDP Certification

- **Continuing Education Hours:** 21

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0006
- **Professional Development Units:** 21

Planning for Safety in Project Management

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It is designed to enhance the DOE Federal Project Director's ability to determine the importance of safety to projects and DOE's image and viability. The course will help the FPD determine their role in safety throughout the Critical Decision (CD) process. Using a case study, this process will examine nuclear, environmental, and worker safety issues in a representative project.

Objective: The main objective of this course is to emphasize that safety is central to every project even if it is not central to the mission. It will help prepare the participant to effectively apply safety management requirements throughout the project acquisition life cycle. Particular emphasis is given to the planning and design phases where application of a Failure Mode and Effects Analysis should identify potential hazards and mitigation strategies.

Audience: Federal Project Directors; perspective Federal Project Directors and integrated project team members.

Length: 3.5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001035

PMCDP Certification

- **Continuing Education Hours:** 25

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0018
- **Professional Development Units:** 25

Acquisition Management for Technical Personnel

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). Every year the Department of Energy spends over 90% of its budget on purchases from the private sector. Because of the Federal Government's special fiduciary relationship, the acquisition system established to manage these expenditures of taxpayer monies is very different in some respects from commercial transactions between private parties. The principal purpose of the DOE acquisition system is to deliver on a timely basis the best value product or service to the customer while adhering to the laws, regulations, policies, and directives of the United States Government and the Department. This course will examine the portion of the acquisition process commonly referred to as "procurement." This part of the process typically begins with the completion of the acquisition strategy and the development of the acquisition plan. The process proceeds through development of a solicitation, solicitation and evaluation of proposals, and contract award.

Objective: Provide DOE employees with a solid foundation in the processes and applications of acquisition activities that happen before a contract is awarded.

Audience: Project and program personnel and others who are involved in general procurement requests and/or source selection activities.

Length: 4.5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 000145

PMCDP Certification

- **Continuing Education Hours:** 32

Performance-Based Management Contracting

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). This course assures that program and project managers, as well as contracting personnel, understand the need to continue and accelerate this move toward performance based major site and facility contracts. The course also addresses the processes by which these performance based site and facility management contracts are planned, awarded, and managed after award. The overall objective is to focus on major site and facility contracts and to present the performance based concepts and tools required in each aspect of the planning, award, and post award processes for these contracts. Many of the topics covered in this course are also addressed in other DOE courses, most notably "Acquisition for Technical Personnel," and "Contract Administration for Technical personnel." The difference here is the complete focus on major site and facility contracts and the unique challenges involved in making them performance based.

Objective: Familiarize participants with the planning, implementation, and management of performance-based contracts for major site facilities.

Audience: Federal Project Directors, prospective Project Directors, and integrated project team members.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code:

PMCDP Certification

- **Continuing Education Hours:** 21

Earned Value Management Systems

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It addresses earned value management systems (EVMS) processes and techniques for organizing, planning, and authorizing work; monitoring performance; controlling baseline; presenting the graphical organization, cost, and schedule of the technical baseline in a work breakdown structure (WBS); selecting the appropriate EVMS technique for different WBS elements; and collecting, interpreting, and reporting earned value data.

Objective: Prepare participants to develop a working knowledge of EVMS and project reporting requirements and to apply EVMS approaches in project management.

Audience: Federal Project Directors with at least three years experience in project management who currently work in a project management position.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001026

PMCDP Certification

- **Continuing Education Hours:** 21

Project Management Institute Certification

- **COTS Course PMI Number:** 1151-D3EVMGMT
- **Professional Development Units:** 21

Contract Administration for Technical Representatives

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: the Federal acquisition process as it pertains to the COR function; DOE's approach to contract administration; the role of the COR, particularly in relation to the contracting officer and the contractor; the duties of the COR and how to effectively complete assigned responsibilities; and the ethical standards of conduct to which CORs must adhere.

Objective: Provide DOE employees tasked to be COR with an overview of COR authority and responsibilities.

