

DRAFT (PMCDP) KNOWLEDGE DIAGRAM

Project Director Level	Core Courses, Electives, and Work/Development Activities	Competency (Knowledge/Skill) Category									
		1. General Project Management	2. Leadership / Team Building	3. Scope Management	4. Communication Management	5. Quality / Safety Management	6. Cost Management	7. Time Management	8. Risk Management	9. Contract Management	10. Integration Management
PM Level 1 FPD for projects with TPC Greater than \$5M and equal to or less than \$20 million	Core Courses: 1. Project Management Essentials* 2. Project Management Systems and Practices in DOE 3. EVMS and Project Reporting* 4. Contracting Administration for Technical Reps 5. Acquisition Strategy and Planning 6. Planning for Performance-Based Management Contracting* 7. Planning Safety into Project Management Elective Courses: NONE Work/Development Activities: 1. Twelve months as a project engineer or IPT member** 2. Three years (total) experience in project management * * Fulfilled by current PMP certification ** Fulfilled by current PE or RA license	Familiarity-level Knowledge of Environmental Regulations and National Environmental Policy Act (NEPA) (<i>PM Systems and Practices in DOE</i>): <ul style="list-style-type: none"> The role of the project director in the NEPA process, The requirements of environmental regulations and laws on DOE projects, The purpose and contents of various environmental laws and documents, The roles and responsibilities of the contractor for Environment Safety & Health, including Integrated Safety Management (ISM). 	Working-level Knowledge of Leadership and Team Building (<i>PM Essentials</i>): <ul style="list-style-type: none"> Team building methods and recognizing individual and team performance, Consensus building and conflict resolution techniques, Functional business areas, Developing trust and confidence among team members, Effective leadership models and their application, Working toward results/goal orientation, Team leadership and coordination of team activities. 	Working-level Knowledge of WBS Development and Project Scope Baseline (<i>PM Essentials</i>): <ul style="list-style-type: none"> Project mission need determinations, Conceptual and detailed design documentation and review, Evaluating project alternatives, Project scope baseline development techniques, Scope change management, Configuration management, Developing a project work breakdown structure. 	Working-level Knowledge of Interpersonal Communication (<i>PM Essentials</i>): <ul style="list-style-type: none"> Business and technical writing techniques, Effective oral communication skills, Interpersonal communication, Editing and reviewing documents, Program and project reports. 	Working-level Knowledge of Planning Safety into Project Management (<i>Planning Safety into Project Management</i>): <ul style="list-style-type: none"> DOE Federal Project Director's responsibility to clearly define and comply with DOE standards of safety, and carry out integrated safety management and quality management, Using a case study, examine nuclear, environmental, and worker safety issues in a representative project, Understand how to effectively apply safety management requirements throughout the project acquisition life cycle, Understanding the planning and design phases where application of a Failure Mode and Effects Analysis should identify potential hazards and mitigation strategies, Program and project reports. 	Working-level Knowledge of Life-cycle Cost Estimating (<i>PM Essentials</i>): <ul style="list-style-type: none"> Principles of time value of money, Contingency estimating techniques, Basic cost estimating techniques (e.g. Range, Parametric, Analogous, ABC, Life Cycle Cost), Federal budget process, Procurement guidelines and regulations, Earned Value Management, Lifecycle estimating techniques and methodologies, Review of representative DOE estimates to apply these skills. 	Working-level Knowledge of Project Planning and Resource Loaded Scheduling (<i>PM Essentials</i>): <ul style="list-style-type: none"> Developing project schedule networks, including the definition of activity durations, and logic, Critical paths and other scheduling terms, Allocation of resources, Reporting and displaying project schedule information. 	Familiarity-level Knowledge of Project Risk Management (<i>PM Essentials</i>): <ul style="list-style-type: none"> Identifying sources and types of risk, Analyzing the likelihood of occurrence and consequence, Develop mitigation strategies, Understand risk management process and its integration with the project lifecycle, Understand the use and limitations of tools and techniques to manage risks. 	Working-level Knowledge of performing as a COR (<i>Contract Administration for Technical Representatives</i>): <ul style="list-style-type: none"> Roles & responsibilities of COR, Contract administration, Process for modifying an existing contract, Communicating with the contractor and roles & responsibilities of project participants, Evaluation of contractor deliverables, guidelines & regulations, Formulating and applying the key features of a comprehensive program specification and requirements statement. 	Working-level Knowledge of Project Control, Configuration Management (<i>PM Essentials</i>): <ul style="list-style-type: none"> Techniques in change control and configuration management, Preparing, reviewing, and approving baseline changes, Basic decision-making techniques, Project control techniques and their application
