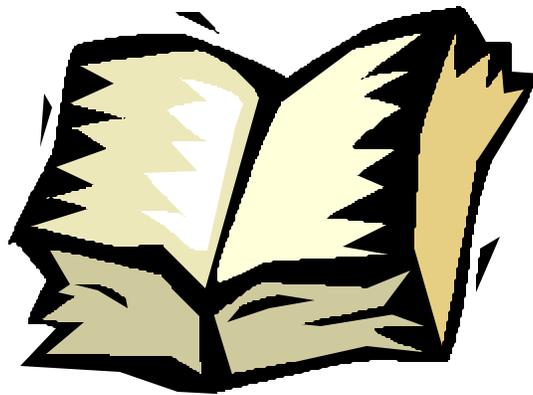


US Department of Energy

ACQUISITION CAREER MANAGEMENT PROGRAM HANDBOOK



Prepared by the Office of Procurement and Assistance
Management

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Department of Energy
Acquisition Career Management Program

Foreword

The Department of Energy (DOE) Acquisition Career Management Program (ACMP) is a career management program established to provide a formal, structured approach to career development for DOE's acquisition workforce. As the acquisition environment continues to provide opportunities for growth, it also provides significant challenges. The workforce must be given the training to meet those challenges. The ACMP is one vehicle for ensuring that the acquisition workforce has the necessary skills and knowledge.

The ACMP is designed to increase the proficiency of the acquisition workforce through competency-based training. It will also provide a road map for acquisition employees to guide them through the training, education and experience needed to facilitate advancement.

While the ACMP doesn't guarantee success, either in one's career or in the programs one manages, it does provide employees with guidance and direction.

DEPARTMENT OF ENERGY
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Section I
Acquisition Professionals
Chapter 1
Overview

Introduction

The Department of Energy (DOE) Acquisition Career Management Program (ACMP) is designed to enhance the quality of the acquisition workforce by attracting highly qualified new personnel, offering a defined career path and improving the skills and knowledge of the current personnel. To accomplish this, the ACMP provides a uniform approach to workforce accession, development, and retention.

Organization of Handbook

This Handbook is designed for use by members of the acquisition workforce, their managers, and the training and human resource workforce to guide them in performance of their function. This Handbook covers such subjects as identification of acquisition positions, certification requirements, position qualification requirements, and procedures for filling acquisition positions. It also includes methods for meeting training and education requirements and provides definitions for commonly used ACMP terms. Acquisition workforce members, their managers and the human resources community are encouraged to use this Handbook as a desk reference for matters concerning the DOE acquisition workforce.

This Handbook is divided into three sections: Section I is for acquisition professionals and their supervisors; Section II is for human resources, and Section III, which contains definitions. Section I, Chapters 1 and 2, contain guidance applicable to all functional certification programs discussed in succeeding chapters. Chapters 3 through 9 discuss specific certification programs for the different segments of the acquisition workforce, while chapters 10 through 13 discuss specific topics in acquisition applicable to all segments of the acquisition workforce.

Section II is designed to provide guidance to the human resource community. This section includes sample vacancy announcements for various acquisition categories.

Section III should be used by both acquisition and human resource professionals.

The Appendices provide samples and templates for use in applying for certification or for waivers.

Terminology

Throughout this Handbook, the term “acquisition workforce” is used to refer to the universe of professionals subject to the requirements of DOE O 361.1. The term “members” should be considered synonymous to “acquisition workforce members.”

Roles and Responsibilities

The Senior Procurement Executive (SPE) ensures that members of the acquisition workforce under his/her cognizance are certified to the career levels appropriate to the grades they occupy or to their responsibilities, and approves requests for waiver of the GS-1102 requirements.

The Chief Acquisition Officer (CAO), appointed by the Secretary of Energy is responsible for developing and maintaining an acquisition career management program to ensure the development of a competent, professional workforce to support the accomplishment of DOE's mission. The CAO is responsible for identifying the members of DOE's acquisition workforce and for implementing a budget strategy that reflects the workforce's development needs and DOE's organizational structure. The CAO provides to the Chief Human Capital Officer input to the DOE human capital strategic plan regarding the acquisition workforce. Additionally, the CAO is responsible for assessing the current skills inventory of the workforce, identifying short- and long-term DOE needs, and establishing plans, including recruitment and retention strategies for obtaining the acquisition workforce resources and skills required to meet future mission needs. The CAO appoints the Acquisition Career Manager (ACM) to lead the acquisition career management program.

The ACM is responsible for ensuring that the DOE program and the DOE acquisition workforce meet statutory requirements. Specifically, the ACM:

- 1) Manages the identification and development of the acquisition workforce, including identifying staffing needs, training requirements, and other workforce development strategies;
- 2) Proposes an annual budget for development of the acquisition workforce;
- 3) Provides input to the CAO and the Chief Human Capital Officer regarding short and long term human capital strategic planning for training, competency, fulfillment, career development, accession, recruitment and retention, and other facets of human capital management affecting the acquisition workforce;
- 4) Ensures that DOE policies and procedures for acquisition workforce management are consistent with Office of Federal Procurement Policy (OFPP) policies and procedures;
- 5) Coordinates with DOE functional advisors to ensure fulfillment of regulatory and statutory requirements;
- 6) Recommends to the senior procurement executive waivers to GS-1102 education and training requirements, as appropriate; and
- 7) Manages agency-wide data in the Acquisition Career Management Information System (ACMIS).

To assist the ACM, functional advisors are appointed to represent their respective segment of the acquisition workforce and provide advice to the ACM on the curriculum. The functional advisors promote technical continuity in assisting the ACM on career management issues in the various disciplines. Specifically, functional advisors:

- 1) Review curriculum requirements, class allocations, quotas, student attendance, priorities, and resources provided by the ACM for the career field under their cognizance and provide a written evaluation which includes findings and recommendations for improvement to the ACM;
- 2) Provide advice and guidance to the ACM on education, training, and experience required for acquisition positions;
- 3) Approve certification waiver requests; and
- 4) Recommend to the ACM changes in the certification curriculum.

The functional advisors are supported by subject matter experts (SME), who provide in-depth knowledge in their functional discipline. The SMEs attend classes as necessary to assess the appropriateness, currency, and relevance of course content, and provide day-to-day management of the certification programs under their cognizance.

Acquisition Workforce

The foundation of the ACMP is the designation of positions in the acquisition workforce. DOE acquisition positions are grouped in 8 acquisition categories with associated certification or training programs appropriate to the function and grade of the position. All acquisition positions have training and experience requirements and some have education requirements. Some of the requirements are statutory, i.e., based in law, and others are regulatory, i.e., established by DOE policy or regulation. These statutory and regulatory requirements are in addition to the basic qualification requirements specified in the Office of Personnel Management (OPM) Qualification Standards Handbook.

DOE Order 361.1, ACQUISITION CAREER DEVELOPMENT PROGRAM, defines the DOE acquisition workforce to include:

- 1) All positions in the general schedule (GS) 1102 contracting series;
- 2) All Contracting Officers (CO) regardless of GS series with authority to obligate funds above the micropurchase threshold;
- 3) All positions in the GS-1105 purchasing series;
- 4) Financial Assistance specialists, regardless of GS series;
- 5) Personal Property Managers, regardless of GS series;
- 6) Real Property Contracting Officer, GS-1170 series;
- 7) Project Directors, as identified by the CAO;
- 8) Program Managers, as identified by the CAO;
- 9) Contractor Human Resource Managers; and
- 10) All Contracting Officer's Representatives (COR).

The CAO may designate other functional areas from time to time, as appropriate.

Chapter 2 Certification

Certification Programs

The programs described in the various sections of this Handbook provide the opportunity for employees to apply course knowledge and skills to analyze and resolve on-the-job issues. Completion of core courses in a logical sequence is necessary so that the appropriate level of knowledge is available for performance at a particular level and that later courses can build on the knowledge gained from earlier courses.

The requirements for certification build on each other. An individual must meet the requirements for each previous level to be certified at the next level. For example, in order to be certified to Level II in Contracting, an individual must have a Baccalaureate Degree or 24 semester hours in business or business related subjects from an accredited university, complete all Level I and II training classes and have a total of three years of contracting experience. Not all acquisition functions have a positive education requirement. Certification requirements for each functional area are discussed in their respective chapters.

Certification Requirements

All acquisition workforce members must be certified to their appropriate level in their respective career field. New hires, i.e., those from the private sector, entering the DOE acquisition workforce as a GS-5 have 18 months to obtain certification. New hires at the GS-9 through GS-12 level must meet the statutory education and experience requirements, and the regulatory training requirements to be certified to at least Level I. They have 18 months to obtain the training required for a Level II certification, once appointed to a position. Similarly, a new hire at the GS-13 and above level must meet the requirements for certification to Level II and has 18 months to obtain the training required for certification to Level III.

For federal project directors (FPDs), each level of responsibility has specific certification requirements in training and work/developmental activities that must be satisfied before authority for projects is delegated. General requirements for certification are outlined in Chapter 7, Table 7-1, and the Certification Equivalency Guide (CEG), issued by the PMCDP Certification Review Board (CRB).

Recognizing that new entrants to the Federal Government do not necessarily have access to Defense Acquisition University (DAU) or Federal Acquisition Institute (FAI) training, any previous training will be evaluated by the appropriate SME to determine equivalency, when applicable.

Certification Levels**Contracting, Purchasing and Personal Property Management**

Acquisition positions are assigned to one of three certification levels, depending on the segment of the acquisition workforce, except financial assistance, COs and CORs. Generally, Level I is a basic or entry level; Level II is an intermediate level; Level III is a senior level, and Level IV, is an executive level. For contracting, purchasing, and personal property management, the levels are tied to grades as shown below:

<u>Acquisition Function</u>	<u>Grade</u>	<u>Level</u>
Contracting	GS5-7	I
	GS9-12	II
	GS13-15	III
Purchasing	GS5	I
	GS6-8	II
	GS-9	III
Property	GS5-7	I
	GS9-12	II
	GS13-15	III

Financial Assistance

There are no levels for financial assistance: a financial assistance specialist either is or is not certified.

COs and CORs

COs and CORs, unlike other segments of the acquisition workforce, are not career fields; they represent functional responsibilities. Therefore, the nature of their authority determines the type of training. There are two levels of certification for Real Property Contracting Officers, as discussed in Chapter 10 of DOE – A Desk Guide for Real Estate Personnel.

Project Directors

DOE elements with line-management responsibility for one or more Capital Asset Projects (CAPs) must ensure that those individuals who are responsible and accountable for CAPs with a total project cost (TPC) of more than \$5 million are certified through the PMCDP. Four levels of certification have been defined to represent increasing project responsibility:

- Level 1: Responsible for project portfolio with TPC between \$5 Million and \$20 million.

- Level 2: Responsible for project portfolio with TPC between \$20 Million and \$100 Million.
- Level 3: Responsible for project portfolio with TPC between \$100 Million and \$400 Million.
- Level 4: Responsible for project portfolio with TPC exceeding \$400 Million.

Program Managers

There is no requirement for certification for program managers.

Career Field Curriculum

The ACM, with input from functional advisors and the concurrence of the CAO, may authorize mandatory training and experience requirements for certification in addition to those established by OFPP. This Handbook will be updated with any changes.

The certification requirements are cumulative, and designed to build on each other, with each succeeding level more complex than the previous. Therefore, all workforce members must first meet the career field certification requirements of their position before being certified to the next higher level of certification in their career field. To be certified to a level in a career field, a workforce member must meet all of the mandatory education, training and experience requirements established for that level and apply for certification.

Changes to Certification Requirements

From time to time, FAI or OFPP may change the certification requirements. Additionally, changes in DOE's program may be required due to changes in the acquisition environment. Members of the acquisition workforce may also see a need for changes, however, certification requirements may only be changed with the approval of the CAO. Requests for changes to certification requirements must be addressed to the ACM, through the functional advisors for the appropriate career field for their review and concurrence. The request must be in writing and explain the reasons for the desired changes. The ACM will forward the request to the CAO for approval, if the ACM endorses the proposed change.

Irrespective of changes in certification requirements, once acquisition workforce members are certified, they remain certified if they have maintained their certification by completion of continuous learning requirements. However, acquisition workforce members are required to complete any new certification requirements of their career field as CL/CE.

In the event an acquisition employee permits their certification to lapse by failure to meet the continuous learning requirements, they will be required to meet any new certification requirements in effect when they apply for re-certification.

If an acquisition employee begins taking training courses leading to certification in their career field and the curriculum is changed, the member is bound by the curriculum in effect when they began taking training for that particular level only. For example, if an employee begins taking

mandatory training courses for their Level II certification in contracting in June 2000, and the curriculum is changed by addition of new courses in October 2000, before the acquisition employee has obtained their Level II certification, the employee is bound by the curriculum in effect in June 2000, when they began the training for their Level II. However, they are encouraged to complete any new certification requirements of their career field as part of their continuous learning. Prospectively, they will be bound by the curriculum in effect when they began training for Level III, for instance, the October 2000 curriculum for Level III, not by the curriculum in effect in June 2000, when they began training for Level II.

Training Priority

Supervisors are responsible for ensuring that workforce members are provided the opportunity to meet the mandatory certification requirements of their acquisition position and career field, consistent with the following priority:

- (1) Training required by law,
- (2) Training that is established as mandatory by DOE and training is needed to qualify an incumbent for their position,
- (3) Training to become eligible for the next higher career level after completion of mandatory training for incumbent positions,
- (4) Training for new assignments,
- (5) Training that is “desired/elective,” and
- (6) Training that is not required.

Certification is obtained by meeting the training, experience, and education requirements, if any, established for each acquisition workforce segment. In some cases, the training requirements can be met through fulfillment based on experience or education, or equivalency, if the individual has taken courses from alternate providers.

Training Requirements

Training requirements can be met by one of the following methods:

- a. Completion of the required course from the specified provider, if any;
- b. Completion of a course certified as equivalent by the DAU, as posted on www.DAU.mil;
- c. Fulfillment; or
- d. Passing equivalency examinations administered by the DAU consortium listed in the DAU catalog.

Fulfillment

Members of the DOE acquisition workforce may fulfill mandatory training course requirements based on previous experience or education. The DOE mandatory course fulfillment process allows experienced acquisition workforce members to receive official credit for mandatory

course requirements based on documentation that they have achieved the competencies taught in the mandatory course through other means.

The mandatory course fulfillment program is intended to ensure that members of the acquisition workforce do not have to attend training unnecessarily. This, in turn, allows inexperienced personnel greater access to mandatory training course quotas. However, the program is not intended to be used as a substitute for needed career or professional development training, nor is it intended to restrict attendance at any course for members who do, in fact, require the training being offered.

