

**(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
<b>PM Level 1</b> <b>FPD for projects with TPC</b> <b>Greater than \$5M and equal to or less than \$20 million</b>	<b>Core Courses:</b> 1. Project Management (PM) Essentials* 2. Project Management Systems and Practices in DOE 3. Earned Value Management System and Project Reporting* 4. Contracting Administration for Technical Reps 5. Acquisition Strategy and Planning 6. Planning for Performance-Based Management Contracting* 7. Integrating Safety into Project Management  <b>Elective Courses:</b> NONE  <b>Work/Development Activities:</b> 1. *Twelve months as a project engineer or IPT member 2. *Three years (total) experience in project management	<b>Working-level Knowledge</b> of the Project Director's Roles and Responsibilities ( <i>PM Systems and Practices in DOE</i> ): <ul style="list-style-type: none"> <li>The Federal Project Director's (FPD) responsibilities relative to the M&amp;O or M&amp;I contractor,</li> <li>The purpose and operation of the Integrated Project Team (IPT),</li> <li>Ethics requirements for project directors,</li> <li>Understanding of DOE Headquarters (HQ)-Field relationships and Lead Program Secretarial Officers</li> </ul> <b>Familiarity-level knowledge</b> of National Environmental Policy Act (NEPA) and Environmental Regulations ( <i>PM Systems and Practices in DOE</i> ): <ul style="list-style-type: none"> <li>The role of the project director in the NEPA process,</li> <li>The requirements of environmental regulations and laws on DOE projects,</li> <li>The purpose and contents of various environmental laws and documents,</li> <li>The roles and responsibilities of the contractor for Environment Safety &amp; Health, including Integrated Safety Management (ISM)</li> </ul> <b>Expert-level Knowledge</b> of the Purpose, Scope, and Application of DOE Order 413.3A and DOE Manual 413.3-1 ( <i>PM Systems and Practices in DOE</i> ): <ul style="list-style-type: none"> <li>Knowledge of source documents, the critical decision process, contractor compliance procedures, Energy Systems Acquisition Advisory Board process,</li> <li>The project director's role in baseline development, change control, project status reporting, independent reviews,</li> <li>Project Acquisition Plans,</li> <li>Project Execution Plans,</li> <li>Earned Value Management System (EVMS),</li> <li>Safety,</li> <li>ISM,</li> <li>Value Management (VM), and Understanding of DOE HQ-field relationships</li> </ul>	<b>Working-level Knowledge</b> of Leadership and Team Building ( <i>PM Essentials</i> ): <ul style="list-style-type: none"> <li>Team building methods and recognizing individual and team performance,</li> <li>Consensus building and conflict resolution techniques, Functional business areas,</li> <li>Developing trust and confidence among team members,</li> <li>Effective leadership models and their application, Working toward results/goal orientation,</li> <li>Team leadership and coordination of team activities</li> </ul>	<b>Working-level Knowledge</b> of Work Breakdown Structure (WBS) Development and Project Scope Baseline ( <i>PM Essentials</i> ): <ul style="list-style-type: none"> <li>Project mission need determinations,</li> <li>Conceptual and detailed design documentation and review,</li> <li>Evaluating project alternatives,</li> <li>Project scope baseline development techniques,</li> <li>Scope change management,</li> <li>Configuration management,</li> <li>Developing a project work breakdown structure</li> </ul>	<b>Working-level Knowledge</b> of Interpersonal Communication ( <i>PM Essentials</i> ): <ul style="list-style-type: none"> <li>Business and technical writing techniques,</li> <li>Effective oral communication skills,</li> <li>Interpersonal communication,</li> <li>Editing and reviewing documents,</li> <li>Program and project reports</li> </ul>	<b>Familiarity-level Knowledge</b> of Integrated Safety Management ( <i>Integrating Safety into Project Management</i> ): <ul style="list-style-type: none"> <li>DOE Policy 450.4 and DOE Guide 450.4,</li> <li>Establishing and maintaining an Occupational Safety and Health program,</li> <li>Health and safety responsibilities of line managers,</li> <li>Core functions and principals of