Audience: Personnel tasked to be CORs who may not necessarily have formal training in procurement.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001028

PMCDP Certification

- **Continuing Education Hours:** 21

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-000003
- **Professional Development Units:** 21

LEED for New Construction and Existing Buildings

This course is an elective for Level 1 certification in the Project Management Career Development Program (PMCDP). The LEED Implementation Process is a 2.5-day course designed to provide participants with the knowledge to make existing buildings and new construction environmentally sound. This course supports the mandate of the Secretary of Energy who has directed that all projects meet the Leadership in Energy and Environmental Design (LEED) Green Building Rating System green initiative goal standards. The course walks participants through the phases of a typical project, using case examples and implementation strategies throughout to reinforce learning and encourage students to apply knowledge to real-life situations.

Topics covered include climate change and building impacts, motivators for green building, the history of the “green building” movement, the development of the USGBC, the development of LEED, and the five categories of LEED.

Objective: The course will provide participants with a working level knowledge of the process involved to ensure that existing buildings and new construction meet the LEED standards.

Audience: Prospective and current Federal Project Directors. All personnel involved with managing building maintenance and new construction.

Length: 2.5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001936

PMCDP Certification

- **Continuing Education Hours:** 18

CPIC: OMB Circular A-11 and the Exhibit 300

This course is an elective for Level 1 certification in the Project Management Career Development Program (PMCDP). This 3-day course provides participants with a greater understanding of the laws and purpose of the capital planning process. Participants will review what questions they should ask when a project is in each phase of CPIC life cycle. The role of the OMB and how to use its support documents and tools, primarily the Circular A-11, part 7, Exhibit 300 and the A-130 will also be discussed.

Objective: The objectives of this course are to help participants: gain valuable insight to the importance of planning, alternatives analysis, risk management, earned value management and corrective actions. Participants will also learn to recognize the significance of the investment’s total estimated life cycle costs and to appreciate the growing importance of the investment’s performance information and adherence to security and privacy laws.

Audience: Prospective and current Federal Project Directors.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code:

PMCDP Certification

- **Continuing Education Hours:** 21

Advanced Concepts in Project Management

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This blended learning course focuses on 9 major aspects of project management: Systems Engineering; Value Management; Integrated Safety Management; Quality Planning Assurance and Control; Pre-Project Planning; Project Objectives and Logic; Project Scheduling Under Uncertainty; Critical Chain and Resource Buffers; Process Control; Project Scheduling Under Uncertainty; Critical Chain and Resource Buffers and; Process Control. In addition to these topics, the course will address specific individual, team and organizational competencies and project leadership skills.

Objective: Enable participants to apply their Level 1 project management knowledge in an extended research project and introduce a variety of selected topics pertaining to project management processes.

Audience: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: Five weeks

Method of Delivery: Five two-hour televideo conference session once a week and one instructor-led three-day resident seminar.

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001023

PMCDP Certification

- **Continuing Education Hours:** 50

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0012
- **Professional Development Units:** 50

Project Risk Analysis and Management

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This course is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan.

Objective: Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds.

Audience: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 3.5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001033

PMCDP Certification

- **Continuing Education Hours:** 25

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0009
- **Professional Development Units:** 25

Project Leadership/Supervision

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This course is designed to stimulate long-term project management leadership growth, through understanding leadership principles and styles; identifying individual strengths and weaknesses; developing supervision and motivation techniques; building integrated project teams; and organizing and motivating team members. Course topics include: strengths and weaknesses of different leadership styles; ethical and unethical leader behavior; motivational strategies; IPTs; project goals and vision; achieving consensus; and developing confidence and trust within the project team.

Objective: The objective of this course is to develop a working-level knowledge of leadership principles, supervision and motivation techniques, conflict resolution techniques; and integrated project teambuilding skills in a project environment.

Audience: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001045

PMCDP Certification

- **Continuing Education Hours:** 22.5

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0011
- **Professional Development Units:** 22.5

Effective Program and Project Communication

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). After completing this 2-day course, participants will be able to: conduct telephone interviews; effectively manage ambush interviews; communicate with reporters; explain the roles and responsibilities of the Public Affairs Office; utilize public speaking techniques and strategies; effectively present during televised events; and manage panel discussions. Additionally, students will learn how to: create succinct Power Point presentations; prepare concise answers to questions during interviews or in response to written requests; project a professional image; utilize speech preparation and delivery techniques; and analyze and assess stakeholder needs to ensure development of messages that resonate.