To request fulfillment, acquisition workforce members must submit to the appropriate SME a completed Fulfillment Request form and the applicable Self-Assessment form for each course for which fulfillment is being requested. A sample Fulfillment Request form is provided at Appendix A. Sample Self-Assessment forms for mandatory courses can be found at Appendix B. The applicant must provide for each competency the dates of training, course descriptions, provider names, grade obtained (if applicable), and competencies achieved. If the applicant is using job experience, they must list the agency, dates, location, title of position and the duties performed that provided the relevant competencies. If an applicant obtained competencies through academic courses provided at an accredited institution, they must provide the dates of each class, course descriptions, provider names, grades (if applicable) and competencies achieved. DOE will follow the determinations made by DAU as to which certifications by organizations outside the federal government are eligible for full or partial consideration under the Defense Acquisition Workforce Improvement Act (DAWIA) Program. These determinations are maintained by DAU as part of DAU's fulfillment program on the DAU and FAI websites.

Completed Fulfillment Requests and Self-Assessments must be reviewed by the member's supervisor prior to submission to the SME to determine whether the member adequately meets the competencies identified for a specific level. To receive fulfillment, the person must demonstrate that he or she meets the competencies sufficiently to forego attendance at the course.

After reviewing the member's self-assessment the supervisor concurs or nonconcur on the form and if they concur, the supervisor forwards the entire package to the SME for approval. Approved fulfillments will be returned to the member for their records. Disapproved requests will be returned to the member with the rationale for disapproval.

An approved copy of the Fulfillment form must be forwarded to the member's personnel office for inclusion in the member's official personnel file. The member is responsible for loading the relevant information into the Acquisition Career Management Information System (ACMIS).

Education

There are statutory and/or regulatory education and training requirements for acquisition workforce personnel in certain acquisition career fields. In addition, there are statutory education requirements for warranted contracting officers.

Some of the mandatory courses provided by DAU or FAI consortium members have been reviewed by American Council on Education (ACE) and recommended for college credit. Workforce members currently enrolled in a degree program should check with the dean of their college or school to determine if they can get college credit for attendance at a DAU course. Colleges and universities will typically review the course syllabus and materials and the ACE recommendation before deciding whether or not to grant college credit. The DAU catalog contains a listing of DAU courses for which semester credit may be earned, as well as methods for determining credit hour recommendations for non-DAU courses.

Application Process

A member of the acquisition workforce who believes that they meet the certification requirements shall request certification through their immediate supervisor as appropriate to their area of expertise using the sample memorandum provided in the Appendices. A Certification Check List is provided at Appendix E to assist the member in assembling their certification request package, and a Supervisory Review Guide for Certification Packages is provided at Appendix F to assist the supervisor in reviewing the package. The member is responsible for producing certificates and records that provide evidence that he or she satisfies the requirements for the program. The applicant and site ACMP coordinator are responsible for maintaining copies of certificates of course completion and other records. Only the application for certification is to be submitted to the SME, after the supervisor has reviewed and approved the application; copies of course completion certificates and other records are NOT to be submitted to the SME. The supervisor should take this opportunity to assess the skills and competencies of the member and develop a plan for enhancing or adding to the member's competencies, if appropriate.

The SME will review the application, and if approved will return the approved application to the acquisition workforce member indicating the level the member is certified to. The member is responsible for ensuring that the member's human resources office includes the documentation in the member's personnel file. Upon approval, the SME will request a certificate for the member, to be signed by the ACM. Managers are encouraged to present the certificate in a manner appropriate to the accomplishment. Additionally, the member must ensure that the information in the application is documented in ACMIS, and reviewed by their supervisor. No certificates will be issued until the applicant's record in ACMIS is fully completed.

If the application is disapproved, the application will be returned with the reasons for disapproval. Supervisors will ensure that workforce members are afforded the opportunity to complete requisite certification requirements. A career development plan will be used to assist the supervisor and workforce member in documenting and establishing a plan to meet the certification requirements of the position.

Supervisory Review

Managers are encouraged to perform annual reviews of each acquisition workforce member participating in the ACMP to ensure education, training and experience requirements are met to maintain certification. Once certified, that certification level will serve as the baseline for the

subsequent year's review. Reviews for each out-year will be based on the prior year. The review should include current activities, duties and courses taken since the last review. Members of the acquisition workforce are strongly encouraged to develop Individual Development Plans to ensure that required training is taken. Plans should include, but are not limited to, 1) courses needed for the appropriate certification level, 2) courses needed for continuing education, and 3) rotational assignments. Managers should monitor individual progress and include results in each annual review.

Requests for certification of DOE acquisition workforce members are accepted throughout the year and should be submitted to the approving official after requirements are completed.

Acquisition Career Management Information System

OFPP Policy Letter 05-01 establishes the principle requirements for record keeping and reporting on acquisition workforce members. It requires that current information on the acquisition workforce, including training, waivers, and certification, be kept current and up to date.

To accomplish the required reporting on the acquisition workforce, the ACM relies on the ACMIS, where data is accumulated and reported to the CAO.

Records, including fulfillments, waivers, and certification information, must be maintained in official personnel records as well as in corresponding information systems. The acquisition workforce member is also responsible for keeping copies of documents and certificates related to their training, education, experience, and certification.

Chapter 13 provides detailed instruction on registering and entering information into ACMIS.

Chapter 3

Contracting and Purchasing Certification

Contracting Series Qualification Standards

The Federal Acquisition Reform Act gave to the Administrator, OFPP, the responsibility for establishing training, education and experience requirements for acquisition workforce positions in non-Department of Defense (DoD) Agencies. The new requirements are comparable to those established for DoD positions in 1990 by the DAWIA. The education standards are a prerequisite to certification and are statutory as opposed to the regulatory training for certification.

GS-1102 Statutory Education Requirements

In order to hold a GS-1102 position at the GS-5 through GS-12 level, the person must meet one of the following statutory education requirements:

- a. A Baccalaureate degree in any field from an accredited educational institution authorized to grant Baccalaureate degrees; or
- b. At least 24 semester hours (or academic equivalent) of study from an accredited institution of higher education in any of the following disciplines: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management. Courses for which the American Council on Education (ACE) has recommended college credit may not be counted toward the 24-semester hour requirement unless they have been officially accepted by an accredited university or institution of higher education and academic credit has been granted.

To hold a GS-1102 position at the GS-13 and above level, a person must have completed a 4-year course of study leading to a Baccalaureate degree that included or was supplemented by at least 24 semester hours in any combination of the following fields: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management. Guidance on what satisfies the requirement for business courses can be found at Appendix G.

Employees in GS-1102 positions on or before January 1, 2000, are considered to have met the standard for positions they occupy on January 1, 2000. Employees who occupy GS-1102 positions at grades 5-12 will be considered to meet the basic requirements for other GS-1102 positions up to and including those classified at GS-12, including positions at other agencies. However, employees must meet specialized experience requirements when seeking another position. For GS-13 and above, employees will be considered to have met the standard for GS-1102 positions they occupy on January 1, 2000. This also applies to positions at the same grade in the same agency or other agencies, if the specialized experience requirements are met. However, they will have to meet the education requirements and specialized experience requirements in order to qualify for promotion to a higher grade unless a waiver is obtained.

Federal Acquisition Certification – Contracting

The Federal Acquisition Certification – Contracting (FAC-C) is a certification program based on the Defense Acquisition Workforce Improvement Act requirements for certification at the junior, intermediate, and senior levels that is accepted by all civilian executive agencies as evidence that an employee meets the core education, training and experience requirements for the contracting career field. The FAC-C is distinct from agency-specific certification programs that are not transferable to other agencies.

Although certification under the FAC-C is not mandatory, DOE certification is. The DOE certification discussed below is based on the FAC-C, with the difference only that the FAC-C permits electives, while the DOE curriculum specifies required courses.

DOE will continue to issue and honor DOE certificates. Individuals currently holding a DOE certification who want a FAC-C must submit an application for a FAC-C using the sample provided in the Appendices. The applicant's information in ACMIS must be current and up to date, and reflect the FAC-C certification request.

GS-1102 Certification Requirements

The core GS-1102 certification program is shown below.

	Certification Requirements	
Career Level	GS-1102	
Level I	Grade 05-07	
Education:	Baccalaureate Degree OR at least 24 semester hours among accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management	
Experience:	1 year of contracting experience	
Training:	CON 100 Shaping Smart Business Arrangements	DAU/DAU-certified provider
	CON 110 Mission Support Planning	DAU/DAU-certified provider
	CON 111 Mission Strategy Execution	DAU/DAU-certified provider
	CON 112 Mission Performance Assessment	DAU/DAU-certified provider
	CON 120 Mission Focused Contracting	DAU/DAU-certified provider
	Performance-Based Contracting Minimum of 16 hours	MCI: Performance-Based Service Contracting AMCI: Performance-Based Service Acquisition PMCDP: Performance-Based Contracting

	Certification Requirements	
Career Level	GS-1102	Training Provider
Level II	Grade 09-12	
Education:	Baccalaureate Degree OR at least 24 semester hours among accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management	
Experience:	An additional 2 years of contracting experience	
Training:	CON 214 Business Decisions for Contracting	DAU/DAU- certified provider
	CON 215 Intermediate Contracting for Mission Support	DAU/DAU-certified provider
	CON 216 Legal Considerations in Contracting	DAU/DAU-certified provider
	CON 217 Cost Analysis and Negotiation Techniques	DAU/DAU-certified provider
	CON 218 Advanced Contracting for Mission Support	DAU/DAU-certified provider
	Earned Value Management Minimum of 20 hours	PMCDP: EVMS & and Project Reporting DAU: BCF 102 Earned Value Management (on-line)
	Financial Management Minimum of 12 hours	USDA: Introduction to Financial Management DAU: BCF 103 Fundamentals of Business Financial Management (on-line) Energy OnLine: Financial Management Series: - Fundamental Accounting Concepts - Understanding Financial Statements - Budgeting Essentials - Cash Analysis and Management - Analyzing Financial Statements AND - Inventory Costing and Depreciation (2 credit hours each; all 6 courses must be taken)

	Certification Requirements	
Career Level	GS-1102	Training Provider
Level III	Grade 13-15	
Education:	Baccalaureate Degree AND at least 24 semester hours among accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management	
Experience:	An additional 4 years of contracting experience	
Training:	CON 353 Advanced Business Solutions for Mission Support	DAU/DAU-certified provider
	Project Management Minimum of 24 hours	ESI: Managing Projects, or Project Management for Contracting Professionals PMCDP: Project Management Essentials MCI: Project Management Principles USDA: Project Management Energy OnLine: <ul style="list-style-type: none"> - Project Management: The Fundamentals - Project Management Essentials: Planning a Project - Project Management Essentials: Project Scheduling and Budgeting - Project Management Essentials: Controlling and Closing a Project - Project Management: Time Management - Project Management: Estimating Costs AND <ul style="list-style-type: none"> - Project Management: Risk Management (All 7 courses must be taken)
	Property Management Minimum of 16 hours	DAU: IND 100 Contract Property Administration and Disposition Fundamentals; USDA: Property Management for Custodial Officers

ESI	- ESI International
AMCI	- Atlantic Management Center, Inc.
PMCDP	- Project Management Career Development Program, managed by the DOE Office of Engineering and Construction Management
MCI	- Management Concepts Inc.
USDA	- Graduate School, USDA
AFIT	- Air Force Institute of Technology

Core Certification Class Providers

The **core** certification classes beginning with a “CON” prefix, i.e., CON 100 Shaping Smart Business Arrangements, must be taken from DAU or a DAU-certified provider. Course descriptions are provided at Appendix H.

Course Predecessors and Conversion Matrix

The current Level II core contracting curriculum consists of:

- CON 202 Intermediate Contracting
- CON 204 Intermediate Contract Pricing
- CON 210 Government Contract Law

This curriculum will be replaced in FY 2008 by the following core courses:

- CON 214 Business Decisions for Contracting
- CON 215 Intermediate Contracting for Mission Support
- CON 216 Legal Considerations in Contracting
- CON 217 Cost Analysis and Negotiation Techniques
- CON 218 Advanced Contracting for Mission Support

The new curriculum continues the conversion from stove-piped to integrated training where concepts are introduced and discussed in conjunction with the contracting process. As such, there is not a one-for-one course conversion. The Level II Conversion Matrix was developed by identifying where learning objectives of the current curriculum are in context of the competencies and learning objectives of the new curriculum.

If you completed:	You’re required to take:	And recommend you take:
CON 202	CON 216, 217, and 218	CON 214
CON 204	CON 214, 215, 216 and 218	CON 217
CON 210	CON 214, 215, 217 and 218	
CON 202 and 204	CON 216 and 218	CON 214 and 217
CON 202 and 210	CON 217 and 218	CON 214
CON 204 and 210	CON 214, 215 and 218	CON 217

In the FY2008 curriculum, the Online courses – CON 214, 216, and 217) are not stand alone modules. They are to be completed in conjunction with a pending enrollment in a classroom course. For example, participants should complete CON 214 approximately 60 days prior to attending CON 215. Participants are discouraged from trying to take the online courses more than 90 days prior to a classroom course.

While the above matrix goes from the current curriculum to the FY2008 curriculum, the information does not translate from the FY2008 curriculum back. For example, a member could not start the CON Level II curriculum with CON 214 and 215 and then try to go back and take CON 204 or CON 210.

Reciprocity

There is reciprocity between DOE and other civilian agencies for the FAC-C. Reciprocity means certification in DOE is interchangeable with certification in another agency if the member holds a FAC-C. While an acquisition workforce member from another agency holding a FAC-C will retain their certification level when they transfer to DOE, they will be required to complete the DOE-specific course work as part of their continuous learning requirement.

A member certified at a particular level by DOE, or a member certified at a particular level who holds a FAC-C and transfers to DOE from another agency, will retain that certification regardless of any new requirements made effective thereafter unless Congress enacts a statutory requirement for a new education or training standard and designates it as “continuing education and training.” Members must complete requirements of this kind within 36 months as part of their continuous learning. Failure to complete new requirements, or to justify a waiver, will result in loss of certification and may make the member ineligible for Federal certification.

Continuous Learning/Continuous Education

To remain current in contracting knowledge, skills, and techniques, GS-1102s must obtain 80 hours of continuous learning or continuous education by October of the second year after certification or recertification. For example, if a member is certified in January 2006, they must obtain 80 hours of continuous learning/continuous education (CL/CE) by October 1, 2008. For individuals hired from another agency, they will have 2 years from the date certified by the previous agency, if they hold a FAC-C or 2 years from the date certified by DOE, if they do not hold a FAC-C but their training, education and experience is accepted by DOE as equivalent.