ISM,</li> <li>Implementing ISM on construction projects</li> </ul>	<b>Working-level Knowledge</b> of Life-cycle Cost Estimating ( <i>PM Essentials</i> ): <ul style="list-style-type: none"> <li>Principles of time value of money,</li> <li>Contingency estimating techniques,</li> <li>Basic cost estimating techniques (e.g. Range, Parametric, Analogous, ABC, Life Cycle Cost),</li> <li>Federal budget process, Procurement guidelines and regulations,</li> <li>Earned Value Management,</li> <li>Lifecycle estimating techniques and methodologies,</li> <li>Review of representative DOE estimates to apply these skills</li> </ul> <b>Working-level Knowledge</b> of Federal Budget Process ( <i>PM Systems and Practices in DOE</i> ): <ul style="list-style-type: none"> <li>Definitions of budget terminology,</li> <li>Impacts of the Federal budget process and the role of the FPD,</li> <li>Budget documents, their development, and their use,</li> <li>Participants in the federal budget process and the major phases of budgeting,</li> <li>Congressional, Office of Management &amp; Budget (OMB), and DOE-internal budget roles and processes</li> </ul>	<b>Working-level Knowledge</b> of Project Planning and Resource Loaded Scheduling ( <i>PM Essentials</i> ): <ul style="list-style-type: none"> <li>Developing project schedule networks, including the definition of activity durations, and logic,</li> <li>Critical paths and other scheduling terms,</li> <li>Allocation of resources,</li> <li>Reporting and displaying project schedule information</li> </ul>	<b>Working-level Knowledge</b> of Project Risk Management ( <i>PM Essentials</i> ): <ul style="list-style-type: none"> <li>Identifying sources and types of risk,</li> <li>Analyzing the likelihood of occurrence and consequence,</li> <li>Develop mitigation strategies,</li> <li>Understand risk management process and its integration with the project lifecycle,</li> <li>Understand the use and limitations of tools and techniques to manage risks</li> </ul>	<b>Working-level Knowledge</b> of performing as a Contracting Officer's Representative (COR) ( <i>Contract Administration for Technical Representatives</i> ): <ul style="list-style-type: none"> <li>Roles and responsibilities of a COR,</li> <li>Process for modifying an existing contract,</li> <li>Communicating with the contractor and roles/responsibilities of project participants,</li> <li>Contract administration,</li> <li>Evaluation contractor deliverables/guidelines/regulations.</li> </ul> <b>Working-level Knowledge</b> of Acquisition Strategy Development and Acquisition Planning ( <i>Acquisition Strategy and Planning</i> ): <ul style="list-style-type: none"> <li>Developing and understanding mission need statements and acquisition strategies,</li> <li>DOE policy for project planning, budgeting and management,</li> <li>Using risk management skills with Acquisition Strategies</li> </ul> <b>Working-level Knowledge</b> of Planning for Performance-Based Management Contracting ( <i>Planning for Performance-Based Management Contracting</i> ): <ul style="list-style-type: none"> <li>DOE policy of PBMC, DOE Strategic Management System, Planning and developing PBMC,</li> <li>Developing requirements documents,</li> <li>Using performance-based management elements,</li> <li>Techniques for evaluating change</li> </ul>	<b>Working-level Knowledge</b> of Project Control and Configuration Management ( <i>PM Essentials</i> ): <ul style="list-style-type: none"> <li>Techniques in change control and configuration management,</li> <li>Preparing, reviewing, and approving baseline changes,</li> <li>Basic decision-making techniques,</li> <li>Project control techniques and their application</li> </ul> <b>Working-level Knowledge</b> of EVMS and Project Reporting ( <i>Earned Value Management System and Project Reporting</i> ): <ul style="list-style-type: none"> <li>EVMS and their application, EVMS certification requirements,</li> <li>Definitions of EVMS terminology,</li> <li>Project performance reporting using EVMS,</li> <li>Methods for applying Earned Value techniques to quantify work progress,</li> <li>Using EVMS for forecasting estimates at completion</li> </ul>
	* Fulfilled with Project Management Professional certification.										