		Working-level Knowledge of the Federal Project Director's (FPD) Roles and Responsibilities (<i>PM Systems and Practices in DOE</i>): <ul style="list-style-type: none"> The FPD's responsibilities relative to the M&O or M&I contractor, The purpose and operation of the IPT, Ethics requirements for project directors, Understanding of DOE HQ-Field relationships and Lead Program Secretarial Officers. 	Working-level Knowledge of the Purpose, Scope, and Application of DOE Order 413.3A and DOE M 413.3-1 (<i>PM Systems and Practices in DOE</i>): <ul style="list-style-type: none"> Knowledge of source documents, the critical decision process, contractor compliance procedures, Energy Systems Acquisition Advisory Board (ESAAB) process, The project director's role in baseline development, change control, project status reporting, independent reviews, Project Acquisition Plans, Project Execution Plans, Earned Value Management System (EVMS), Safety, ISM, Value Management (VM), and Understanding of DOE HQ-field relationships. 	Working-level Knowledge of EVMS and Project Reporting (<i>Earned Value Management System and Project Reporting</i>): <ul style="list-style-type: none"> EVMS and their application, EVMS certification requirements, Definitions of EVMS terminology, Project performance reporting using EVMS, Methods for applying EV techniques to quantify work progress, Using EVMS for forecasting estimates at completion. 							

Certification is based on competencies and is cumulative. For example, to fulfill requirements for Level 3, competency requirements for Levels 1, 2, and 3 must be attained.

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PM Level 2 FPD for projects with TPC Greater than \$20M and equal to or less than \$100 million	Core Courses: 1. Advanced Concepts in Project Management 2. Project Management Simulation 3. Leadership/Supervision 4. Project Risk Management* Elective Courses (Select 1): 1. Cost and Schedule Estimating* 2. Scope Management/Baseline Development* 3. Value Management* 4. Federal Budgeting Process in DOE* 5. Environmental Laws and Regulations & NEPA* 6. Real Property Asset Management Work/Development Activities: 1. One year experience as a supervisor or as a team leader 2. Two years experience as a Level 1 project director or equivalent [‡] 3. One year on a post-CD-3 phase project, or one (1) year with an A/E firm or DOE M&O/M&I contractor on a post CD-3 phase project * Fulfilled by current PMP certification † Equivalencies found in PMCDP CEG	Familiarity-level Knowledge of Systems Engineering (Advanced Concepts in PM): <ul style="list-style-type: none"> The use of the systems engineering model in project management, Design reviews, trade-off analyses, Functional allocation and functional requirements definition, Configuration management from a systems engineering perspective. 	Working-level Knowledge of Leadership Principles (Leadership and Supervision): <ul style="list-style-type: none"> Developing and communicating clear goals and vision, Effective leadership styles for different situations, Leading integrated project teams, Working with external project stakeholders, Developing and implementing operating procedures and systems, Recognizing individual and team performance. 	ELECTIVES: Expert-level Knowledge of the techniques used in Scope Management, Baseline Development and WBS (Scope Management and Baseline Development): <ul style="list-style-type: none"> Baseline development techniques, WBS development and decomposition, Identifying requirements as functional/non-functional and discretionary/nondiscretionary, Prioritizing requirements, Recognizing and controlling scope changes. 	Working-level Knowledge of Effective Briefing Techniques (Advanced Concepts in PM): <ul style="list-style-type: none"> Making formal presentations to senior management, Communicating with diverse audiences, Making persuasive communications with well-founded, convincing arguments, Communicating with multiple types of stakeholders. 	