Guidance on continuous learning activities and their points can be found in Appendix I.

If the member does not obtain the required number of CL/CE hours, their certification lapses. As a consequence, their contracting officer’s warrant may be revoked and they may be reassigned to a position not requiring a contracting officer’s warrant. If the member does not hold a warrant and they fail to obtain the required CL/CE hours, they may be reassigned to a position not involving contract management.

If the Senior Procurement Executive chooses to revoke a contracting officer's warrant for failure to meet the CL/CE requirements, the Senior Procurement Executive will direct the Head of the Contracting Activity (HCA) to revoke the warrant. The HCA must notify the warrant holder in writing when the revocation is to be effective, providing enough time to ensure that no unauthorized obligations are made, and counsel the warrant holder on how the warrant holder can correct the situation. The warrant holder must acknowledge this notification in writing.

Targeted Continuous Learning

The intent of the targeted continuous learning tracks is to address skill gaps across DOE while providing some flexibility. Members should discuss with their supervisor to identify the appropriate track to pursue. Members are free to take courses from different tracks or to take all courses from one track. Once they have completed all courses in a given track, they are not expected to take the same track again, but rather to take higher level courses in that track or pursue one of the other tracks.

The Level IV certification in supply chain management (SCM) is a non-mandatory certification for those members who want to pursue a higher level of knowledge in SCM.

GS-1102s certified to Level III must pursue one of the continuous learning tracks shown below as part of their 80 hours of CL/CE.

Continuous Learning Tracks

Level IV – Non-Mandatory

Strategic Supply Management
Cost and Performance Management
Price Productivity Improvement

Suggested Providers

Lehigh University (on-line)
Lehigh University (on-line)
Lehigh University (on-line)

Expert Level Tracks

Supply Chain Management

Business to Business Marketing Lehigh University (on-line)
Transportation and Logistics Management Lehigh University (on-line)

Leadership Development

Foundations of Leadership Center for Creative Leadership; Eckerd College
Leadership Development Program Center for Creative Leadership; Eckerd College
Leadership at the Peak Center for Creative Leadership; Eckerd College
Rotational Assignment with Industry Not Applicable

Project Management:

Project Management Essentials

DOE Project Management Career
Development Program (PMCDP)

Project Management Systems and

Practices in DOE

DOE PMCDP

Project Controls

DOE

Project Risk Management

DOE PMCDP;

ESI: Risk Management;

USDA: How to Assess and Manage Project
Risk**Cost/Price Analysis:**

Overhead Management of Contracts

DAU CON 232

Advanced Contract Pricing

DAU CON 235

Activity-Based Costing

USDA: Activity-Based Costing

The courses identified for the Level IV and Expert Level Continuous Learning tracks should be construed as subject areas, rather than as specific courses provided by specific providers. The providers indicated are suggestions and are provided for convenience. Other courses offered by local trainers or universities in the subject matter may be used. Course descriptions are provided at Appendix J to determine if other courses are comparable.

At least 40 hours of the required 80 hours of CL/CE every two years must be in one of the above targeted areas. The remaining 40 hours may be obtained through other training activities, such as teaching, self-directed study, mentoring; professional activities, such as attending/speaking/presenting at professional seminars/symposia/conferences, webinars, and brown-bag lunches, publishing, and attending workshops; or education activities, such as formal training, and formal academic programs; see Appendix I for a complete listing. GS-1102s certified to Level I or Level II should focus their CL/CE on completing courses to achieve certification at the next level.

GS-1105 Purchasing Certification

As with the certification program for GS-1102s, the GS-1105 purchasing certification program is generally in conformance with that established by DAU, except that specific courses are required for DOE certification in lieu of the electives allowed under the DAU curriculum. In establishing the GS-1105 certification program, the intent is to provide a career path to move the acquisition workforce members from GS-1105s to GS-1102s. The core DOE certification program for GS-1105s is shown below.

	Certification Requirements	
Career Level	GS-1105	Training Provider
Level I	Grade 05	
Education:	(Desired) 16 semester hours of undergraduate work with emphasis in business	
Experience:	1 year of experience in purchasing	
Training:	CON 100 Shaping Smart Business Arrangements	DAU/DAU-certified provider
	CON 237 Simplified Acquisition Procedures (on-line)	DAU/DAU-certified provider
	DOE/C Web-Training	DOE
Level II	Grade 06-08	Training Provider
Education:	(Desired) 32 semester hours of undergraduate work with emphasis in business	
Experience:	An additional 2 years experience in purchasing	
Training:	CON 110 Mission Support Planning	DAU/DAU-certified provider
	CON 111 Mission Planning Execution	DAU/DAU-certified provider
	CON 112 Mission Performance Assessment	DAU/DAU-certified provider
	CON 120 Mission Focused Contracting	DAU/DAU-certified provider
Level III	Grade 09 & Above	Training Provider
Education:	(Desired) 64 semester hours of undergraduate work with emphasis in business	
Experience:	3 years of experience in purchasing	
Training:	2 electives	

- ESI - ESI International
- AMCI - Atlantic Management Center, Inc.
- PMCDP - Project Management Career Development Program, managed by the DOE Office of Engineering and Construction Management
- MCI - Management Concepts Inc.
- USDA - Graduate School, USDA
- AFIT - Air Force Institute of Technology

Course descriptions can be found at Appendix K.

Core Certification Class Providers

The **core** certification classes beginning with a “CON” prefix, i.e., CON 100 Shaping Smart Business Arrangements, must be taken from DAU or a DAU-certified provider.

Continuous Learning/Continuous Education

As with GS-1102s, GS-1105s must obtain 80 hours of CL/CE by October of the second year after their initial certification or recertification, however, while GS-1102s have targeted continuous learning tracks, GS-1105s are encouraged to take courses and pursue experiential opportunities leading to certification in contracting as part of their CL/CE requirement.

Chapter 4

Financial Assistance Certification

Financial Assistance Qualification Standards

Financial assistance award and administration in DOE is performed primarily by contract specialists. The Office of Personnel Management qualification standards for GS-1102 contract specialists are relevant but not fully sufficient for performing financial assistance duties. Contract specialists performing financial assistance in addition to, or in place of, acquisition duties must also meet the certification requirements established by the Financial Assistance Career Development (FACD) program. The FACD Program is built upon the skills acquired by the contract specialists in the performance of their acquisition duties and the training provided under the Contracting/Purchasing certification program. This is possible because of the similar skills required for acquisition and financial assistance. These skills include planning, preparing solicitation documents, proposal analysis, cost analysis, negotiation, selection of award instrument type, financing performance, audits, preparing award documents, debriefing, administration, monitoring, terminations, and closeout.

The FACD Program provides acquisition workforce members the opportunity to analyze and resolve on-the-job performance issues and methods or techniques to determine their levels of proficiency. The FACD Program curriculum is designed to provide members with the necessary financial assistance skills and with experience in a wide range of thinking, approaches, and practices. The required courses are listed below.

Financial Assistance Core Curriculum

The core curriculum for certification in financial assistance is shown below:

- Federal Financial Assistance
- Cost Principles OMB Circulars A-21, A-87, A-122 and FAR 31.2
- Federal Funds Management

Course descriptions can be found at Appendix L.

The policies and procedures established for certification in contracting, as discussed in the preceding also apply to financial assistance certification.

Technology Investment Agreements

Section 1007 of the Energy Policy Act of 2005 granted to DOE Other Transaction Authority (OTA). A GS-1102 may award a Technology Investment Agreement (TIA) under OTA only if the CO warrant authorizes award and administration of TIAs. Further, the GS-1102 must meet the following requirements:

- Level III certified in Contracting

- Certified in Financial Assistance
- Completion of the DOE TIA Training

Continuous Learning/Continuous Education

As with GS-1102s, financial assistance specialists are required to obtain 80 hours of CL/CE by October of the second year after certification or recertification. If acquisition workforce members perform a mix of acquisition and financial assistance, continuous learning should include both functional areas. However, this requirement should be viewed as a complement to the contracting requirements, therefore total training hours do not necessarily have to exceed 80 hours every 2 years.

Chapter 5 Personal Property Management Certification

Property Management Career Field

The property management career field has many career disciplines that support procurement activities, including industrial property management specialists, property administrators, organization property management officers, contract specialists, motor vehicle managers, etc. The career field involves policies and procedures for the management of Government personal property and includes property management operations Department-wide.

The core courses necessary to provide the DOE personal property management workforce with the knowledge base necessary to support the Department's mission are outlined below.

Core Career Path Curriculum

The core courses necessary to provide the DOE personal property management workforce with the knowledge base necessary to support the Department's mission are:

Level I (GS-5–GS-7)	IND 100 Contract Property Administration and Disposition Fundamentals CON 100 Shaping Smart Business Arrangements CON 110 Mission Support Planning CON 111 Mission Strategy Execution CON 112 Mission Performance Assessment CON 120 Mission Focused Contracting IND 103 Contract Property Systems Analysis Fundamentals
Level II (GS-9–GS-12)	IND 200 Intermediate Contract Property Administration and Disposition CON 214 Business Decisions for Contracting CON 216 Legal Considerations in Contracting CON 217 Cost Analysis Negotiation and Techniques Demilitarization Course Personal Property and Nonproliferation Course (an elective for NNSA)
Level III (GS-13–GS-15)	CON 353 Advanced Business Solutions for Mission Support Contract Property Management Seminar Advanced Government Property Management

Course descriptions can be found at Appendix M. Courses are taught by a variety of providers, including the National Property Management Association (NPMA), the US Department of Agriculture (USDA), Management Concepts, Inc, ESI International, and DAU. Other sources, as approved by the Personal Property Management Career Development (PPMCD) Program SME, may be used to acquire the core courses.

DOE may grant equivalencies for certificates issued by the NPMA or the USDA Graduate School Property Management certification program. However, NNSA does not honor NPMA training as equivalent to DAU.

The core certification classes for this acquisition field that begin with a “CON” or “IND” prefix, i.e., IND 101, Contract Property Administration Fundamentals, must be taken from DAU or a DAU-certified provider.

In addition to the core subjects, DOE and NNSA have identified desired courses that cover specific areas of personal property management requiring more in-depth coverage.

Chapter 6
GS-1170 Series
Real Property Contracting Officer Certification

For appointment as a Real Property Contracting Officer (RPCO), an individual must be a Certified Realty Specialist (CRS). The CO appointment will be for the certified specialty and at the same level as the CRS certification.

The curriculum for a RPCO will be the same as that required for certification as a CRS and managed by DOE, Director of the Office of Engineering Construction Management, with concurrence by NNSA Associate Administrator for Infrastructure and Environment. The requirements will be provided in Chapter 10 of DOE – A Desk Guide for Real Estate Personnel.

To apply for appointment as a RPCO:

- 1) Complete the Certification Request, Appendix D-5, and
- 2) Attach a copy of each CRS certification for which an appointment is requested.

For real estate certification, waiver of the requirements is granted by the DOE Director of the Office of Engineering and Construction Management, or for NNSA employees, by the NNSA Associate Administrator for Infrastructure and Environment.

Chapter 7
Federal Project Director Requirements

RESERVED

Chapter 8
Federal Program Managers

RESERVED

Chapter 9

Contracting Officer/ Contracting Officer Representative Requirements

Contracting Officer and Contracting Officer Representative Certification Requirements

The Contracting Officer (CO) and Contracting Officer Representative (COR) workforce comprises many career fields that support acquisition activities. These career fields include contracting, purchasing, property management, financial assistance, project management, and program management. Each of these fields has certification requirements, and members of the career field are required to be certified to a level commensurate with their responsibilities. Before appointment as a CO or a COR, acquisition workforce members must be certified under their appropriate career fields.

Contracting and purchasing personnel must clearly understand that issuance of contracting officer warrants will be contingent upon the successful completion of the minimum training indicated below. Any exceptions must be submitted in writing by the field element manager to the contracting SME for approval by the procurement executive; see Chapter 8 on waivers.

Statutory Requirements for Warrant Authority

Effective January 1, 2007, acquisition workforce members assigned to contracting positions and persons requiring warrant authority above the micropurchase threshold must meet special statutory requirements. The statutory education requirements apply to all GS-1102 positions, regardless of grade. The requirements for CO warrants are applicable to all acquisition workforce members authorized to award or administer contracts above the micropurchase threshold.

The statutory requirements fall into two categories: GS-1102 education requirements and CO warrant requirements.

Contracting Officer Warrant Requirements

In order to qualify to serve in an acquisition position as a CO with authority to award or administer contracts for amounts above the micropurchase threshold, an acquisition workforce member must meet specific requirements, including certification. In order to be granted a new CO warrant on or after January 1, 2007, acquisition workforce members seeking a CO warrant must be certified and/or meet those requirements to hold a warrant, irrespective of GS series or grade.

Prior to assignment to or selection for a GS-1102 position or issuance of a warrant, management must notify the member of any requirement deficiency and obtain a GS-1102 or CO warrant waiver prior to assignment or warranting. If the waiver is approved, management must ensure that a career development plan is implemented so that the member is provided the opportunity to meet the requirements within a reasonable period of time. The requirements for COs and CORs are shown below.