The course will be given in a workshop format. The capstone experience will be a simulated presentation and interview, which will be videotaped and critiqued by the instructor, participant, and fellow classmates.

Objective: The overall objective is to prepare participants to effectively communicate to the public and media.

Audience: Prospective and current Federal Project Directors. Personnel who regularly communicate to the public and media.

Length: 2 days

Method of Delivery: Instructor-led classroom; workshop

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code:

PMCDP Certification

- **Continuing Education Hours:** 14

Project Management Simulation

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This computer-based project management simulation enables participants to exercise and integrate a wide variety of project management skills, including developing defensible project plans; applying PM tools and techniques to plan, track, and control projects; improving project team performance; analyzing project information; identifying complex project tradeoff decisions; and recognizing when to focus on task and when to focus on process.

Objective: Provide participants the opportunity to apply project management knowledge in an automated project simulation.

Audience: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Minimum two years as a Level 1 Project Director or equivalent. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001029

PMCDP Certification

- **Continuing Education Hours:** 35

Project Management Institute Certification

- **COTS Course PMI Number:** 1071-MW28PL
- **Professional Development Units:** 35

Cost and Schedule Estimation

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). It will provide students with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Students will receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. Course topics include: identifying cost and schedule estimates; basic estimating methods; group analysis techniques; applying life-cycle costing techniques, validating estimates, determining critical path schedule for a project; crashing and fast-tracking methods; and the relationship between budget authorization (BA) and budget outlay (BO) schedules, project estimates, and the project funding profile.

Objective: Enable participants to learn the skills used across the project life cycle, focusing on estimates developed in project planning and the early stages of project execution (preliminary design).

Audience: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001044

PMCDP Certification

- **Continuing Education Hours:** 35

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0015
- **Professional Development Units:** 35

Environmental Laws and Regulations

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). This course will train DOE Federal and contractor personnel in the details of the major environmental requirements in order to ensure they are knowledgeable about their responsibilities for environmental protection and compliance, and to assist them in carrying out these responsibilities. Upon completion of the training, all participants should be able to describe the intent of the major Federal environmental laws, Executive Orders, and regulations and understand the detailed processes involved in implementation of major environmental requirements by the Department of Energy.

Objective: Provide participants an understanding of the environmental laws and regulations so that they are aware and knowledgeable of their environmental responsibilities as Federal Project Directors.

Audience: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001046

PMCDP Certification

- **Continuing Education Hours:** 21

Federal Budgeting Process in DOE

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). It provides students with an overview of the major phases and participation in the federal budget process. Students will learn how the federal budget process can impact the role of the project director and how to best deal with the impacts through contingency planning. Students will gain an understanding, up to macro level, how the budget is formulated; recognize the impact of the Government Performance and Results Act (GPRA); and major phases and timing in the budget process. It emphasizes program and project managers' effective use of these financial systems and processes to accomplish DOE's mission.

Objective: This course is designed to provide program and project managers a working knowledge of DOE's financial and managerial systems to accomplish the Department's budgeting and accounting processes.

Audience: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 4 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001034

PMCDP Certification

- **Continuing Education Hours:** 28

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0003
- **Professional Development Units:** 28

Real Property Asset Management

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). Real Property Asset Management (RPAM) is a three-day course focusing on the requirements of DOE Order 430.1B, Real Property Asset Management. In the course you will learn a systematic, integrated approach to the management of federal real property. The course addresses real property planning and management, Ten Year Site Plans, real property status reporting requirements and mechanisms, value engineering, performance management and DOE and contractor role and responsibilities for real property asset management. Also included in the course are the requirements contained in the Executive Order, Federal Real Property Asset Management (EO 13327 - 69 r. Reg. 589, February 4, 2004) which places greater visibility on management of real property assets.

Objective: The objective is to establish a corporate, holistic, and performance-based approach to real property life-cycle asset management that links real property asset planning, programming, budgeting, and evaluation to program mission projections and performance outcomes.