Working-level Knowledge of Quality Management (Advanced Concepts in PM): <ul style="list-style-type: none"> Developing / interpreting quality assurance and quality control plans and procedures, Systems and component testing and inspection processes, The requirements of DOE O 414.1A and 10 CFR 830.120, Time quality management principles and quality auditing processes. 	ELECTIVES: Expert-level Knowledge of Cost and Schedule Estimation (Cost and Schedule Estimation): <ul style="list-style-type: none"> Conceptual estimating, Developing estimates by analogy, parametric estimating, and bottom up estimating, Contingency estimating and activity-based estimating, Direct and indirect project cost estimates, Applying earned value principles, Baseline development, Trending and forecasting techniques/modeling techniques, Cost/benefit analysis, Formulate the key features of the T&E program, including modeling and simulation and developing a life-cycle plan for delivering, maintaining, and retiring a product that includes supply chain considerations. 	Working-level Knowledge of Automated Scheduling Software (PM Simulation): <ul style="list-style-type: none"> The use of automated scheduling tools, Performing schedule analysis, crashing and resource-leveling. 	Working-level Knowledge of Project Risk Management (Applied Project Risk Management): <ul style="list-style-type: none"> Assessing and quantifying risk, Assigning responsibility and managing risk, Using tools to assess and manage risk, Developing risk mitigation plans, Integrating risk management into project management. 	ELECTIVES: Working-level Knowledge of Contract Management (Real Property Asses Management (RPAM)): <ul style="list-style-type: none"> Identifying key features in terms of pre-award actions required by acquisition planning (FAR Subpart 7.1), Identifying applying and developing source selection criteria, including risk analysis method (FAR Part 15.3). 	ELECTIVES: Expert-level Knowledge of Value Management (Value Management): <ul style="list-style-type: none"> Using value engineering to reduce cost, Understanding the difference between product cost and functional cost, Cost allocation, Ability to recognize the benefits of value engineering, Understanding the concept of value sales. 	Familiarity-level Knowledge project management competency in good people relations. <ul style="list-style-type: none"> Team Building. Familiarity-level Knowledge project management competency in self-management. <ul style="list-style-type: none"> Dealing with ambiguity, Problem solving, Ethics and values, Being action oriented. Familiarity-level Knowledge project management competency in good work processes. <ul style="list-style-type: none"> Drive for results, Priority setting, Managing and measuring. Working-level Knowledge project management competency in creating purpose. <ul style="list-style-type: none"> Strategic agility, Managing vision and purpose.
		Familiarity-level Knowledge of Value Management (Advanced Concepts in PM): <ul style="list-style-type: none"> Basics of Value Management (VM), DOE policy and FAR requirements with respect to value management, VM assessment requirements for CD-1 approval and the advantages of using VM early in the project lifecycle, Team composition and the importance of VM experience. 	Working-level Knowledge of Human Resources Supervision and Motivational Techniques (Leadership and Supervision): <ul style="list-style-type: none"> Assigning and evaluating work, Individual performance planning and reviews, Motivational techniques, Identifying individual team members' strengths and weaknesses. 	Working-level Knowledge of Integrated Project Team Building (Leadership and Supervision): <ul style="list-style-type: none"> Project staffing requirements, analysis, and position management, Effectively planning and managing multiple tasks among team members, Assigning work and tracking results, Consensus building, organizing teams, and developing trust and confidence among team members. 	Working-level Knowledge of Facilitation Techniques and Conflict Resolution (Leadership and Supervision): <ul style="list-style-type: none"> Problem solving and conflict resolution, Facilitation techniques and facilitating discussions/meetings. 	ELECTIVES: Expert-Level Knowledge of the requirements of DOE environmental regulations and NEPA (Environmental Laws and Regulations & NEPA): <ul style="list-style-type: none"> The purpose of NEPA analyses and other environmental laws, Types of NEPA analyses and actions required based on the results, Project director's role in NEPA compliance. 	Expert-level Knowledge of the Federal Budget Process (Federal Budgeting Process in DOE): <ul style="list-style-type: none"> Budget formulation and execution process, Impact of GPRA on the budget process, Implementing DOE Order 135.1, Congressional and OMB roles and requirements in budget formulation, Responding to OMB and Congressional inquiries, questions, and answers. 					