Contracting Officer Warrant Requirements			
Function	Experience	Minimum Training	Continuous Learning
GS-1102s with a warrant for Procurement contracts, inter-Agency agreements and sales contracts	At least 5 years of progressively complex and responsible experience in negotiation/sealed bidding and performing business administration of procurement. Extensive experience in the GS -1102 or GS-1105 job series, or directly comparable military experience as a contracting officer is highly desirable	Certified to Level II under the Contracting Program	80 hours every two years as discussed in Chapter 3; Training in Source Selection Procedures; training in Incentive Contracting
GS-1102s who hold a warrant for Grants and cooperative agreements	At least 3 years of progressively complex and responsible experience in negotiating and performing business administration of grants and/or cooperative agreements	Certified to Level II under the Contracting Program AND certified under the Financial Assistance Career Development Program	80 hours every two years as discussed in Chapter 3
GS-1102s who hold a warrant for Loans and loan agreements	At least 1 year of progressively complex and responsible experience in negotiating and performing business administration of price supports, guaranteed market agreements, loans, and loan guarantees. Banking experience is highly desirable.	Certified to Level II under the Contracting Program AND certified under the Financial Assistance Career Development Program.	80 hours every two years as discussed in Chapter 3
Non-1102 or GS-1105 personnel with authority to make individual transactions up to \$2,500 using Government Purchase Card	As established by the field element manager	At least 8 hours covering credit card purchases, such as – (1) self-instruction using training materials from the Government purchase card program, (2) a 1-day training course on the Government purchase card program, or (3) other appropriate training as established by the field element manager	16 hours every 2 years, as prescribed by HCA
Non-1102 or 1105 personnel using Government purchase card and DOE/C-Web for purchases of up to \$25,000 (applies to open market purchases and Federal Supply Scheduled purchases)	At least 6 months of Government purchase card and DOE/C-Web buying for micropurchase	Simplified Acquisition Procedures (SAP) training course, such as – (1) CON 237, or (2) DAU certified SAP course, or (3) DOE Sponsored SAP course; and DOE/C-Web operational training class conducted by the Office of Procurement and Assistance Management	16 hours every 2 years, as prescribed by HCA

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	Contracting Officer Warrant Requirements		
Function	Experience	Minimum Training	Continuous Learning
Non-1102 or 1105s personnel with authority to make simplified acquisitions and place orders against Federal Supply Schedules for \$25,000 to \$100,000 using the Government purchase card, DOE/C-Web, purchase orders, or delivery orders	At least 1 year of Government purchase card and DOE/C-Web buying for purchases up to \$25,000	Certified Level I under the Purchasing Program	80 hours every 2 years, as discussed in Chapter 3 for Level I certification in Purchasing
Non-1102 personnel with unrestricted warrants	At least 5 years of progressively complex and responsible experience in negotiation/sealed bidding and performing business administration of procurement. Extensive experience in the GS -1102 or G-1105 job series or directly comparable military experience as a contracting officer is highly desirable	Certified to Level III under the Contracting Program	80 hours every 2 years in acquisition-related fields.
Non-1102 personnel with administrative warrant only, for any of the above functional areas	Same as experience in relevant functional areas except all years are reduced by 50 percent	Certified Level I under the Contracting Program, CON 210, Government Contract Law, and Earned Value Management	80 hours every 2 years, consisting of CON 214, 215, 216, 217 and 218
Resident engineer	At least 1 year of appropriate Government experience as a contracting officer representative, project manager or other equivalent experience	Certified Level I under the Project Management Career Development Program (PMCD), and at least 40 hours covering Government Construction Contracting	60 hours every 2 years as set forth in the PMCDP
Real property	At least 3 years of creditable experience in the Federal real estate field at least 1 year of which is at the journeymen level (GS-12 or above) in four distinct areas of specialty: acquisition by other than lease, leasing except for leases executed under the delegation of lease acquisition authority from GSA, leasing under delegation from GSA, and land management and disposal	Certified under the DOE Real Estate Certification Program – See Chapter 10 of DOE – A Desk Guide for Real Estate Personnel	As required by the DOE Real Estate Certification Program – see Chapter 10 of DOE – A Desk Guide for Real Estate Personnel

	Contracting Officer Warrant Requirements		
Function	Experience	Minimum Training	Continuous Learning
COR, non-management and operating/non-management and integration (non-M&O/non-M&I)		Certified as a COR	40 hours every 2 years consisting of among other things, FAI continuous learning modules CLC 106, COR with a Mission Focus; CLC 011, Contracting for the Rest of Us; CLC 004, Market Research; CLM 024, Contracting Overview, and CLC 013, Performance-Based Services Acquisition; and Project Management and Property Management
COR, M&O/M&I		Certified as a COR, and completion of 8 hours covering contracting officer representative responsibilities for M&O/M&I contracts	40 hours every 2 years consisting of among other things, FAI continuous learning modules CLC 106, COR with a Mission Focus; CLC 011, Contracting for the Rest of Us; CLC 004, Market Research; CLM 024, Contracting Overview, and CLC 013, Performance-Based Services Acquisition; Project Management and Property Management
COR, Capital Projects and Operating Projects		Certified as a COR and completion of Earned Value Management Systems and Project Reporting, given by the PMCDP	40 hours every 2 years consisting of the FAI Refresher Training Course; Project Management and Property Management

NPI – Northwest Procurement Institute

Certification for CORs

The intent of the ACD Program and the various chapters contained in it is to establish performance expectations to increase acquisition workforce members’ efficiency and effectiveness on the job. This applies to all members of the acquisition workforce. Accordingly, before assuming the responsibilities of a COR, prospective CORs must be certified as a COR, in accordance with the core curriculum for COR certification program provided below.

Course Subject Area	Minimum Hours	Potential Providers
COR Responsibilities	24 hours	<p>Colleague Consulting : Contract Administration for Technical Representatives ESI: The COTR Training Program; AMCI: Contracting Officer (Technical) Representative COR/COTR; NPI: COR/COTR Certification Course; MCI: Contracting Officers Representative Course; USDA Grad School: Comprehensive COTR Workshop</p>
Performance-Based Statements of Work	16 hours	<p>NPI: Developing Performance-Based Work Statements MCI: Performance-Based Service Contracting PMCDP: Performance-Based Contracting USDA: Performance-Based Statements of Work ESI: Performance-Based Service Contracts</p>

Acquisition workforce members currently holding a COR delegation authority will retain their authority, but will be required to meet the certification requirements set forth above by October 1, 2007. Failure to do so will result in revocation of their authority.

An acquisition workforce member meeting the COR Certification requirements shall request certification through their immediate supervisor in accordance with Chapter 1.

Chapter 10

Filling Acquisition Positions

Meeting Statutory and Regulatory Requirements

All acquisition positions have training and experience requirements and some also have education requirements. These requirements are in addition to OPM's basic qualifications. The training, education and experience requirements for acquisition positions are either statutory or regulatory. As a general rule, statutory, or legal, requirements, such as those found in contracting, must be met or waived PRIOR to appointment. Regulatory certification requirements must be met or waived WITHIN 18 months of appointment.

Vacant acquisition positions may be filled through competitive or non-competitive processes. When filling positions competitively, both statutory and regulatory requirements must be used stated. The organization which has the vacant position, the selecting organization, manages the selection and assignment process. Prior to assignment, e.g., promotion, including career ladder promotion and accretion of duties promotion, reassignment, or new hire of any person to an acquisition position, the selecting organization must review the applicant's qualifications against statutory and career field certification requirements. If the applicant selected for or assigned to the acquisition position does not meet the requirements of the position, appropriate waivers must be obtained within the time frames specified in this instruction. Time frames for meeting requirements and obtaining waivers differ depending on the position and the requirement. For temporary promotions, the selecting organization shall review the applicant's qualifications against statutory requirements. If an applicant lacks a statutory requirement, a waiver is required prior to effecting a temporary promotion to an acquisition position. If the temporary promotion exceeds 18 months, certification requirements of the acquisition position must be met or management must obtain a certification waiver. Waivers are not required when effecting a detail to an acquisition position. However, the certification requirements of the detail position must be met if a member is placed in a detail of 6 months or more.

When filling positions non-competitively, the ACMP requirements must be met or waived within the time frames indicated above.

Cumulative Requirements

All acquisition workforce members must meet all requirements for certification at their current level before being assigned to positions requiring the next higher level of certification, unless the requirements are waived. For example, a GS-7, a Level I position under the Contracting certification program, cannot be promoted to a GS-9, a Level II position, without having completed the certification requirements for Level I, unless the requirements are waived.

If a potential assignee to a vacant position in the next higher level has not met the requirements for certification at that next level, they have a specific period of time to meet the requirements. For example, under the Contracting certification program, a GS-7, Level I, promoted to GS-9, Level II, has 18 months to complete all Level II requirements. Project directors must attain certification within 12 months of assignment.

If a member assigned to an acquisition position does not meet the certification requirement of the position within 18 months after assignment, management must obtain a certification waiver to allow the member to remain in that position. It is management's responsibility to initiate the certification waiver within the 18-month period and to inform the incumbent that the waiver is required to remain in the position.

Scope of Waiver

A certification waiver does not certify an acquisition workforce member to a career field; rather it allows a member who does not meet the certification requirements to remain in the position. A certification waiver is valid only for the particular position for which the waiver is granted, and is not carried forward when the member is assigned to another acquisition position.

Receipt of any other type of waiver, e.g., receipt of a Contracting Officer's warrant waiver, does not obviate the need to meet the certification requirements of the position or to obtain a certification waiver. This applies even if the certification requirement which the member lacks and the statutory requirement for which the member already received a waiver are the same.

Waivers to certification requirements granted by one agency are not transferable to other agencies.

Prior to assignment to or selection for an acquisition position, management shall ensure that the applicant is informed of any certification deficiency and that a career development plan is implemented to provide the member the opportunity to meet the requirements of their position within 18 months.

The functional advisor for the particular career field approves all certification waivers. This authority to approve certification waivers may not be redelegated. The supervisor of the acquisition workforce member requiring the certification waiver or other appropriate management official within the organization is authorized to request the waiver. The request for certification waiver must be in writing and forwarded to the appropriate functional advisor for approval of the waiver through the SME.

Management must inform the member for whom the certification waiver was requested of the decision. If the certification waiver is disapproved, the reason for the disapproval must be documented and provided to the member and management must reassign the member to a position for which he or she is qualified.

Chapter 11 Waivers

Acquisition Workforce Waivers

There are four types of waivers in the DOE ACMP. They are certification waivers, 1102 waivers, and contracting officer waivers, each of which is described below. The fourth type, PMCDP waivers, are discussed in Chapter 7.

Certification Waiver: A certification waiver permits an acquisition workforce member who does not meet the certification requirements of the position within 18 months after assignment to remain in that position without being certified. It does not certify the member and it does not carry over from one position to another. It only allows a member to remain in a specific position without meeting the certification requirements. The waiver is only for the member's current position. The waiver is initiated by the immediate supervisor at a minimum, and only the appropriate functional advisor has the authority to approve a certification waiver. Further, a certification waiver does not negate the responsibility of management and the member to continue to pursue certification. A sample format for requesting a certification waiver is provided as Attachment N.

GS-1102 Waiver: A GS-1102 waiver is an assignment waiver. GS-1102 waivers are the result of grandfathering provisions in statute. Beginning January 1, 2000, acquisition workforce members assigned to GS-1102 positions must meet specific education requirements prior to assignment. A grandfather provision permits members in GS-1102 positions as of January 1, 2000 to be considered as meeting the education standard. If a GS-1102 is selected for a lateral position but lacks the education requirements, the selecting official must request and obtain a waiver prior to assignment. If approved, the GS-1102 waiver is valid only for the specific position and grade to which assigned. This is true even if the member was selected for a career ladder position, received a waiver at the entry level and is now ready for promotion to the next grade. If the member still lacks the education, another waiver is required before the promotion can be affected. A sample GS-1102 waiver request is provided at Attachment O. Only the Senior Procurement Executive has the authority to approve GS-1102 waivers.

Warrant Waivers : Warrant waivers are only valid for the warrant for which it is granted and terminates when the warrant is terminated. The waiver is valid only for as long as the member retains the same warrant. Acquisition workforce members must meet specific requirements prior to being granted a warrant above the micropurchase threshold. If a member lacks any of the warrant requirements, the HCA must request and obtain a waiver before the member can hold the warrant. If the warrant is at the same level, the waiver may be carried over from one position to another so long as the member remains under the cognizance of the official who granted the waiver and the warrant level remains the same. Only the Senior Procurement Executive has the authority to grant warrant waivers. Attachment P is a sample request for a Contracting Officer Warrant Waiver.

Waiver Processing

A GS-1102 or CO warrant waiver cannot be granted unless the requesting official certifies that the member has significant potential for advancement and provides the basis for that determination.

All waiver requests, irrespective of type, are to be submitted to the cognizant functional advisor through the SME, who will either approve or disapprove the request, or provide a recommendation to the Senior Procurement Executive, depending on the type of waiver.

Chapter 12 Career Development

Career Progression

Normal pathways for career progression include both vertical and lateral movement. Lateral movement within and between career fields is highly encouraged, primarily at the intermediate level, to broaden the experience base of the member. This can be done through rotational assignments.

Multispecialty experience for most upper-level positions is desirable and is particularly important for those who strive for senior-level and other key acquisition positions. To obtain this experience, the member should strive to get work assignments and training in more than one of the functional areas of acquisition.

In addition to multispecialty experience, a mixture of operational and staff experience will strengthen an acquisition workforce member's competitive position when seeking high-level positions in acquisition career fields.

Operations and field offices are encouraged to provide multispecialty experience through structured programs necessary for career progression to the most senior acquisition positions.

Experience in industry to gain a perspective on private sector business practices, to share lessons learned, and to bring back best practices is highly desirable. These opportunities may be available through the cognizant functional advisor.

Individual Development Plans

A necessary component of any comprehensive career development program is an institutionalized process of individualized career development training. Individual development plans (IDPs) will be updated periodically to ensure accuracy and currency. The following voluntary activities should be considered in formulating comprehensive IDPs.

Work and Developmental Activities. Work and developmental requirements for each career field consist of a range of activities. The duration of these work and developmental activities can range from 1 to 3 years. Acquisition workforce members and their supervisors should plan and coordinate these assignments in the IDP to ensure timely progression to higher levels of certification.

Rotational Assignments. Rotational assignments are a valuable source of experience and opportunity for growth. They allow members to demonstrate their ability to apply course knowledge and skills through on-the-job performance, indicating that they have achieved the desired level of proficiency. In addition, rotational assignments promote a cross-disciplinary approach to acquisition, in that way enhancing members' appreciation of how the various functions contribute to the acquisition process. These assignments are intended to assist acquisition workforce members in completing work and developmental activity requirements and in acquiring a greater depth and breadth of experience inside and outside of DOE/NNSA and the Federal Government.

Mentoring. Mentoring is a structured agreement, either formal or informal, between two acquisition workforce members outside the normal employee/supervisory relationship wherein the mentor provides assistance to the protégé in his/her career development planning process. Mentoring can provide valuable coaching and feedback regarding career plans and choices.

Professional Associations. Membership in professional associations allows the acquisition workforce member to keep abreast of current topics and trends important to job performance and can provide opportunities for an exchange of knowledge, experiences, information, and ideas on a variety of issues. Professional associations can also provide the member with sources of conferences, seminars, workshops, video-telecasts, printed literature, research, databases, training, and other valuable career development information and opportunities. In addition, professional associations enable members to meet others who have similar interests and careers and facilitate networking opportunities.

Strategic Planning

Managers and employees must grow to keep pace with the Department's aggressive pursuit of reengineering and redesign, its evolving mission needs, and its ever-changing budgets and staff resources. In addition, as the role of the acquisition workforce evolves, DOE/NNSA managers and their staffs need to provide the strategic business advice and consultation needed to support their customers, including increasing their knowledge in the acquisition of commodities and services not previously required. If the skills and capabilities of the DOE/NNSA acquisition workforce do not match the acquisition needs of DOE/NNSA customers, the DOE/NNSA mission may be jeopardized.