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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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	11. Behavioral
<b>PM Level 2</b> FPD for projects with TPC Greater than \$20M and equal to or less than \$100 million	<b>Core Courses:</b> 1. Advanced Concepts in Project Management 2. Project Management Simulation 3. Leadership/Supervision 4. Project Risk Analysis and Management *  <b>Elective Courses* (Select 1):</b> 1. Cost and Schedule Estimating 2. Scope Management/ Baseline Development 3. Value Management 4. Federal Budget Process in DOE 5. Environmental Laws and Regulations & NEPA  <b>Work/Development Activities:</b> 1. Minimum two (2) years experience as a Level 1 project director or equivalent 2. One (1) year experience as a supervisor or as a team leader 3. One (1) 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 with Project Management Professional certification.	<b>Familiarity-level Knowledge of Systems Engineering (Advanced Concepts in PM):</b> <ul style="list-style-type: none"> <li>The use of the systems engineering model in project management,</li> <li>Design reviews, trade-off analyses,</li> <li>Functional allocation and functional requirements definition,</li> <li>Configuration management from a systems engineering perspective.</li> </ul> <b>Familiarity-level Knowledge of Value Management (Advanced Concepts in PM):</b> <ul style="list-style-type: none"> <li>Basics of Value Management (VM),</li> <li>DOE policy and FAR requirements with respect to value management,</li> <li>VM assessment requirements for CD-1 approval and the advantages of using VM early in the project lifecycle,</li> <li>Team composition and the importance of VM experience</li> </ul> <b>Familiarity-level Knowledge of Pre-Project Planning (Advanced Concepts in PM and PM Simulation):</b> <ul style="list-style-type: none"> <li>The use of up-front project definition in developing project scope,</li> <li>Stakeholder alignment techniques,</li> <li>The use of Project Definition Rating Index</li> </ul> <b>Working-level Knowledge of Facilitation Techniques and Conflict Resolution (Leadership and Supervision):</b> <ul style="list-style-type: none"> <li>Problem solving and conflict resolution,</li> <li>Facilitation techniques and facilitating discussions/meetings</li> </ul> <b>ELECTIVES: Expert-Level Knowledge of the requirements of NEPA and DOE environmental regulations (Environmental Laws and Regulations &amp; NEPA):</b> <ul style="list-style-type: none"> <li>The purpose of NEPA analyses and other environmental laws,</li> <li>Types of NEPA analyses and actions required based on the results,</li> <li>Project director's role in NEPA compliance</li> </ul>	<b>Working-level Knowledge of Leadership Principles (Leadership and Supervision):</b> <ul style="list-style-type: none"> <li>Developing and communicating clear goals and vision,</li> <li>Effective leadership styles for different situations,</li> <li>Leading integrated project teams,</li> <li>Working with external project stakeholders,</li> <li>Developing and implementing operating procedures and systems,</li> <li>Recognizing individual and team performance</li> </ul> <b>Working-level Knowledge of Human Resources Supervision and Motivational Techniques (Leadership and Supervision):</b> <ul style="list-style-type: none"> <li>Assigning and evaluating work,</li> <li>Individual performance planning and reviews,</li> <li>Motivational techniques,</li> <li>Identifying individual team members' strengths and weaknesses</li> </ul> <b>Working-level Knowledge of Integrated Project Team Building (Leadership and Supervision):</b> <ul style="list-style-type: none"> <li>Project staffing requirements, analysis, and position management,</li> <li>Effectively planning and managing multiple tasks among team members,</li> <li>Assigning work and tracking results,</li> <li>Consensus building, organizing teams and developing trust and confidence among team members</li> </ul>	There are no formal requirements at Level 2.  <b>ELECTIVES: Expert-level Knowledge of the techniques used in Scope Management, Baseline Development and WBS (Scope Management/Baseline Development):</b> <ul style="list-style-type: none"> <li>Baseline development techniques,</li> <li>WBS development and decomposition,</li> <li>Identifying requirements as functional/non-functional and discretionary/nondiscretionary,</li> <li>Prioritizing requirements,</li> <li>Recognizing and controlling scope changes</li> </ul>	<b>Working-level Knowledge of Effective Briefing Techniques (Advanced Concepts in PM):</b> <ul style="list-style-type: none"> <li>Making formal presentations to senior management,</li> <li>Communicating with diverse audiences,</li> <li>Making persuasive communications with well-founded, convincing arguments,</li> <li>Communicating with multiple types of stakeholders.