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PM Level 3 FPD for projects with TPC Greater than \$100M and equal to or less than \$400 million	Core Courses: 1. Program Management and Project Portfolio Analysis Elective Courses (Select two: one from Group A and one from Group B): 1. Operational Readiness Reviews (A) 2. Systems Engineering (A) 3. Performance-Based Contract Implementation and Management (A) 4. Labor Management Relations (B) 5. Negotiation Strategies and Techniques (B) 6. Facilitation Techniques/Conflict Resolution (B) Work/Development Activities: 1. Minimum two years experience as a Level 2 project director or equivalent. ‡ 2. Mentored by a Level 3 or 4 project director for six months or equivalent. ‡ 3. Serve one year as a COR or equivalent. ‡ Interview A successful panel interview is required for certification, unless waived by the CRB. ‡ Equivalencies found in PMCDP CEG	Expert-level Knowledge of Program Management and Portfolio Analysis (<i>Program Management and Project Portfolio Analysis</i>): <ul style="list-style-type: none"> Strategic planning and strategic goal establishment, Information gathering and analysis for multiple projects, Resource allocation between multiple (competing) projects, Project portfolio analysis. ELECTIVES: Working-level Knowledge of Systems Engineering (<i>Systems Engineering</i>): <ul style="list-style-type: none"> The systems engineering process, Directing the project requirements development process, Managing the system architecture development, Tradeoff analyses, Life-cycle cost analyses, Systems integration, Writing scope of work and functional design criteria, Functional requirements decomposition. 	ELECTIVES: Expert-level Knowledge of Labor Management Relations (<i>Labor Management Relations</i>): <ul style="list-style-type: none"> Labor agreements, Basic rights of employees and labor organizations, Union proposals and tactics in negotiation, Negotiating labor agreements, Dealing with labor unions regarding working conditions, Preventing unfair labor practices, Techniques and procedures of labor contract administration. Working-level Knowledge of Negotiating Strategies and Techniques (<i>Negotiating Strategies and Techniques</i>): <ul style="list-style-type: none"> Negotiations theory, Steps of the negotiations process, Developing negotiation strategies and plans, Ethics in negotiations, Employing competitive negotiations and collaborative negotiations, Negotiating cost and schedule. Working-level Knowledge of Facilitation Techniques / Conflict Resolution (<i>Facilitation Techniques / Conflict Resolution</i>): <ul style="list-style-type: none"> Recognizing potential conflict situations, Neutralizing conflict situations, Negotiating "win-win" solutions, Conducting negotiation sessions, Using interpersonal strategies to resolve/minimize conflict in groups and between employees, Facilitation techniques in resolving conflicts, Individual responses to conflict, Communication theory and styles, Active listening techniques, Mediation and settling differences 	NONE	NONE	ELECTIVES: Working-level Knowledge of the Project Execution process, including Operational Readiness Review (ORR) (<i>Project Execution and Operational Readiness Reviews</i>): <ul style="list-style-type: none"> Steps in the ORR process, DOE role in the ORR process, Contract requirements in ORRs, Developing a Safety Analysis Report, How safety systems are used at DOE facilities, Interpreting the hazard analysis results, Selecting ORR team members, Orientation and training requirements for ORRs Developing and implementing effective methods for planning, monitoring, conducting, and evaluating acceptance testing of prototype, new, or modified systems equipment or materiel, including the need to develop a thorough T&E strategy to validate system performance through measurable methods that relate directly to requirements and to develop metrics that demonstrate system success or failure. 	