Chapter 13

Acquisition Career Management Information System

Acquisition Career Management Information System (ACMIS)

The Clinger-Cohen Act (41 USC 433 (d)) directed all agencies to keep training records on their acquisition workforce. The Office of Federal Procurement Policy (OFPP) tasked FAI to develop a system for use by all agencies. In collaboration with an interagency committee, FAI developed a web-accessible database system known as the Acquisition Career Management Information System (ACMIS). This system contains training and education records, as well as warrant information for acquisition professionals, with the capability to query and report.

ACMIS Users

DOE defines its acquisition workforce to include the following:

- All positions in the GS-1102 Contracting Series
- All positions in the GS-1106 Purchasing Series
- Financial Assistance Specialists
- Personal property managers
- Federal project directors
- Program Managers
- Contractor human resource managers/industrial relations managers
- Contracting Officers with authority over the micropurchase threshold, regardless of series; and
- Contracting Officer Representatives, including task monitors.

Purpose of ACMIS

ACMIS will assist DOE in collecting and maintaining information on the acquisition workforce. Managers can use ACMIS information to make decisions about budgets, staffing, and training, and ACMIS allows employees to easily access and update education, training, and other career information records.

ACMIS will be used by the functional advisors to grant or deny certification to acquisition workforce members, so it is critical that workforce members keep their data up to date.

Using ACMIS

ACMIS is a Web-accessible database accessed through a standard Web browser, such as Internet Explorer. Using ACMIS is similar to accessing any Web page. The website is www.acmis.gov.

ACMIS Access Levels

Access levels determine what information the workforce member can view and edit in the system. The below table identifies the access levels in ACMIS and defines the rights associated with each.

ACMIS Access Levels

User	Rights
ACMIS Employee: Employee designated by agency as acquisition workforce	<ul style="list-style-type: none"> - View and update personal records - Select supervisor and/or training manager and grant access to view and update records
Supervisor: Agency employee who supervises employees	<ul style="list-style-type: none"> - View, update and approve records for all supervised employees (given these access rights by the employee)
Program Administrator: Agency employee who maintains agency information in ACMIS	<ul style="list-style-type: none"> - View and update agency specific data, such as training providers and mandatory training groups - Create accounts for employees whose personnel files are not in the system - Select Program Administrators and grant them access to view and update agency-specific data - Reset passwords and accounts for employees
System Administrator: FAI employees who oversees ACMIS	<ul style="list-style-type: none"> - View all system data except passwords - Update any system data and reset passwords and accounts

Employees have the right and responsibility to select supervisors and training managers and grant them access to their records. The training manager can be the office’s ACMP coordinator or other individual who collects and manages information on certification and continuous learning metrics of the office.

Registering in ACMIS

No Existing Record in ACMIS

The Office of Personnel Management populated many of the records of GS-1102s, GS-1105s and other identified members of the acquisition workforce with the individuals' personnel records. In order to register with ACMIS, your personnel records must already exist in ACMIS. When initially attempting to ACMIS, if the employee receives an error message that "individual not recognized," it indicates that a personnel record does not exist in ACMIS for that individual. A record must therefore be created by the DOE program Administrator, the Director, Acquisition Career Development Program. In order to create a record, the full name, birth date and social security number must be provided to the Director, ACD Program. Once the individual has a record established in the system, they can register in ACMIS.

Register in ACMIS

To access ACMIS, the individual must first complete a registration form on the ACMIS site. Once the form is submitted, the individual is sent a temporary password via e-mail that allows you to log into ACMIS. Step by step directions for registering with ACMIS are provided below.

1. Open a Browser and type the URL in the address field: www.acmis.gov.
2. Read the *Unclassified Government Site Disclosure*. Click on the **Accept** button to continue with the log-in process.
3. Click the **Register as a New User?** Link on the Login Screen. The User Registration Screen is display.
4. Enter the required information in each field. Follow the instructions that are provided. Use the **Tab** key on the computer keyboard to move between fields.
 - a. Create a username that is in the same format of an email username and use a work e-mail address rather than a person address.
 - b. There are no dashes in the social security number.
5. Click the Register button to submit the complete form.
6. The date will be verified within 24 hours and a temporary password emailed to the user.

Logging into ACMIS for the first time

Once a temporary password has been provided, the user can log into ACMIS by returning to the site at www.acmis.gov.

- On the Welcome screen, click on the **Login** link located on the sidebar.
- Enter the username created at Registration and the temporary password received via email.
 - The Password field is case sensitive. To avoid errors, copy the temporary password from the e-mail message and paste it into the password field.
- Click the **Sign In** button. The **Change Password** screen is displayed.
- Enter or paste the temporary password into the **Current Password** field.

- In the **New Password** field, type the new password and confirm that password by entering it in the next field.
- Click the **Change** button, which will log the user out of the system.
- Return to the **Welcome** screen to log in with the new password.

Password Guidelines

The temporary password must be changed after initial log in or the user will be locked out of the system. ACMIS password guides required that a password:

- Is at least 8 characters in length; and
- Contains a combination of alphabetic, numeric and special characters.
- Example: password#03

Passwords expire every 90 days at which time the user is prompted to change their password before continuing the system.

Rules of Behavior

The first time a user logs in to ACMIS with their new password, they must read and accept the *Rules of Behavior* to enter the system. The *Rules of Behavior* are based on the General Services Administration's policies and guidelines and other cited federal documents. The user must click the **I Agree** button, located at the bottom of the page to accept that the user will adhere to the *Rules of behavior*. The user will then be taken to the **Employee Management: Edit Acquisition Positions and Responsibilities** screen, which must be updated prior to continuing. Note that the user must accept the *Rules of Behavior* on an annual basis.

Logging out of ACMIS

To log out of ACMIS, users click on the **Logout** link located in the upper right corner of the screen. A message will be displayed asking the user to confirm logout. Users click the **Confirm Logout** button.

Forgotten Password

ACMIS allows five failed login attempts before locking an account. Rather than users attempting to guess their password, users should click on **Forgot Your Password?** Link, enter the required information on the **Forgot Password** screen and click the **Next** button. After answering the hint question from the user's original registration form, the **Verification Successful** screen is displayed and the user will receive an e-mail containing a temporary password within 24 hours. If the hint question is not the one created at registration, the account has been locked; the DOE Program Administrator will have to reset the account.

Failed Login Attempts

After five failed login attempts, an ACMIS account is disabled. If the user has been identified by a valid user name, an email will be sent to the user, indicating that the ACMIS account has been disabled due to excessive failed login attempts and to contact the DOE Program Administrator to reset the account.

Employee Management: Edit Acquisition Positions and Responsibilities

The initial screen displayed after login is a mandatory screen that must be completed prior to navigating to other screens. Users must select the applicable position/responsibility, and may check all boxes that apply. If a particular position/responsibility is not displayed, the user should contact the DOE Program Administrator.

Once all boxes are check, users click **Save Changes** to save the information and continue to the **Employee Management Screen**. If all appropriate boxes are check, as a result of OPM population of data fields, users can click **No Changes** necessary to continue to the **Employee Management Screen**.

Employee Management: Employee Summary

The **Employee Summary** is the primary screen which houses links to sections where employee data is entered and edited in ACMIS. The following sections describe various sections under **Employee Summary** and steps to create, edit, and view data.

Navigating ACMIS

- To access sections, users should click on the arrow to view or hide a section.
- **Edit** and **Delete** links are displayed once information has been added to a section.
- A required field left blank or completed incorrectly will result in display of an error message and a prompt for users to fix the error.
- Click the **Cancel** button to leave the current section and return to the previous section without saving changes.

My Information

This section displays the employee profile, which contains data such as name, hire date, social security number and grade level. The first five digits of the social security number is blanked out and not viewable by Program Administrators and Supervisors.

The data in this section was provided by OPM. If there are inconsistencies, users should contact their personnel office to have the data corrected.

The question “GS-13 Requirements Met?” applies only to GS-1102 personnel, and refers to the OPM qualification standards for GS-13 positions: A Baccalaureate Degree AND at least 24 semester hours among accounting, law, business, finance, contracts, purchasing, economics,

industrial management, marketing, quantitative methods, or organization management. The default position for this question is “No.” Only the DOE Program Coordinator can change the response to “Yes” based on verification that the user meets the GS-13 requirements.

Editing My Information

1. Click the **Edit** link beside **My Information**. The **Edit Employee** screen is displayed.
2. Enter the appropriate information in the blank fields or select from the pull-down menus
3. Click **Submit** to save the information and return to the **Employee Management** Screen.

Acquisition Positions and Responsibilities

This is a mandatory screen for users to indicate their position/responsibilities in the acquisition workforce.

Jobs

This section displays an employee’s current job and jobs held in the past. The first record to create is the user’s current job. It is critical that the current job is accurate in ACMIS in order to allow the Program Administrator to locate the user. Only jobs relating to acquisition positions are required to be entered into this section. This information is required in order to determine if the user meet experience requirements for certification.

Creating a Job

- 1) Click the arrow beside **Jobs**. The job history is displayed. Users can choose to create a new current permanent job or historical job by clicking the corresponding link.
- 2) Enter the appropriate information in the blank or select from the pull-down menus. There are four screens to complete. Users must ensure that the title, grade, and start and end dates of each job are entered for all current and historical jobs.
- 3) Once complete, users must click the **Submit** button to save the information and return to the **Employee Management** screen.

Education

Users enter their formal education from accredited colleges or universities.

Business Qualifications

This section tracks an employee's 24 semester hours of business-related courses. This section is critical to ensuring that the user meets the OPM qualification requirements and/or certification requirements for GS-1102 positions.

Required Mandatory Training

Users must select all of the training required for their position in this field.

Adding Mandatory Training Information

- 1) Click the arrow beside **Required Mandatory Training**. Mandatory training groups assigned to the employee are displayed.
- 2) Click the **Select Employee Mandatory Training Group** link
- 3) Click the arrow beside the group name to view the course information.
- 4) Click the box beside each group name to add a group as the employee's mandatory training group.
- 5) Click the **Submit** button to save the information and return to the **Employee Management** screen.
- 6) To remove a mandatory training group, uncheck the box beside the group name and click the **Submit** button.

Training

Users must enter their scheduled and/or completed training. While users are welcome to enter any and all training, it is critical that they enter training leading to certification in their career field and all continuous learning activities. Under the training provider screen, a provider called "Continuous Learning Activities" has been created. If the CL/CE and/or provider the user wishes to enter is not listed, they are to contact the DOE Program Administrator to have the training added to the system.

If employees have been granted an equivalency for previous course work taken, they must enter the previous course and other relevant information. Entering "Other" or "Fulfillment" does not give the ACM adequate information to assess whether the individual has met the certification requirements.

Creating Training

- 1) Click the arrow beside **Training**; the training information is then displayed.
- 2) Click the **Create Training** link, then click the **Select a Provider and Course** button. The **Employee Management: Training Providers** screen is displayed.
- 3) Locate the course provider's name.

- 4) Click the arrow beside the name to view the course, then click the radio button beside the course.
- 5) Click the **Submit** button at the bottom of the screen to select the course and return to the **Create Training** screen.
- 6) Complete the remaining fields on the screen.
- 7) Click the **Submit** button to save the information and return to the **Employee Management** screen.

CO Warrants

This section allows users to list information on the authority an employee has to purchase goods and services.

Requirements Waivers

Users can input data on waivers issued to them under the ACMP.

Development Plan

This is an optional field, where users can enter career objectives and activities developed by the manager and employee.

Agency Certifications

This section allows users to list information on formal certifications received from DOE.

Other Certifications

Users can enter information about third party certifications or certifications issued by other agencies.

My Record Changes

This section provides a summary of edits made to employee records.

Permissions

Users must grant permission to their supervisory and training manager to allow them access to the employees' records through the Permissions screen. After entering criteria, a search of the ACMIS database is run to locate the supervisor or manager. A supervisor will have access to view and edit all records in ACMIS under their supervision. Training managers will only have access to users' training and education records.

Adding Supervisors

- 1) Click the arrow beside **Permissions**. The selected Supervisors are displayed.

- 2) Click the **Add new Supervisor** link. The **Search Criteria** screen is displayed.
- 3) Enter the last name of the supervisor.
- 4) Click the **Search** button. A screen is displayed with the matches to the search.
- 5) Click the radio button beside the name of the supervisor.
- 6) Click the **Submit** button to save the information and return to the **Employee Management** screen.

Adding Training Managers

- 1) Click the arrow beside **Permissions**. The selected **Training Managers** are displayed.
- 2) Click the **Add new Training Manager** link. The **Search Criteria** screen is displayed.
- 3) Enter the last name of the training manager.
- 4) Click the **Search** button. A screen is displayed with the matches to the search.
- 5) Click the radio button beside the name of the training manager.
- 6) Click the **Submit** button to save the information and return to the **Employee Management** screen.

If the search does not find the supervisor or training manager for the selected Agency-Bureau-Branch, contact the DOE Program Administrator to have this person added to the system.

My Direct Reports

This section displays a list of supervised employees with links to their records.

My Managed Trainees

This section provides links to staff training information.

My Administrators

This section lists the Program Administrators who are responsible for agency information. In this case, the Director, ACD Program, is the DOE Program Administrator.

Changing Records

Any updates made to an employee's records in ACMIS are summarized on the **Changes to My Records** and **Changes to My Employee's Records** screens. Managers and employees view the changes to verify the edits by marking them as reviewed. When an employee's records are edited by someone else, the employee receives an e-mail notification.

Reviewing Changes to Records

- 1) Click the link for **My Record Changes** or **My Employees Record Changes**. All changes that have not been reviewed are displayed.

- 2) Review the list to ensure all changes are accurate.
- 3) Click the box to the left of each change to mark it as reviewed.
- 4) Click the **Marked as Reviewed** button. The page is refreshed and marked changes no longer appear in the summary of changes.

OR

- 1) To see a description of the edits made, click the **More** link beside the change. The **View Changes to My Records/View Changes to My Employees Records** screen is displayed.
- 2) Click the **Yes** button to mark a change as reviewed. The page is refreshed and the **Employee Management** main screen is displayed.

Supervisors are responsible for reviewing both the initial input by employees, as well as any changes made to the records.

Section II Human Resources

Chapter 1 Overview

Introduction

As discussed in Section I, there are both statutory and regulatory requirements associated with acquisition positions that must be considered when filling them. These statutory requirements are in addition to those used to fill non-acquisition positions. Human Resource (HR) professionals preparing announcements must be knowledgeable about the ACMP requirements. As a minimum, DOE O 361.1, this Handbook, and current certification requirements are needed to develop an acquisition position vacancy announcement. A check list will help the HR professional prepare acquisition vacancy announcements. A sample is provided as Attachment Q.