Audience: Individuals involved with the planning, acquisition, maintenance and recapitalization, disposal or long-term stewardship of DOE real property lands or facilities.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001183

PMCDP Certification

- **Continuing Education Hours:** 21

Scope Management/Baseline Development

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). The course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to prepare students to conduct effective requirements planning sessions and to be able to control scope and configuration changes throughout the life cycle of the project. The course will emphasize Work Breakdown Structure (WBS) development. Some topic areas include baseline development techniques, identifying risk and constraints for requirements, prioritizing requirements, trade-off analysis, iterative requirements management, and scope change/configuration management.

Objective: This course is designed to enhance the DOE Federal Project Directors' ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle.

Audience: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001036

PMCDP Certification

- **Continuing Education Hours:** 21

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0014
- **Professional Development Units:** 21

Value Management

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). With a focus on the value management (VM) process, this course addresses building and leading VM teams; understanding the 6-step VM job plan; VM definitions, principles, and concepts; contractual aspects of VM; VM and the project life cycle; and function analysis in the VM process.

Objective: Provide participants with an understanding of the VM process, emphasizing the modern approach to VM and how it can best be applied in the project life cycle to reduce the cost and schedule of DOE projects.

Audience: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001037

PMCDP Certification

- **Continuing Education Hours:** 21

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0010
- **Professional Development Units:** 21

Advanced Risk Management

This course is required for Level 3 certification in the Project Management Career Development Program (PMCDP). The course will provide students with more advanced treatment of risk management principles and concepts. The training will build upon the concepts included in the basic *Risk Analysis and Management* course and will review topics that are appropriate for Level 3 and 4 Federal Project Directors. The course also addresses representative project risk management software risk analysis tools, and uses two large capital and operating dollar projects to enhance the learning through case study work.

Objective: Provide the participant with an advanced understanding of the concepts and applications of risk and opportunity management, within the context of federally managed DOE acquisition projects.

Audience: Level 3 Federal Project Directors, prospective Project Directors, and integrated project team members.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001042

PMCDP Certification

- **Continuing Education Hours:** 21

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0024
- **Professional Development Units:** 21

Program Management and Portfolio Analysis

This course is required for Level 3 certification in the Project Management Career Development Program (PMCDP). Focusing on collaboration, defending resources, and creative compromise, this automated simulation and case study addresses developing a strategic view of projects, managing priorities among projects, coordinating the information needs of multiple projects across the organization, allocating and managing resources across a project organization, preparing project staff to meet future technical/managerial needs, balancing responsibilities for project and functional management, and applying project management methods in a complex project setting.

Objective: Enable participants to gain hands-on experience in planning, implementing, and coordinating multiple, complex projects across an organization.

Audience: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Length: 5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001025

PMCDP Certification

- **Continuing Education Hours:** 35

Project Management Institute Certification

- **COTS Course PMI Number:** 1071-MW20EW
- **Professional Development Units:** 35

Facilitation Techniques/ Conflict Resolution

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). This course will cover a variety of topics specific to the issues of facilitation and conflict resolution. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies; and understanding and successfully implementing organizational change. The course will include a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Objective: Provide participants with an understanding of the issues of facilitation and conflict resolution, including an emphasis on win-win solutions and implementing organizational change

Audience: Level 3 or higher Federal Project Directors and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001558

PMCDP Certification

- **Continuing Education Hours:** 21

Labor Management Relations

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Participants in this course will gain knowledge in the basics of labor management relations, labor laws and regulations, implementing bargaining practices, and applying methods for resolving disputes. Techniques and procedures of labor contract administration will be discussed along with preventing unfair labor practices.

Objective: Enable participants to gain knowledge about labor management relations and techniques and tools for building good labor management practices.

Audience: Level 3 or higher Federal Project Directors and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification and to DOE staff engaged in labor relations.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001038

PMCDP Certification

- **Continuing Education Hours:** 21

Negotiation Strategies and Techniques

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). This course addresses collaborative and competitive negotiations, negotiation strategy and planning, negotiations within and between teams, identifying key stakeholder interests in negotiations, determining best alternatives to negotiated agreements, responding to conflict, and creating trust. Ethics in negotiations, negotiating cost and schedule and steps of the negotiation process.

