Project Management Career Development Program (PMCDP)

http://www.energy.gov/projectmanagement/project-management-career-development-program

Linda Ott
Linda.ott@hq.doe.gov 202-287-5310
Professional Development Division,
Office of Project Management
Oversight and Assessments

May 2016

Agenda
Project Management Career Development Program (PMCDP)

- PMCDP Background and Principles
- Competency Based: Training and Experience Requirements
- Value Proposition
- Certification Review Board (CRB)
- Performance Metrics and Statistics
- Challenges and Issues

PMCDP Background

- GAO High-Risk List for "Contract (Project) Management" since 1990
- National Research Council (1999) recommended establishment of Department-wide training program
- Deputy Secretary (September 2003) directed development and implementation of PMCDP
- Congress funded PMCDP (2001, CRPT 106-907) and recommended central funding of PMCDP (2005, CRPT 108-212)
- Secretary (2005) directed Programs to determine current number and assess future needs

PMCDP Guiding Principles

- Promote project management excellence
- Develop gold-star project management personnel development standard
- Tough, flexible, and fair – best program in government
- Instill continuous improvement and learning – it is a development program
- FPD advancement is more than just taking classes; it is demonstrated experience, performance, leadership and communication skills

Importance of Effective, Formal Project Management: Why We Care

- DOE manages some of the largest, most complex, and technically challenging projects in public or private sector
  - 35 projects over $100M
  - DOE has been on GAO's High-Risk list for project management since 1990
    - We have shown some improvement
      - For example, SC removed from high-risk list in 2009
    - Remaining projects of high concern to GAO are EM and NNSA projects $750M or greater

Project Management Has the Secretary's attention

- Secretary Moniz established a special working group in 2013 which culminated in the Improving Project Management report

- Recommendations
  - Institutionalize Secretarial memoranda on improving Project Management for the DOE enterprise

New Push to Further Improve Project Management (cont.)

- Additional recommendations from Improving Project Management
  - Improve the lines of responsibility and the peer review process
    - Designating a clear project owner and clear lines of functional authority
    - Establishing a project assessment office that does not have line responsibility for project execution, but will conduct programmatic peer reviews

PMCDP Competency Based Program (Training or Experience)

❑ FPD must demonstrate familiarity-, working-, or expert-level knowledge of listed competencies: (Total of 62 competencies)

- General Project (8) Management

- Leadership/Team Building (5)

- Scope Management (4)

- Communication (3) Management

- Quality/Safety (3) Management

- Cost Management (4)

- Time (Schedule) (3) Management

- Risk Management (3)

- Contract Management (6)

- Integration Management (5)

- Related Course Electives (13)

- Behavioral (5)

- Work and Developmental Requirements

PMCDP Coursework
Level of Effort

Years (Project Mgmt Experience)	FPD Level	Classroom (Hours)	Desktop Adobe Connect (Hours)	On-line 24x7 (Hours)	TOTAL (Hours/Days) (Includes Electives)
8	Level IV	--	--	--	--
4	Level III	212	48	0	260/32
2	Level II	208	50	24	282/35
1	Level I	156	88	106	350/43
	TOTAL	576	186	130	892/110

Note: All classroom competencies can be satisfied via experience, as documented. Some waived by other credentials (i.e., PE, PMP, etc.). At each level, requirements move from prescribed training to execution and demonstrated performance.

PMCDP Program Directives and Guidance – A Mature Framework

- DOE Order 361.1C Acquisition Career Management Program

- Certification and Equivalency Guidelines

- Acquisition Certifications Program Handbook

- PMCDP Training Curriculum Map

- PMCDP Website: http://www.energy.gov/projectmanagement/project-management-career-development-program

Certification Review Board

- Grants federal project director certifications and develops PMCDP policies, training and certification requirements

- Co-chaired by PM and NNSA; total (7) members with Reps from EM, SC, and NNSA

- Meets monthly and also convenes "virtual" certification approval sessions (Level I/II only)

- Conduct interviews and requests reference checks for Level III/IV candidates

Challenges & Issues

- Getting level III & IV FPDs on the right project at the right time

- Ease of application – documenting competencies and experience

- How to enculturate a mature project manager from another agency or from industry to the DOE FPD environment?

Questions?

Visit our website

http://www.energy.gov/projectmanagement/project-management-career-development-program