NONE	NONE	NONE	NONE	ELECTIVE: Expert-level Knowledge of Performance-Based Contracting (<i>Implementation and Management of Performance-based Management Contracts</i>): <ul style="list-style-type: none"> Contract types and their application, FAR requirements, Acquisition planning, Establishing performance goals for the contractor, Contractor responses and behavior in a PBI contracting environment, Establishing performance incentives, Aligning performance incentives to DOE organization goals, Lessons-learned in PBI contracting. 	NONE	Expert-level Knowledge project management competency in leading change: continually striving to improve performance; maintain focus, intensity, and persistence, even under adversity. <ul style="list-style-type: none"> Motivating others, Incorporating strategic planning, Identifying and integrating key organizational factors, Being open to change, Dealing with ambiguity, Dealing effectively with pressure. Expert-level Knowledge project management competency in leading people: maximizing people's potential and fostering high ethical standards. <ul style="list-style-type: none"> Inspiring and motivating others toward goal accomplishment, Promoting quality by establishing performance standards and appraising accomplishments, Valuing cultural diversity and other differences, Fostering commitment and team spirit, trust, and pride. Expert-level Knowledge project management competency in producing results: accepting accountability and promoting continuous improvement. <ul style="list-style-type: none"> Understanding linkage between administrative priorities and mission needs (including regulations, policies, and procedures); keeping current on issues, practices, and procedures in technical areas, Stressing results by formulating realistic short- and long-term goals, Exercising good judgment in organizing work and balancing priorities, Identifying, diagnosing, and anticipating potential or actual problem areas relating to program implementation and goal achievement, Holding self and others accountable for achievement program standards.

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PM Level 3 FPD for projects with TPC Greater than \$100M and equal to or less than \$400 million												<p>Expert-level Knowledge project management competency in business acumen: acquiring and managing resources to effectively and efficiently achieve project objectives.</p> <ul style="list-style-type: none"> ■ Assessing current and future needs based on organizational goals and budget realities, ■ Identifying cost-effective approaches; establishing and assuring the use of internal controls for financial systems, ■ Ensuring effective administration of budgetary process, including preparing and justifying a budget and operating the budget under organizational and congressional procedures, ■ Ensuring effective procurement and contracting procedures and processes are applied commensurate with program priorities and policies, ■ Integrating and coordinating logistical operations, ■ Ensuring the efficient and cost-effective development and utilization of management information systems and other technological resources that meet the organization's needs. <p>Expert-level Knowledge project management 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> <ul style="list-style-type: none"> ■ Representing and speaking for the organizational unit and its work (e.g., presenting, explaining, selling, defining, and negotiating), ■ Establishing and maintaining working relationships with internal organizational units (e.g., other program areas and staff support functions), ■ Engaging in cross-functional activities; finding common ground with a widening range of stakeholders, ■ Working effectively in groups and teams, ■ Considering and responding appropriately to the needs, feelings, and capabilities of different people in different situations; being tactful and treating others with respect, ■ Ensuring that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner.