Objective: Provide participants with methods and strategies that improve their performance in negotiating agreements. Attendees will participate in individual and team negotiations in a workshop environment that improves their ability to plan for and conduct negotiations.

Audience: Level 3 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification and to DOE staff engaged in labor relations.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001047

PMCDP Certification

- **Continuing Education Hours:** 21

Project Execution and Operational Readiness Reviews

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). The course teaches skills necessary for successfully managing engineering and design, construction, acceptance and transition, and project closeout. Techniques are taught for organizing, managing, and reviewing project design and documentation, and for overseeing contractor performance during construction. Participants will learn the skills needed to identify potential problems and how to plan to avoid them. Extensive practice is provided in cost and schedule monitoring, including earned-value analysis, trend analysis and forecasting, managing baselines through performance monitoring and change control.

Objective: This course is designed to enable Federal Project Directors to successfully complete the project execution phase and ensure that DOE facilities are ready for safe, legal operation prior to transition to contract closeout.

Audience: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001039

PMCDP Certification

- **Continuing Education Hours:** 21

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0020
- **Professional Development Units:** 21

Systems Engineering

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Through this course students will be able to: recognize the steps of the SE process; understand how to apply the basic SE process to large systems (e.g., programs/projects); identify key participants for performing the SE processes; establish a problem and/or mission need statement; identify functions and requirements and interfaces with other systems; understand how to validate requirements; identify and evaluate alternatives or options; and apply risk and opportunity management to SE; verify solutions to meet requirements.

Objective: The basis of this course is to emphasize that the implementation of the Systems Engineering (SE) process, from project initiation through the entire life-cycle, can decrease the likelihood of cost overruns, schedule delays and compromises in program and project technical performance.

Audience: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001049

PMCDP Certification

- **Continuing Education Hours:** 21

Executive Communications

This course is required for Level 4 certification in the Project Management Career Development Program (PMCDP). Using filmed exercises and simulated media events, this highly interactive course addresses championing projects to Congressional leaders, DOE senior managers, and the media; communicating DOE concerns and plans to Congressional offices; delivering Congressional hearing testimony and responding to specific Congressional queries; giving television interviews and reviewing the newspaper articles that result from them; and understanding Congressional organization, leadership structures, and stakeholder concerns.

Objective: Prepare participants to interact with senior agency executives, Congress, the media, and the general public.

Audience: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars. The course may be beneficial to other PMCDP participants who interact with senior agency executives, Congress or the general public.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001031

PMCDP Certification

- **Continuing Education Hours:** 21

Advanced Leadership

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). This course provides participants an opportunity to realistically assess their leadership strengths and needs, develop the communication and relationship-building skills that their professional environment requires, and discover how their personal leadership style aligns with their organization's culture.

Objective: Enable participants to develop an advanced understanding of themselves and of their professional environments to succeed in dynamic, high-pressure, high-visibility leadership positions.

Audience: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars.

Length: 5 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001041

PMCDP Certification

- **Continuing Education Hours:** 35

Project Management Institute Certification

- **DOE Course PMI Number:** 2241-PM0019
- **Professional Development Units:** 35

Strategic Planning

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). Participants will be introduced to theories and techniques to improve productivity, formulate and implement a planning process, and make better strategic decisions. They will be shown how to make decisions based on strategic plans that give specific direction yet remain flexible enough to respond to changing conditions.

Objective: Provide participants with hands-on knowledge of the strategic planning process and how to formulate and implement strategic plans.

Audience: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars. The course may be beneficial to other PMCDP participants or to DOE staff engaged in strategic planning.

Length: 3 days

Method of Delivery: Instructor-led classroom

Course Notes:

1. To earn course credit, participants must attend ninety-percent of all sessions and complete all course assignments, including successful completion of course exams, and have a minimum of seventy-percent passing score.

CHRIS Code: 001043

PMCDP Certification

- **Continuing Education Hours:** 21

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