Filling Acquisition Vacancies

For all personnel actions, irrespective of the type of position, the Standard Form (SF) 52 is usually initiated by the supervisor who wants to take a personnel action, such as the appointment of an employee. The initiator will identify the general schedule series, requested grade and title of position. The SF 52, position cover sheet, position description, crediting plan, and job analysis, as appropriate to the site, will then be forwarded to the servicing personnel office for processing.

There are two situations that may be encountered when filling acquisition positions: filling acquisition positions which have contracting (GS-1102) and/or warrant requirements, and filling acquisition positions for other functional areas. Section II, Chapter 2 address the relevant requirements for two situations and provides samples of how to address the ACMP requirements in vacancy announcements.

These samples will not fit every contingency. The HR office must tailor the samples to fit the position being advertised. Be aware that certification requirements can change from year to year so be careful to use the current certification requirements. If in doubt, please contact the appropriate SME to find the current requirements.

Chapter 2 Filling Acquisition Positions

Acquisition Vacancy Announcement

There are always two and sometimes three requirements which must be addressed in all acquisition vacancy announcements.

The vacancy announcement must state that the position is an acquisition position and identify the career field and level, e.g., Personal Property Management, Level II; or Contracting, Level I, etc., and the announcement must address the mandatory certification standards. The certification requirement in the vacancy announcement must be stated in such a way as to give maximum credit to (1) those applicants who are already certified to the appropriate career field level and (2) those applicants who are not certified but who fully met the mandatory certification standards.

If the position has statutory contracting and/or warrant requirements, these must also be stated in the vacancy announcement. As an example, the bold text below illustrates one way that these requirements can be addressed in a vacancy announcement for a GS-9 position in the Personal Property Management Career Field.

AREA OF CONSIDERATION: DEPARTMENT OF ENERGY

GENERAL: This is a DOE Acquisition Position in the Personal Property Management Career Field. The best qualified candidates will be distinguished from other applicants using the factor(s) listed below.

EDUCATION AND CERTIFICATION REQUIREMENTS

1. a. Level II certification in the Personal Property Management Career Field (attach copy of certificate).

b. If not certified, described the extent to which the following criteria is met:

(1) Completion of _____ courses. (Completion of a predecessor course, an approved equivalent course, or an approved training course fulfillment for this course meets this requirement).

NOTES

1. Applicants should complete either 1.a. or 1.b, but not both. If the applicant is certified, he/she should be given the maximum credit, even if certification requirements have changed since the applicant was certified.
2. Applicants who fully meet 1.b(1) above must be given the same credit as those who are certified at Level II.
3. Partial credit (i.e., a lesser number of points) may be given to candidates who meet some but not all of the quality ranking factors in 1.b.
4. This vacant position has no education requirements. If it did, the education requirement would be included in the announcement as a quality ranking factor.

Contracting Vacancy Announcement

All GS-1102 positions and all positions (regardless of occupational series) requiring a warrant above the micropurchase threshold have statutory qualification requirements.

The announcement must identify both certification and contracting statutory requirements (i.e., GS-1102 requirements and contracting officer requirements if the position requires a warrant above the micropurchase threshold).

Samples of how to address the requirements are provided below. The first sample is for a GS-1102, non-warranted position; and the second is for a GS-1102 warranted position.

EXAMPLE 1: **GS-1102-09, NO WARRANT REQUIRED**

AREA OF CONSIDERATION: **DEPARTMENT OF ENERGY**

GENERAL: **This is a DOE Acquisition Position in the Contracting Career field. Prior to appointment, the selectee must meet the education requirement stated below or obtain a waiver.**

EDUCATION AND CERTIFICATION REQUIREMENTS

- 1. Education: A baccalaureate degree OR 24 semester credit hours (or equivalent) from an accredited institution of higher education in any of the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.**
- 2. Certification: Certified to level II in the Contracting Career Field (attach copy of certificate). If not certified to Level II, describe the extent to which the following is met:**
 - a. Three years of contracting experience in an acquisition position of increasing complexity and responsibility.**
 - b. Completion of Level II mandatory training courses in the Contracting career field. Mandatory training courses are those required to obtain a Federal Acquisition Certification – Contracting, plus DOE-specific courses. Completion of a predecessor course, an approved equivalent course or an approved training course “fulfillment” for each course meets this requirement.**

WAIVER: A training waiver for an individual who does not meet the training requirements may be obtained, so applicants not meeting the training requirements are encouraged to apply. However, in order to progress to the next level, all lower level requirements must be satisfied.

NOTES:

1. Applicants who meet Level II certification standards must be given the same credit as those who are certified to Level II.
2. Partial credit, i.e., a lesser number points may be given to candidates who meet some but not all of the requirements.
3. Since the statutory education requirement was stated in 1.a above, it was not repeated in 1.b above, however, it should be included in rating the certification factors, because it is also a certification requirement.
4. The Level II training course requirements were not individually listed in this announcement. If you wish to list them, the most recent listing of certification requirements can be obtained from the appropriate SME.
5. Statutory requirements must be met or waived prior to assignment.

**EXAMPLE 2: GS-1102-14 WITH WARRANT AUTHORITY ABOVE
THE MICROPURCHASE THRESHOLD**

AREA OF CONSIDERATION: DEPARTMENT OF ENERGY

GENERAL: This is a DOE Acquisition Position in the Contracting Career Field. Warrant authority above the micropurchase threshold is required.

The best qualified candidates will be distinguished from other applicants using the factors listed below:

EDUCATION AND CERTIFICATION REQUIREMENTS

- 1.* Education:**
- a. A baccalaureate degree from an accredited educational institution AND**
 - b. 24 semester credit hours (or equivalent) from among the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.**

OR

- In lieu of 1.b above, the education requirement may be met through the successful completion of any combination of college credit and acceptable equivalency examinations equal to 24 semester hours in the disciplines listed in 1.b above. Examinations considered acceptable are any that are accepted by accredited institutions of higher education for academic credit in the disciplines listed in 1.b. above.**
- 2. A total of years of acquisition experience.**
 - 3. Completion of Level II or III mandatory training courses. A predecessor course, an approved equivalent course or an approved training course “fulfillment” for each course meets this requirement.**
 - 4. Certified to Level III in the Contracting Career Field (attached copy of certificate).
If not certified to Level III, describe the extent to which the following is met:**
 - a. A baccalaureate degree from an accredited educational institution
AND**
 - b. Twenty-four semester credit hours (or equivalent) from among the disciplines listed in 1.b above**
- OR**
- c. Ten years of experience as of January 1, 2000, in a GS-1102 position; and**
 - d. *Completion of Level III mandatory training courses in the Contracting Career Field. Completion of predecessor course, an approved equivalent course or an approved training course “fulfillment” for each course meets this requirement ; and**
 - e. A total of Seven years of contracting experience (*two years minimum to meet statutory requirement for warrant authority)**

WAIVER: A training waiver for an individual who does not meet the training requirements may be obtained, so applicants not meeting the training requirements are encouraged to apply. However, in order to progress to the next level, all lower level requirements must be satisfied.

NOTES:

1. Applicants who meet the certification standards must be given the same credit as those who are certified to Level III.
2. A less number of points may be given to candidates who meet some but not all of the requirements. For example, partial credit could be given to the experience factor specified in 2 above since one of the statutory requirements for Contracting Officers is a minimum of two years of experience in contracting positions.
3. Statutory requirements noted by * must be met or waived prior to assignment. Other requirements must be met within 18 months after assignment.
4. The Level II training course requirements were not individually listed in this announcement. If you wish to list them, the most recent listing of certification requirements can be obtained from the appropriate SME. If the courses are not listed, tell the applicants where they can obtain the information.

Section III Definitions and Acronyms

Definitions

Acquisition: The planning, design, development, testing, contracting, production, introduction, acquisition logistics support and disposal of systems, equipment, facilities, supplies or services that are intended for use in or support of DOE missions.

Acquisition Career Development Program: A subset of the Acquisition Career Management Program (ACMP) consisting of certification or training programs for contracting, purchasing, financial assistance, contracting officer warrants, contracting officers representatives, and personal property managers.

Acquisition Career Manager: An individual appointed by the Chief Acquisition Officer to lead the Acquisition Career Management Program. The ACM is responsible for ensuring that the agency's acquisition workforce meets the requirements of OFPP Policy Letters. The ACM is supported by Functional Advisors.

Acquisition Career Management Information System (ACMIS): A government-wide system developed under the oversight of the Federal Acquisition Institute (FAI) to fulfill the requirement to collect acquisition workforce data.

Acquisition Career Management Program (ACMP): The professional development program for members of the acquisition workforce at DOE. The program includes professional development of a competent, professional workforce to support the accomplishment of DOE's mission. Under the ACMP, the ACM identifies and develops the acquisition workforce, including identifying staffing needs, training requirements and other workforce development strategies.

Acquisition Experience: Experience gained while assigned to an acquisition position. Acquisition experience includes cooperative education and other developmental assignments, experience in DOE/NNSA acquisition positions, and experience in comparable positions outside of DOE/NNSA.

Acquisition Organizations : Acquisition organizations employ DOE acquisition workforce personnel and are delegated the responsibility to administer the DOE ACMP within their organization.

Acquisition Position Categories: Acquisition position categories are functional subsets of acquisition positions. The acquisition position categories used in DOE are:

- 1) Contracting
- 2) Purchasing
- 3) Financial Assistance
- 4) Personal Property Management

- 5) Project Management
- 6) Program Management
- 7) Contractor Human Resource Management
- 8) Real Property Management

Acquisition Positions : Acquisition positions are designated positions in the DOE acquisition system which have acquisition duties and fall in established acquisition position categories.

Acquisition Workforce: The acquisition workforce consists of permanent employees who occupy acquisition positions. This includes the acquisition position categories listed above, plus contracting officers in any general schedule series and contracting officer representatives.

Administrative Contracting Officer (ACO): A contracting officer who administers contracts.

Career Development: The professional development of employee potential by integrating the capabilities, needs, interests, and aptitudes of employees in acquisition positions through a planned, organized, and systematic method of training and development designed to meet organizational objectives. Career development is accomplished through a combination of work assignments, job rotation, training, education, and self-development programs.

Career Field: One or more occupations that require similar knowledge and skills. There are 6 acquisition career fields within DOE. The acquisition position category determines the acquisition workforce member's career field. The 6 career fields are identified above.

Career Path: The range of opportunities at each career level and the optimum route for vertical and horizontal progression in a career field.

Certification: Certification is the process by which an authorized official determines that a workforce member meets the mandatory education, training, and experience requirements for a certification level in an acquisition career field.

Certification Levels: All acquisition positions have been assigned up to four levels, depending on the career field. The level is determined by the grade of the position for contracting, purchasing, and personal property management. For project and program management, the level is determined by the total project cost. There is only one level in the financial assistance program.

Certification Program: A structured program of education, training, and experience that provides a framework for attaining career levels commensurate with positions in the acquisition field.

Certification Requirements : Certification requirements are the mandatory education, training and experience standards required by DOE for a career level in an acquisition career field.

Certification Review Board: The certifying body for the Project Management Career Development Program co-chaired by the Director of the Office of Engineering and Construction Management and the NNSA Administrator or their designees.

Chief Acquisition Officer: The individual designated by the Secretary of Energy who is responsible for management direction of the acquisition system of the executive agency.

CHRIS/ESS: The Corporate Human Resource Information Service (CHRIS) contains the DOE Employee Self Service (ESS) subsystem, an automated Web-based system that enables DOE Federal employees to use the Internet to view and/or update personal, payroll, and training information.

Continuous Learning/Continuing Education (CL/CE): Education, training, and experiential opportunities for the purpose of improving or maintaining skills or to learn new skills. This can take the form of rotational assignments, traditional classroom training, professional association meetings, or seminars.

Contract: A mutually binding legal agreement obligating the seller to furnish supplies or services (including construction) and the buyer to pay for them; includes all types of written commitments that obligate the Government to expenditure of appropriated funds. Contracts do not include grants and cooperative agreements.

Contracting Officer (CO): As used in this Handbook, a contracting officer is a person who has the authority to award or administer a contract above the micropurchase threshold. The term “warranted contracting officer” encompasses persons having the authority to award or administer contracts above the micropurchase threshold.

Contracting Officer Representative (COR): A Government employee formal designated to act as an authorized representative of a contracting officer for specified functions that do not include actions that could change the scope, price, terms or conditions of a contract (e.g., technical monitoring). Under limited conditions, non-Government personnel may be appointed contracting officer representatives on an as-needed basis that does not allow the performance of inherently governmental functions.

Contracting Positions : Contracting positions consist of two subsets: contracting officers who have authority to award or administer a contract above the micro purchase threshold, and GS-1102s.

Core Courses: DOE-/NNSA-approved courses taught by approved training providers and required as part of the core curriculum.

Core Curriculum: A DOE-/NNSA-approved course of study comprising specifically identified courses required to attain a specific career level.

Defense Acquisition University (DAU): A consortium of Department of Defense education and training institutions and organizations providing DOE-/ NNSA-prescribed acquisition courses for certification.

Elective Courses: Courses that cover functional-specific initiatives or that provide more in-depth coverage than is offered in core courses. Electives are not required for progression to the next higher career level.

Equivalent Course: A course that has been determined by the ACM to contain the level of knowledge that would enable individuals who take the course to perform as if they had completed the comparable, designated, mandatory course.

Federal Acquisition Certification (FAC): A certification program based on the Defense Acquisition Workforce Improvement Act requirements for certification at the junior, intermediate, and senior levels that is accepted by all civilian executive agencies as evidence that an employee meets the core education, training and experience requirements, as applicable, for their career field. The FAC is distinct from agency-specific certification programs that are not transferable to other agencies.

Federal Acquisition Institute (FAI): A training institution established under the Office of Federal Procurement Policy Act, whose mission is to foster and promote the development of a professional acquisition workforce into effective business leaders. FAI develops and evaluates instructional material and performance tools for acquisition personnel and facilitates interagency intern and training programs. It identifies the competencies that support successful performance and the development of business leaders, promotes and coordinates government-wide research and studies to improve the acquisition process, and helps agencies identify and recruit highly qualified candidates for acquisition jobs.

Federal Project Director: Federal Project Directors are persons responsible and accountable for directing DOE projects in accordance with DOE O 413.3, Project Management for the Acquisition of Capital Assets.

Financial Assistance: The transfer of money or property to a recipient or subrecipient to accomplish a public purpose of support or stimulation authorized by Federal statute. For purposes of this Order, financial assistance instruments are grants, cooperative agreements, and subawards.

Fulfillment: The process by which acquisition workforce members may satisfy mandatory training requirements based on previous experience, education, and/or alternative training successfully completed and documented based on course competency standards and procedure. Fulfillment may be granted by the FA of the career field upon application on a case-by-case basis.