</li> </ul>	<b>Familiarity-level Knowledge of Quality Management (Advanced Concepts in PM):</b> <ul style="list-style-type: none"> <li>Developing / interpreting quality assurance and quality control plans and procedures,</li> <li>Systems and component testing and inspection processes,</li> <li>The requirements of DOE O 414.1A and 10 CFR 830.120,</li> <li>Time quality management principles and quality auditing processes.</li> </ul> <b>Expert-level Knowledge of ISM (Advanced Concepts in PM):</b> <ul style="list-style-type: none"> <li>DOE Policy 450.4 and DOE Guide 450.4,</li> <li>Establishing and maintaining an Occupational Safety and Health program as an element of ISM,</li> <li>The health and safety responsibilities of line managers,</li> <li>The core functions and guiding principles of ISM,</li> <li>Implementing ISM on construction projects</li> </ul>	There are no formal requirements at Level 2.  <b>ELECTIVES: Expert-level Knowledge of Cost and Schedule Estimation (Cost and Schedule Estimation):</b> <ul style="list-style-type: none"> <li>Conceptual estimating,</li> <li>Developing estimates by analogy, parametric estimating, and bottom up estimating,</li> <li>Contingency estimating and activity-based estimating,</li> <li>Direct and indirect project cost estimates,</li> <li>Applying earned value principles,</li> <li>Baseline development,</li> <li>Trending and forecasting techniques/modeling techniques,</li> <li>Cost/benefit analysis</li> </ul> <b>Expert-level Knowledge of the Federal Budget Process (Federal Budget Process in DOE):</b> <ul style="list-style-type: none"> <li>Budget formulation and execution process,</li> <li>Impact of Government Performance Results Act on the budget process,</li> <li>Implementing DOE Order 135.1,</li> <li>Congressional and OMB roles and requirements in budget formulation,</li> <li>Responding to OMB and Congressional inquiries, questions, answers</li> </ul>	<b>Working-level Knowledge of Automated Scheduling Software (PM Simulation):</b> <ul style="list-style-type: none"> <li>The use of automated scheduling tools,</li> <li>Performing schedule analysis, crashing and resource-leveling</li> </ul>	<b>Working-level Knowledge of Project Risk Management (Project Risk Analysis and Management):</b> <ul style="list-style-type: none"> <li>Assessing and quantifying risk,</li> <li>Assigning responsibility and managing risk,</li> <li>Using tools to assess and manage risk,</li> <li>Developing risk mitigation plans,</li> <li>Integrating risk management into project management</li> </ul>	There are no formal requirements at Level 2.  <b>ELECTIVES: Expert-level Knowledge of Value Engineering (Value Management):</b> <ul style="list-style-type: none"> <li>Using value engineering to reduce cost,</li> <li>Understanding the difference between product cost and functional cost,</li> <li>Cost allocation,</li> <li>Ability to recognize the benefits of value engineering,</li> <li>Understanding the concept of value sales</li> </ul>	There are no formal requirements at Level 2.  <b>ELECTIVES: Expert-level Knowledge of Value Engineering (Value Management):</b> <ul style="list-style-type: none"> <li>Using value engineering to reduce cost,</li> <li>Understanding the difference between product cost and functional cost,</li> <li>Cost allocation,</li> <li>Ability to recognize the benefits of value engineering,</li> <li>Understanding the concept of value sales</li> </ul>	<b>Familiarity-level competency in good people relations:</b> <ul style="list-style-type: none"> <li>Team Building</li> </ul> <b>Familiarity-level competency in self-management:</b> <ul style="list-style-type: none"> <li>Dealing with ambiguity,</li> <li>Problem solving,</li> <li>Ethics and values,</li> <li>Being action oriented</li> </ul> <b>Familiarity-level competency in good work processes:</b> <ul style="list-style-type: none"> <li>Drive for results,</li> <li>Priority setting,</li> <li>Managing and measuring</li> </ul> <b>Working-level competency in creating purpose:</b> <ul style="list-style-type: none"> <li>Strategic agility,</li> <li>Managing vision and purpose</li> </ul>