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PM Level 4 FPD for projects with TPC Exceeding \$400 million	Core courses: 1. Level 4 Project Management/Executive Communications Elective Courses (Select 1): 1. Advanced Leadership 2. Advanced Risk Management 3. Strategic Planning Work/Development Activities: 1. Two years experience as a Level 3 project director or equivalent. [†] 2. Twelve months program management duties with 180 days at DOE headquarters. Duties may be fulfilled non-consecutively in two 90-day details. 3. Minimum of eight years project management experience as a project director on at least two different projects, where <ul style="list-style-type: none"> ■ At least three of the eight years must be post CD-3 experience, and ■ At least one year of the three years of post CD-3 experience must be on a Level 3 or higher project Interview A successful panel interview is required for certification, unless waived by the CRB.	ELECTIVES: Working-level Knowledge of Strategic Planning Processes (Strategic Planning): <ul style="list-style-type: none"> ■ Strategic planning process, ■ Establishing organizational mission and vision, ■ Situational and competitive analysis, ■ Environmental scanning, ■ Identifying strategic issues, ■ Establishing critical success factors and core competencies, ■ Establishing strategic goals and objectives, ■ Writing a strategic plan, ■ Developing quantitative performance measures, ■ Operationalizing the strategic plan, ■ Distinguishing between mission and mandates. 	Expert-level Knowledge of OMB and Congressional Relations (Level 4 Project Management/Executive Communications): <ul style="list-style-type: none"> ■ Congressional hearings, ■ Presentations to Congressional staff, ■ Championing projects to OMB and Congressional officials, ■ Congressional and GAO inquiries, ■ Understanding/following protocols, ■ Understanding the role of Congressional Affairs, ■ Support for budget appropriation requests, ■ Congressional questions & answers. ELECTIVES: Expert-level Knowledge of Advanced Leadership Practices (Advanced Leadership): <ul style="list-style-type: none"> ■ Effectively planning and managing multiple tasks, ■ Leading a large multi-disciplined technical organization, ■ Collaborative problem-solving and decision-making techniques, ■ Developing trust and confidence among team members, ■ Effectively applying methods to track team performance, ■ Managing multi-program resources, ■ Leadership theories, styles, models, and techniques, ■ Situational leadership and transactional leadership, ■ Communicating organizational vision, ■ Strategic thinking, ■ Learning from historical leaders, ■ Identifying individuals' strengths and weaknesses, ■ Building effective teams, ■ Communications theory. 	NONE	Working-level Knowledge of Media Relation Techniques (Level 4 Project Management/Executive Communications): <ul style="list-style-type: none"> ■ Inter-agency representation, ■ Effective interaction with internal stakeholders, ■ Communication with Congressional, state and local political officials, ■ Communicating/ interfacing with external stakeholders, ■ Conducting telephone interviews, ■ Conducting ambush interviews, ■ Dealing with reporters, ■ Roles and responsibilities of the Public Affairs Office, ■ Public speaking techniques, ■ Speaking at televised events Expert-level Knowledge of Techniques Used in Public Hearings (Level 4 Project Management/Executive Communications): <ul style="list-style-type: none"> ■ Techniques for conducting public hearings, ■ Communicating project issues to external stakeholders, ■ Effective interaction with internal and external stakeholders, ■ Communicating lessons-learned, ■ Active listening techniques, ■ Conflict resolution techniques. 	NONE	NONE	NONE	ELECTIVES: Expert-level Knowledge of Advanced Risk Management (Advanced Risk Management): <ul style="list-style-type: none"> ■ Identifying critical issues and risks, ■ Conducting root cause analysis, ■ Applying risk categorization principles, ■ Advanced techniques for project risk identification, quantification, and analysis, ■ Using modeling tools and techniques in managing risk, ■ Using simulations in risk analysis, ■ Developing risk management plans for large projects, ■ Applying lessons-learned from accident/incident investigations. 	NONE	NONE	Expert-level Knowledge project management competency in leading change: ability to bring about strategic change, both within and outside the organization, to meet organizational goals; takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change; and influences others to translate vision into action. <ul style="list-style-type: none"> ■ Developing new insights, questioning conventional approaches, encouraging innovations and new ideas, designing and implementing new or cutting edge approaches and processes, ■ Exercising and demonstrating leadership, ■ Motivating others to incorporate elements of quality management into the full range of the organization's activities, ■ Incorporating vision in full range of organization's activities, ■ Incorporating strategic planning, ■ Identifying and integrating key organizational factors, ■ Being open to change, ■ Dealing with ambiguity, ■ Displaying high level initiative, ■ Dealing effectively with pressure, maintaining focus and intensity, and remaining persistent, even under adversity; recovering quickly from setbacks. (Continued on next page)