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<b>PM Level 3</b> <b>FPD for projects with TPC</b> <b>Greater than \$100M and equal to or less than \$400 million</b>	<b>Core Courses:</b> 1. Program Management and Portfolio Analysis  <b>Elective Courses (Select two: one from Group A and one from Group B):</b> 1. Project Execution & Operational Readiness Reviews (A) 2. Project Alignment/Pre-Project Planning (A) 3. Systems Engineering (A) 4. Implementation and Management of Performance-Based Contracting (A) 5. Labor Management Relations (B) 6. Negotiation Strategies and Techniques (B) 7. Facilitation Techniques/Conflict Resolution (B)  <b>Work/Development Activities:</b> 1. Minimum two (2) years experience as a Level 2 project director or equivalent. 2. Mentored by a Level 4 project director for six months. 3. Serve one (1) year as a COR or two (2) years as a formally-designated Technical Monitor.	Expert-level Knowledge of Program Management and Portfolio Analysis ( <i>Program Management and Portfolio Analysis</i> ): <ul style="list-style-type: none"> <li>Strategic planning and strategic goal establishment,</li> <li>Information gathering and analysis for multiple projects,</li> <li>Resource allocation between multiple (competing) projects,</li> <li>Project portfolio analysis</li> </ul> ELECTIVES: Working-level Knowledge of Systems Engineering ( <i>Systems Engineering</i> ): <ul style="list-style-type: none"> <li>The systems engineering process,</li> <li>Directing the project requirements development process,</li> <li>Managing the system architecture development,</li> <li>Tradeoff analyses,</li> <li>Life-cycle cost analyses,</li> <li>Systems integration,</li> <li>Writing scope of work and functional design criteria,</li> <li>Functional requirements decomposition</li> </ul>	There are no formal requirements at Level 3.  ELECTIVES: Working-level Knowledge of Labor Management Relations ( <i>Labor Management Relations</i> ): <ul style="list-style-type: none"> <li>Labor agreements,</li> <li>Basic rights of employees and labor organizations,</li> <li>Union proposals and tactics in negotiation,</li> <li>Negotiating labor agreements,</li> <li>Dealing with labor unions regarding working conditions,</li> <li>Preventing unfair labor practices,</li> <li>Techniques and procedures of labor contract administration</li> </ul> Working-level Knowledge of Negotiating Strategies and Techniques ( <i>Negotiating Strategies and Techniques</i> ): <ul style="list-style-type: none"> <li>Negotiations theory,</li> <li>Steps of the negotiations process,</li> <li>Developing negotiation strategies and plans,</li> <li>Ethics in negotiations,</li> <li>Employing competitive negotiations and collaborative negotiations,</li> <li>Negotiating cost and schedule</li> </ul> Working-level Knowledge of Facilitation Techniques / Conflict Resolution ( <i>Facilitation Techniques / Conflict Resolution</i> ): <ul style="list-style-type: none"> <li>Recognizing potential conflict situations,</li> <li>Neutralizing conflict situations,</li> <li>Negotiating "win-win" solutions,</li> <li>Conducting negotiation sessions,</li> <li>Using interpersonal strategies to resolve/minimize conflict in groups and between employees,</li> <li>Facilitation techniques in resolving conflicts,</li> <li>Individual responses to conflict,</li> <li>Communication theory and styles,</li> <li>Active listening techniques,</li> <li>Mediation and settling differences</li> </ul>	There are no formal requirements at Level 3.  ELECTIVE: Expert-level Knowledge of Pre-project Planning ( <i>Project Alignment/Pre-Project Planning</i> ): <ul style="list-style-type: none"> <li>Developing project execution plans that follow DOE Order 413.3A,</li> <li>Scope baseline development techniques,</li> <li>WBS development/decomposition,</li> <li>Determining mission need,</li> <li>Determining stakeholder requirements,</li> <li>Evaluating project alternatives,</li> <li>Ordering project priorities,</li> <li>Aligning stakeholders,</li> <li>The techniques of value engineering.</li> </ul>	There are no formal requirements at Level 3.  ELECTIVES: Working-level Knowledge of the Operational Readiness Review (ORR) ( <i>Project Execution &amp; Operational Readiness Reviews</i> ): <ul style="list-style-type: none"> <li>Steps in the ORR process,</li> <li>DOE role in the ORR process,</li> <li>Contract requirements in ORRs,</li> <li>Developing a Safety Analysis Report,</li> <li>How safety systems are used at DOE facilities,</li> <li>Interpreting the hazard analysis results,</li> <li>Selecting ORR team members,</li> <li>Orientation and training requirements for ORRs</li> </ul>	There are no formal requirements at Level 3.	There are no formal requirements at Level 3.	There are no formal requirements at Level 3.	There are no formal requirements at Level 3.	There are no formal requirements at Level 3.	There are no formal requirements at Level 3.	Expert-level competency in leading change  Expert-level competency in leading people  Expert-level competency in producing results  Expert-level competency in business acumen  Expert-level competency in building coalitions and communications

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<b>PM Level 4</b> <b>FPD for projects with TPC Exceeding \$400 million</b>	<b>Core courses:</b> 1. Level 4 Project Management/Executive Communications  <b>Elective Courses (Select 1):</b> 1. Advanced Leadership 2. Advanced Risk Management 3. Strategic Planning  <b>Work/Development Activities:</b> 1. Minimum two (2) years experience as a Level 3 project director or equivalent 2. Twelve (12) months program management duties with 180 days at DOE HQ. HQ duties may be fulfilled non-consecutively in two (2) 90-day details 3. Minimum of eight (8) years project management experience as a project director on at least two (2) different projects, where <ul style="list-style-type: none"> <li>▪ At least three (3) of the eight (8) years must be post CD-3 experience, and</li> <li>▪ At least one (1) year of the three (3) years of post CD-3 experience must be on a level 3 or higher project</li> </ul> For Level 4 new hire, a successful panel interview is required for certification.	There are no formal requirements at Level 4.  <b>ELECTIVES:</b> <b>Working-level Knowledge of Strategic Planning Processes (Strategic Planning):</b> <ul style="list-style-type: none"> <li>▪ Strategic planning process,</li> <li>▪ Establishing organizational mission and vision,</li> <li>▪ Situational and competitive analysis,</li> <li>▪ Environmental scanning,</li> <li>▪ Identifying strategic issues,</li> <li>▪ Establishing critical success factors and core competencies,</li> <li>▪ Establishing strategic goals and objectives,</li> <li>▪ Writing a strategic plan,</li> <li>▪ Developing quantitative performance measures,</li> <li>▪ Operationalizing the strategic plan,</li> <li>▪ Distinguishing between mission and mandates</li> </ul>	<b>Expert-level Knowledge of OMB and Congressional Relations (Level 4 Project Management/Executive Communications):</b> <ul style="list-style-type: none"> <li>▪ Congressional hearings,</li> <li>▪ Presentations to Congressional staff,</li> <li>▪ Championing projects to OMB and Congressional officials,</li> <li>▪ Congressional and GAO inquiries,</li> <li>▪ Understanding/following protocols,</li> <li>▪ Understanding the role of Congressional Affairs,</li> <li>▪ Support for budget appropriation requests,</li> <li>▪ Congressional questions &amp; answers</li> </ul> <b>ELECTIVES:</b> <b>Expert-level Knowledge of Advanced Leadership Practices (Advanced Leadership):</b> <ul style="list-style-type: none"> <li>▪ Effectively planning and managing multiple tasks,</li> <li>▪ Leading a large multi-disciplined technical organization,</li> <li>▪ Collaborative problem-solving and decision-making techniques,</li> <li>▪ Developing trust and confidence among team members,</li> <li>▪ Effectively applying methods to track team performance,</li> <li>▪ Managing multi-program resources,</li> <li>▪ Leadership theories, styles, models, and techniques,</li> <li>▪ Situational leadership and transactional leadership,</li> <li>▪ Communicating organizational vision,</li> <li>▪ Strategic thinking,</li> <li>▪ Learning from historical leaders,</li> <li>▪ Identifying individuals' strengths and weaknesses,</li> <li>▪ Building effective teams,</li> <li>▪ Communications theory</li> </ul>	There are no formal requirements at Level 4.	<b>Working-level Knowledge of Media Relation Techniques (Level 4 Project Management/Executive Communications):</b> <ul style="list-style-type: none"> <li>▪ Inter-agency representation,</li> <li>▪ Effective interaction with internal stakeholders,</li> <li>▪ Communication with Congressional, state and local political officials,</li> <li>▪ Communicating/ interfacing with external stakeholders,</li> <li>▪ Conducting telephone interviews,</li> <li>▪ Conducting ambush interviews,</li> <li>▪ Dealing with reporters,</li> <li>▪ Roles and responsibilities of the Public Affairs Office,</li> <li>▪ Public speaking techniques,</li> <li>▪ Speaking at televised events</li> </ul> <b>Working-level Knowledge of Techniques Used in Public Hearings (Level 4 Project Management/Executive Communications):</b> <ul style="list-style-type: none"> <li>▪ Techniques for conducting public hearings,</li> <li>▪ Communicating project issues to external stakeholders,</li> <li>▪ Effective interaction with internal and external stakeholders,</li> <li>▪ Communicating lessons-learned,</li> <li>▪ Active listening techniques,</li> <li>▪ Conflict resolution techniques</li> </ul>	There are no formal requirements at Level 4.	There are no formal requirements at Level 4.	There are no formal requirements at Level 4.	There are no formal requirements at Level 4.	There are no formal requirements at Level 4.	There are no formal requirements at Level 4.	There are no formal requirements at Level 4.	Expert-level competency in leading change  Expert-level competency in leading people  Expert-level competency in producing results  Expert-level competency in business acumen  Expert-level competency in building coalitions and communications

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