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PM Level 4 FPD for projects with TPC Exceeding \$400 million												<p>Expert-level Knowledge project management competency in leading people leading people: provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.</p> <ul style="list-style-type: none"> ■ Promoting leadership commensurate with the organization's strategic objectives, ■ Inspiring and motivating others toward goal accomplishment, ■ Empowering people by sharing power and authority, ■ Promoting quality by establishing performance standards and appraising accomplishments, ■ Valuing cultural diversity and other differences, ■ Assessing developmental needs, ■ Developing the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods, ■ Fostering commitment and team spirit, trust, and pride, ■ Resolving conflicts in a constructive manner. <p>(Continued on next page)</p>

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PM Level 4 FPD for projects with TPC Exceeding \$400 million												<p>Expert-level Knowledge project management competency in producing results: ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p> <ul style="list-style-type: none"> ■ Understanding and appropriately applying procedures, requirements, regulations, and policies related to specialized expertise; understanding linkage between administrative priorities and mission needs; keeping current on issues, practices, and procedures in technical areas, ■ Stressing results by formulating realistic short- and long-term goals, ■ Exercising good judgment in organizing work and balancing priorities, ■ Identifying, diagnosing, and anticipating potential or actual problem areas relating to program implementation and goal achievement, ■ Holding self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules, ■ Identifying opportunities to develop and market new products and services within or outside the organization. <p>(Continued on next page)</p>

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PM Level 4 FPD for projects with TPC Exceeding \$400 million												<p>Expert-level Knowledge project management competency in business acumen: ability to manage human, financial, and information resources strategically.</p> <ul style="list-style-type: none"> ■ Understanding the organization's financial processes. Preparing, justifying, and administering budgets, ■ Overseeing procurement and contracting to achieve desired results, ■ Monitoring expenditures and using cost-benefit thinking to set priorities, ■ Building and managing project staffing resources based on organizational goals, budget considerations, and staffing needs, ■ Keeping up-to-date on technological developments. Making effective use of technology to achieve results, ■ Assessing current and future staffing needs based on organizational goals and budget realities; applying merit principles that promote a diverse work force, ■ Overseeing the allocation of financial resources; identifying cost-effective approaches; establishing and assuring the use of internal controls for financial systems, ■ Integrating and coordinating logistical operations, ■ Ensuring the efficient and cost-effective development and utilization of management information systems and other technological resources that meet the organization's needs; understanding the impact of technological changes on the organization. <p>(Continued on next page)</p>

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PM Level 4 FPD for projects with TPC Exceeding \$400 million												<p>Expert-level Knowledge project management competency in building coalitions and communications: build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.</p> <ul style="list-style-type: none"> ■ Representing and speaking for the organizational unit and its work (e.g., presenting, explaining, selling, defining, and negotiating) to those within and outside the office (e.g., agency heads and other government executives, corporate executives, congressional members and staff, the media, and professional groups); making clear and convincing oral presentations to individuals and groups; listening effectively and clarifying information; facilitating an open exchange of ideas, ■ Establishing and maintaining working relationships with internal organizational units (e.g., other program areas and staff support functions); approaching each problem situation with a clear perception of organizational and political reality; gaining understanding and support from higher level management., ■ Engaging effectively in alliances with external groups (e.g., other agencies or firms, state and local governments, Congress, and clientele groups); engaging in cross-functional activities; finding common ground with a widening range of stakeholders, ■ Working effectively in groups and teams; gaining cooperation from others to obtain information and accomplish goals; facilitating win-win situations, ■ Ensuring that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner, ■ Persuading others; building consensus through give and take; gaining cooperation from others to obtain information and accomplishing goals.

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