Functional Advisors: Functional advisors are experts in their respective acquisition functional area. They assist in the identification of common issues and recommend education and training requirements, intern program requirements and funding levels.

Functional Area: Segments of the acquisition process responsible for a specific area of expertise, such as contracting and purchasing, personal property management, financial assistance, project management, program management, and contractor human resource management.

Grandfathering: The granting of a certification in a career field by virtue of incumbency in that career field. None of the certification programs covered under this Order provide for certification based on grandfathering.

Head of Contracting Activities: The official designated by the Secretary and delegated broad authority regarding acquisition functions who has overall responsibility for managing a DOE element.

Individual Development Plan: A document used to plan an employee's education, training, and experience needs. It should specify developmental needs as well as those required in support of the career field position. Developing the plan is a joint effort of the employee, supervisor, and possibly other knowledgeable persons in the training and/or acquisition fields.

Mandatory DOE/NNSA Acquisition Course: An approved course of study that meets DOE/NNSA acquisition training requirements for a career level.

Micropurchase: Acquisition of supplies or services (except construction), the aggregate amount of which does not exceed \$2,500. For construction, the limit is \$2,000.

Personal Property Management.: The development, implementation, and administration of policies, programs, and procedures for the effective and economical acquisition, receipt, control, storage, issue, use, physical protection, care and maintenance, determination of requirements and maintenance of related operating records, and disposal, as appropriate, for Government personal property exclusive of accounting records.

Program Manager: For the sake of this document, a program manager is a person responsible and accountable for managing a Program, including the identification of requirements and prioritizing, authorizing, measuring, integrating, and controlling the program activities.

Project Management Career Development Program: Implements the development and certification of DOE federal project directors with responsibility for capital asset projects through training, experience, and development opportunities to enable federal project directors to gain a detailed set of knowledge, skills, and abilities (KSAs) necessary to manage projects or project groups with specific total project cost (TPC) ranges effectively.

Quantitative Methods: One of the disciplines that may be credited toward meeting part of the education requirement for GS-1102 positions and warrant authority above the micropurchase threshold. Quantitative methods courses are those courses in mathematics applied to business and management such as statistics, operations research, and mathematics normally taught in schools of business and management. Pure mathematics, e.g., calculus and differential equations, should not be considered quantitative methods courses.

Real Property Contracting Officer: A real property contracting officer is a person certified by DOE as a Certified Realty Specialist (CRS) and appointed as a Contracting Officer who has the authority to award and/or administer real estate contracts based on the individual's level of CRS certification.

Resident Engineer: A contract monitor assigned to one or more construction contracts with limited authority to issue changes to the contract affecting price and/or completion time.

Sales Contract: A legal agreement under which DOE will provide to a non-Federal source products or services, such as energy research and development and related technical and analytical services, or oil/nuclear waste disposal and interim storage services. Excluded under this definition are transmission and related services by the power marketing administrations and sales under international treaties.

Senior Procurement Executive (SPE): The DOE senior official appointed under the Office of Federal Procurement Policy Act, who is responsible for managing the direction of the Department's procurement system, including implementation of unique procurement policies, regulations, and standards. In DOE, this is the director of the Office of Procurement and Assistance Management. In NNSA, this is the director of the Office of Acquisition and Supply Management, NNSA.

Significant Potential for Advancement: Significant potential for advancement means the potential for advancement to levels of greater responsibility and authority, based on demonstrated analytical and decision making capabilities, job performance, and qualifying experience.

Simplified Acquisition Procedures: The methods prescribed in Federal Acquisition Circular 97-02, Part 13, for making purchases of supplies or services. The simplified acquisition threshold is \$100,000 except for contracts to be awarded and performed, or purchases to be made, outside the United States in support of contingency operation.

Statutory Requirements: Statutory requirements are those requirements established by law for specific acquisition positions, i.e., Contracting Positions.

Subject Matter Expert (SME): The Headquarters person designated by the Acquisition Career Management as the authoritative expert in a particular functional area, including competencies needed.

Total Estimated Cost: The gross cost of the project, including the cost of land and land rights; engineering, design, and inspection costs; direct and indirect construction costs; and the cost of initial equipment necessary to place the plant or installation in operation, whether funded as operating expense or construction.

Total Project Cost: All costs included in the total estimated cost of a construction project plus the preconstruction costs such as conceptual design and research and development, as well as the costs associated with the preoperating phase, such as training and start up.

Waiver: A waiver is an approval to encumber an acquisition position or hold a warrant above the micropurchase threshold without meeting all of the ACMP requirements.

Acronyms

ACD:	Acquisition Career Development Program
ACM:	Acquisition Career Manager
ACE:	American Council on Education
ACMIS:	Acquisition Career Management Information System
ACMP:	Acquisition Career Management Program
ACO:	Administrative Contracting Officer
CAO:	Chief Acquisition Officer
CAP:	Capital Asset Project
CHRIS:	Corporate Human Resource Information System
CL/CE:	Continuous Learning/Continuous Education
CO:	Contracting Officer
COR:	Contracting Officers Representative
CRS:	Certified Realty Specialist
DAU:	Defense Acquisition University
DAWIA:	Defense Acquisition Workforce Improvement Act
DOE:	Department of Energy
FA:	Functional Advisor
FAC:	Federal Acquisition Certification
FAI:	Federal Acquisition Institute
FPD:	Federal Project Director
HCA:	Head of Contracting Activity
IDP:	Individual Development Plan
NNSA:	National Nuclear Security Administration
OECM:	Office of Engineering and Construction Management
OFPP:	Office of Federal Procurement Policy
OPAM:	Office of Procurement and Assistance Management
SME:	Subject Matter Expert
SPE:	Senior Procurement Executive
TPC:	Total Project Cost

Appendix A

Fulfillment Request Form

MEMORANDUM TO: NAME OF SUBJECT MATTER EXPERT
SPECIFY CAREER FIELD

FROM: NAME OF APPLICANT

SUBJECT: REQUEST FOR FULFILLMENT OF
MANDATORY TRAINING REQUIREMENT

I believe that I have obtained the skills and knowledge provided by the Acquisition Career Management Program mandatory course [identify course number and/or title] through experience, education or alternate training. Based on the attached Self-Assessment, I request that I be granted a fulfillment of the mandatory training requirement indicated.

Supervisor's Recommendation:

I concur. [Applicant] has gained the requisite skills and knowledge provided by [course number and/or title] through experience, education or alternate training.

Supervisor's Name and Signature

Subject Matter Expert:

Fulfillment Approved:

Signature of Subject Matter Expert

Fulfillment Disapproved based on the following:

Signature of Subject Matter Expert

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

Level I			
Competencies – Acquisition Planning	Training	Experience	Education
Forecasting Requirements: Collect data from requirements managers on future acquisitions. Plan and organize to meet the anticipated requirements.			
Acquisition Planning: Assist managers in preparing written, formal acquisition plans.			
Requisitions: Review the requisition, obtain additional information and corrections.			
Funding: Verify that adequate funds have been committed.			
Market Research: Obtain data from acquisition histories and other sources. Coordinate and participate in early exchanges.			
Requirements Documents: Review and critique proposed requirement documents.			
Use of Government Property and Supply Sources: Determine whether to furnish Government property or authorize use of Government supply sources by the contractor.			
Services: Screen requisitions for requests to acquire personal services or advisory and assistance services. Request any required Wage Determinations.			
Sources: Compare requisitions against required sources of supply, or develop and maintain an open market source list.			
Competition Requirements: Determine the extent of competition.			
Unsolicited Proposals: Process unsolicited proposals and determine whether to noncompetitively acquire the offered services.			
Set-asides: Review requirement for small business set aside decision.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
8(a) Acquisitions: Determine whether to obtain the supply or service using the procedures of the Small Business Administration's (SBA) 8(a) Program.			
Lease vs. Purchase: Analyze whether to solicit for lease, purchase or both.			
Price Related Factors: Identify applicable factors (e.g., multiple award, Buy American, energy efficiency, transportation, life cycle costs) for the solicitation.			
Non-Price Factors: Select non-price evaluation factors for award and determine their applicability.			
Method of Procurement: Determine whether to use FAR Part 12, Part 14 or Part 15 for solicitations.			
Contract Types: Choose contract type that will minimize risks.			
Recurring Requirements: Select appropriate methods to solicit for prospective requirements.			
Unpriced Contracts (letter contracts & unpriced purchase orders): Determine when it is necessary to use a letter contract or an unpriced order; draft letter contract or unpriced order.			
Contract Financing for Commercial Contracts: Analyze financing options for incorporation into solicitations.			
Noncommercial Contract Financing: Analyze financing options for incorporation into solicitation.			
Need for Bonds: Determine whether bonds are required or necessary to protect the Government from market risks.			
Methods of Payment: Select the method of payment.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Performance-Based Contracting: Review the Statement of Work to see if it is based on the expected results rather than how the work is to be performed.			
Electronic Commerce: Apply available technology to enhance the quality and timeline of work products/services.			
Competencies – Contract Formation			
Publicizing Proposed Procurements: Prepare CBD notice or other electronic publication method.			
Oral Quotes: Solicit quotes.			
RFQ Preparation: Prepare and release RFQ.			
Solicitation Preparation (RFPs for Commercial Items): Research clauses and assemble a Request for Proposals (RFP).			
Solicitation Preparation (RFPs for Noncommercial Items): Research clauses and assemble and Invitation for Bids (IFB).			
Preaward Inquiries: Answer inquiries about the solicitation.			
Prebid/Preproposal Conferences: Provide offerors with a public forum to review the site, question the solicitation, or express any concerns.			
Amending/Canceling Solicitations: Prepare and issue any required amendments.			
Amending/Canceling Quotes: Prepare and issue any required amendments.			
Processing RFQs: Prepare and issue RFQ, resolve late quotes, and determine best value. Make determination of price reasonableness.			
Processing RFPs: Prepare and issue solicitations, resolve late proposals, evaluate proposals, and make determination of best value.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Processing IFBs: Receive and control bids submitted against an IFB. Open and abstract bids.			
Applying Past Performance, Technical and other Nonprice Factors: Review proposed evaluation factors and determine whether to award on lowest price or greatest value.			
Award Without Discussions: Determine whether to award without discussions and make award.			
Negotiation Strategy: Prepare a prenegotiation plan and hold negotiations. Request and evaluate revised offers.			
Responsibility: Make a determination of responsibility on the prospective contractor.			
Award (Commercial): Prepare or obtain final source selection decision. Prepare award documents and obtain necessary reviews/approvals/signatures and issue the award.			
Award (Non-Commercial): Prepare or obtain final source selection decision. Prepare award documents and obtain necessary reviews/approvals/signature and issue the award.			
Debriefing: Conduct timely debriefings of vendors.			
Protests: Research and prepare positions on protests of the award.			
Competencies – Contract Administration I			
Contract Administration Planning: Review the contract and related acquisition histories, and identify key milestones. Delegate authority to CORs, COTRs, and ACOs.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Contract Modifications (Commercial): Determine if proposed modification is within scope of contract and ensure adequate funds are available. Execute the modification.			
Contract Modifications (Non-Commercial): Determine if proposed modification is within scope of contract and ensure adequate funds are available. Execute the modification.			
Options: Verify reasonableness of option price and exercise the option.			
Monitoring, Inspection, and Acceptance (Commercial Contracts): Monitor performance by contractor and Government personnel against the contract schedule.			
Performance-Based Payments: Review requests for payments and substantiate performance. Where necessary, reduce or suspend payments, adjust the payment schedule or demand repayment.			
Advance Payments: Review requests for payments, establish the special bank account and negotiate suitable covenants. Monitor withdrawals from the bank account and interest owed the Government.			
Delays: Determine whether delay is excusable and negotiate consideration.			
Commercial/Simplified Acquisition Remedies: Identify and apply any contractual remedies.			
Remedies (Noncommercial Contracts): Identify and apply any contractual remedies.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Documenting Past Performance: Obtain performance information from the requiring activity and other Government sources. Reconcile discrepancies between the contractor version of events with reported past performance information. Document the file.			
Termination for Cause (Simplified Acquisitions/Commercial Contracts): Determine the need and adequacy of the case for termination, and issue the termination notice.			
Stop Work: Determine whether to stop work, and issue the stop work order. Initiate resumption of work and modify the contract as necessary.			
Defective Pricing: Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and the downward adjustment.			
Close-Out: Verify that the contract is physically complete and that other terms and conditions have been satisfied. Prepare the close out file.			
Competencies – Price Analysis			
Price Related Factors: Identify applicable factors for the solicitation.			
Price Analysis: Critique the government estimate. Apply price related factors in the solicitation offers or quotes, and evaluate and compare prices. Develop price related prenegotiation objectives for discussions with vendors.			
Pricing Information: Determine the need for information from offerors other than cost or pricing data.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Competencies – Cost Analysis			
Cost Information from Offerors: Obtain the certificate as applicable. Determine the need for information from offerors other than cost or pricing data.			
Indirect Costs: Adjust billing rates as necessary. Select either the quick close-out procedure and negotiate final indirect cost rates or obtain final indirect rates from the cognizant agency.			
Audits: Obtain audit of the submitted cost and pricing data and analyze results.			
Cost Accounting Standards (Non-Commercial): Determine whether CAS applies to the entity and the type of coverage.			
Cost Analysis: Develop prenegotiation positions on proposed elements of cost and fee.			
Competencies – Federal Contract Negotiation Techniques			
Fact finding: Identify and collect information from the offeror necessary to complete the Government's analysis of the proposal.			
Negotiation Strategy: Prepare a prenegotiation plan and brief management when required.			
Conducting Discussions/Negotiations: Conduct negotiations with offerors and document the principal elements of the negotiated agreement. After concluding competitive discussions, request and evaluate revised proposals.			
LEVEL II			
Competencies - Acquisition Planning II			
Forecasting Requirements: Collect data from requirements managers on future acquisitions. Plan and organize to meet the anticipated aggregate requirements.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Acquisition Planning: Assist managers in preparing written, formal acquisition plans.			
Funding: Verify that adequate funds have been committed.			
Market Research: Obtain data from acquisition histories and other sources. Coordinate and participate in early exchanges.			
Requirements Documents: Review and critique proposed requirement documents.			
Use of Government Property and Supply Sources: Determine whether to furnish Government property or authorize use of Government supply sources by the contractor.			
Services: Screen requisitions for requests to acquire personal services or advisory and assistance services. Request any required Wage Determinations.			
Unsolicited Proposals: Process unsolicited proposals and determine whether to noncompetitively acquire the offered services.			
Non-Price Factors (FAR Parts 12 & 13 Solicitations): Select non-price evaluation factors for award and their applicability.			
Contract Types (Commercial Contracts): Select contract type that will minimize risks.			
Requiring Requirements: Select appropriate methods to solicit from currently unfunded, prospective requirements.			
Unpriced Contracts (letter contracts & unpriced purchase orders): Draft letter contracts and unpriced orders as required.			
Contract Financing for Commercial Contracts: Analyze financing options for incorporation into solicitation.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Noncommercial Contract Financing: Analyze financing options for incorporation into solicitations.			
Need for Bonds: Determine whether bonds are required or necessary to protect the Government from market risks.			
Method of Payment: Select method of payment.			
Competencies – Contract Formation II			
RFPs for Non-Commercial Items: Research clauses and assemble a Request for Proposals (RFP).			
Applying Past Performance, Technical & Other Non-Price Factors (Under FAR Part 15 for Non-Commercial Items): Review proposed evaluation factors and determine whether to award on lowest price or greatest value.			
Terms and Conditions: Evaluate other proposed terms and conditions.			
Competitive Range: Review proposals for award without discussion. If discussions are necessary, determine the competitive range and notify offerors outside the range.			
Subcontracting Requirements: Where required, obtain a subcontracting plan from the offeror and negotiate improvements to it. Negotiate make or buy programs.			
Mistakes (Postaward): Investigate and resolve mistakes alleged after award.			
Late Offers: Determine whether a late offer or quotation may be considered for award.			
Price Analysis (Sealed Bidding): Apply the price related factors in the IFB, identify the low bid for each potential award, and analyze the reasonableness of the lowest priced bid.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Responsiveness: Determine whether the lowest bid is responsive to the terms and conditions of the IFB. Resolve minor informalities and irregularities. Reject nonresponsive bids.			
Preaward Mistakes in Bids: Identify potential mistakes, verify bids and resolve alleged mistakes.			
Competencies – Contract Administration II			
Contract Administration Planning: Review the contract and related acquisition histories. Identify key milestones. Delegate authority to CORs, COTRs, and/or ACOs.			
Post-award Conferences: Participate in post-award conferences.			
Subcontracting Requirements: Monitor contractor performance against subcontractor plans.			
Contract Modifications (Non-Commercial Contracts): Review proposed modifications against the scope of work and availability of funds. Execute the modification.			
Monitoring, Inspection and Acceptance (Noncommercial Contracts): Monitor performance by contractor and Government personnel against the contract schedule.			
Delays: Determine whether delay is excusable and negotiate consideration.			
Stop Work: Determine whether to stop work and issue the stop work order. Unless the contract is terminated, initiate resumption of work and modify the contract as necessary.			
Remedies (NonCommercial Contracts): Identify contractual remedies. Determine which remedy applies.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Unallowable Costs: Review invoiced costs for allowability and prepare notice of intent to disallow or actual disallowance. Determine whether to withdraw or sustain the notice and/or allow part of the costs.			
Payment of Indirect Costs: Adjust billing rates as necessary to prevent substantial overpayment or underpayment of indirect costs. Select either the quick closeout procedure and negotiate final indirect cost rates or obtain final indirect rates from the cognizant agency.			
Limitation of Costs: If a cost reimbursement contract, determine if the contractor has exceeded the ceiling listed in the contract. Recommend an appropriate alternative if the contractor will not be able to complete the work within the amount obligated.			
Price and Fee Adjustments: Monitor payments and adjust billing prices. Given the economic price adjustment, incentive or award formula in the contract, establish the final fee or price.			
Unpriced Purchase Orders: Determine reasonableness of invoiced price.			
Letter Contracts: Definitize the contracts.			
Task and Delivery Order Contracting: Place orders against task and delivery order contracts.			
Invoices: Identify withholdings and deductions, and instruct payment office and contractor of any changes.			
Progress Payments: Review requests for progress payments. Monitor liquidation. Where necessary, reduce or suspend payments, adjust liquidation rates, or grant unusual progress payments.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Collecting Contract Debts: Determine indebtedness. Identify and obtain repayment and respond to requests for deferment.			
Assignment of Claims: Review requests for assignment of claims. Execute receipt of Notice of Assignment.			
Property Administration: Establish reporting requirements, monitor delivery of Government property and review contractor property control systems. Determine liability for damage or misuse and negotiate consideration. Recover or dispose of the property.			
Intellectual Property: Monitor compliance with the intellectual property sections of FAR 52.212-4, Contract Terms and Conditions – Commercial Items. Identify, investigate, and resolve problems with patents and/or data rights.			
Administering Socio-Economic and Other Miscellaneous Terms: Enforce compliance with socio-economic contractual requirements.			
Claims: Research and process the claim. Participate in appeals process or ADR.			
Termination for Default (Non-Commercial Contracts): Determine the need for termination for default. Issue the termination notice. If bonded, obtain performance or payment from surety. Reprocure and demand payment for the excess costs of reprocurement.			
Defective Pricing: Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and the downward adjustment.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Cost Accounting Standards: Review Disclosure Statements, and notify contractor of noncompliance. Review proposed accounting changes, and negotiate any necessary cost impact adjustments.			
Termination for Convenience: Determine whether to terminate and proceed with the termination action.			
Extraordinary Relief: Determine whether relief is called for and what type is merited. Execute the contract action.			
Accounting and Estimating Systems: Determine the need to audit a contractor's accounting or estimating system. Negotiate improvements and monitor implementation.			
Closeout: Verify that contract is physically complete and other terms and conditions have been satisfied. Verify that there are no outstanding claims or disputes. Obtain final invoice and follow prescribed close out procedures.			
Competencies – Intermediate Contract Pricing			
Price Analysis: Develop prenegotiation positions on proposed elements of cost and fee.			
Contract Modifications (Equitable Adjustments): Determine the need for supplemental agreements and whether it is within scope of the contract. Issue the modification.			
Defective Pricing: Understand defective pricing, cost realism analysis, contract types, and pricing terminations for convenience and default.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Unallowable Costs: Determine whether invoiced costs are allowable and issue notice of intent to disallow on applicable costs. Based on discussions with the contractor, determine whether to withdraw or sustain the notice and/or allow part of the costs.			
Competencies – Government Contract Law			
Legal Environment: Identify elements of a contract, statutes, regulations, case law, and administrative law that define the Federal acquisition system. Research the FAR and other source documents.			
Impact: Analyze and determine the manner in which the various pieces of federal legislation and judicial and administrative decisions impact the formation of government contracts.			
Protests: Identify the different procedures and remedies available to bidders or offerors and the forums available in which to protest a government acquisition.			
Fraud & Exclusion: Refer indications of fraud or other civil or criminal offenses to responsible officials.			
Level III			
Competencies – Executive Contracting			
Policy Perspectives: Identify the most current actual and proposed changes to acquisition/contracting policy regulations.			
Policy Perspectives: Present and evaluate approaches for effectively implementing new policies.			
Policy Perspectives: Identify the structure and processes of civilian agency acquisition council.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Policy Perspectives: Assess Congressional processes and legislative objectives in policy development.			
Policy Perspectives: Identify the responsibilities of key Federal policy organizations (e.g., Office of Federal Procurement Policy (OFPP), Government Accountability Office (GAO), Small Business Administration (SBA).			
Policy Perspectives: Describe the relationships of organizations with the DOE contracting system (IG, DCMC, DFAS, DC AA, etc.)			
Policy Perspectives: Analyze the impacts of internal and external forces on DOE acquisition and contracting policy.			
Organizational Issues: Identify the skills required for effective operations in a team-based acquisition environment.			
Organizational Issues: Assess organizational impacts of topical issues (e.g., regionalization, pay banding, electronic commerce, metrics, etc.).			
Technology Impacts: Identify the policy requirements for implementing electronic commerce.			
Technology Impacts: Identify skills and processes required for effectively using new technology applications to improve organizational productivity (e.g., distance learning, telecommuting, internet-based commerce).			
Technology Impacts: Identify and evaluate technology-based sources of information for maintaining currency of the contracting workforce.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Technology Impacts: Review basic concepts of technology and its implementation (WANs, LANs, band width, packet switching) that could impact contracting organizations.			
Occupational Professionalism: Discuss the contracting profession's "Guiding Principles" from FAR Part 1.			
Occupational Professionalism: Evaluate processes for implementing leadership philosophies such as risk taking, teaming, and developing innovative/entrepreneurial cultures within the contracting community.			
Occupational Professionalism: Identify effective techniques for assisting the contracting community in managing change.			
Occupational Professionalism: Establish contacts and a vital network of professional peers for benchmarking and problem solving.			
Occupational Professionalism: Identify methods for establishing a continuous learning culture in the contracting community.			
Competencies – Management for Contracting Supervisors			
Management of External Interactions: Establish and maintain communications between contracting offices and requiring activities.			
Management of External Interactions: Balance the competing interests of requiring activities, the industry, higher headquarters and oversight activities.			
Management of External Interactions: Improve understanding of the entire acquisition process, (e.g., budgeting and lead times) for various acquisition activities.			

Attachment B-1

**Contracting Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Management of External Interactions: Encourage early interaction with contractors without giving an advantage to any particular contractor.			
Plan, Execute, and Oversee Workload: Develop procurement planning skills to result in a high quality contract.			
Plan, Execute, and Oversee Workload: Manage workload distribution effectively within the contracting office.			
Plan, Execute, and Oversee Workload: Establish and justify effective procurement organizational structures.			
Lead as a Contracting Professional: Ensure the exchange of information among internal (e.g., contract specialists) and external (e.g., PCOs, ACOs, cost/price analysts, CORs, auditors, program managers, engineers, logisticians, and DFAS) team members.			
Lead as a Contracting Professional: Maximize the use of the expertise of team members.			

Appendix B-2

**Financial Assistance Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

Financial Assistance			
Competencies – General Management and Administration	Training	Experience	Education
Knowledge of the principles, practices, and methods of management and administration in both public sector and business sector.			
Competencies – Financial Management			
Knowledge of financial management systems, principles, practices, and methods in both business-sector and public-sector environments.			
Competencies – Financial Analysis and budget evaluation skills			
Knowledge of financial and budget process with an emphasis on analytic skills and knowledge of OMB Circulars.			
Competencies – Financial Assistance Management Process			
Knowledge of financial assistance laws, regulations, executive orders, OMB requirements, Departmental policies, Agency policies and established methods and techniques.			
Competencies – Program Needs			
Knowledge of the mission, goals, objectives, operational requirements and public-interest factors for specific Grant-making programs to which assigned.			
Competencies – Ethics			
Knowledge of the policies and procedures regarding business and government ethics.			
Competencies – Agency Organization			
Knowledge of the mission, function, and organizational structure of the Agency.			

Appendix B-2

**Financial Assistance Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Competencies – Computer Skills			
Knowledge of basic principles of utilizing and managing automated financial and administrative systems and skill in operating automated equipment.			
Competencies – Negotiation			
Knowledge of negotiation processes and techniques and skills in conducting formal negotiations with grantee organizations.			
Competencies – Writing			
Knowledge of specific technical writing requirements and formats pertaining to grants management and skill in effective business.			
Competencies – Verbal Communication			
Skill in delivering effective verbal presentations and verbally interacting in both formal and informal settings.			
Competencies – Analytical Methods			
Knowledge of methods of collecting and analyzing information and drawing logical, systematic conclusions			
Competencies – Decision-Making			
Skill in timely, effective decisions and ability to support and utilize decision-making processes.			

Appendix B-3

**Personal Property Management Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

Personal Property Management Competencies – Contract Property Administration Fundamentals	Training	Experience	Education
Describe the official Government policy on providing property contractors.			
State the exceptions to the Government's official policy on providing property to contractors.			
Describe the origins of Government property.			
Name the five classes of Government property.			
Define each of the five classes of Government property.			
Compare and contrast the Fixed-Price and Cost-Reimbursement Government Property Clauses.			
Explain the contractor's responsibility for material including receipt, records, segregation, commingling, and the prompt reporting of excess.			
Identify the ten Standards of a Material Management Accounting System.			
Describe the contractor's requirements for performing a physical inventory.			
Explain the policy on providing Special Tooling to contractors.			
Describe the provisions for the Government taking title to Special Tooling.			
State the policy on providing Special Test Equipment to contractors.			
Explain the responsibility of the ACO on authorizing the acquisition of new Special Test Equipment.			
Explain the records requirement for Special Tooling, Special Test Equipment, and Agency Peculiar Property.			

Appendix B-3

**Personal Property Management Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Describe the policy exceptions for providing facilities to contractors.			
Compute the rental rates contractors are charged for the use of Government Property.			
Explain the requirements for a contractor's maintenance system.			
Define Progress Payments.			
Differentiate when title for property vests in the Government versus when it vests in the contractor under the Progress Payments Clause.			
Describe the requirements for subcontractor control of Government Property.			
Outline the requirements for the contractor establishing and maintaining a property control system.			
Explain the process of performing a property control system analysis.			
Differentiate between the full risk of loss and the limited risk of loss provisions in the Government Property Clauses.			
Distinguish between excess and surplus Government property.			
Explain the priority requirements for the disposal of Government Property.			
Describe the duties and responsibilities of the Plant Clearance Officer.			
Outline the process of contract closeout for Government Property.			
Competencies – Contract Property Disposition			
Identify the responsibilities and authorities of the Plant Clearance Officer.			
List the disposal priorities set forth in the FAR, in order.			

Appendix B-3

**Personal Property Management Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Describe the contractor's option of Purchase/Retention of Contractor Acquired Property at cost.			
Describe the use of the Plant Clearance Automated Reutilization Screening (PCARSS) System.			
Describe the contractual requirement for the submission of Inventory Schedules by Defense Contractors.			
Critique the preparation of an inventory for accuracy and completeness.			
Describe the requirement for an Inventory Verification.			
Apply the condition codes set forth in FAR and DFARS and used to indicate the condition of the property.			
Define the four types of Screening required of contractor inventory.			
Differentiate between the Screening timeframes and Deviations.			
Describe the screening process.			
Describe the Requisition Process for Reutilization of Government Property.			
Describe the Donation Process and eligible donees for the Reutilization of Government Property.			
Identify the sales process for use in disposing of Surplus Government Property.			
Describe the scrap procedures, its uses and the sales proceeds process.			
Identify when the Government may abandon Government Property.			

Appendix B-3

**Personal Property Management Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
List the environmental laws that impact the disposal process for hazardous materials and hazardous wastes.			
Describe the disposal requirements for items requiring demilitarization.			
Describe the disposal process and forms necessary to properly perform vehicle transfers, donation of computers to schools, precious metals recovery program, and classified items.			
Competencies – Contract Property Systems Analysis			
Describe the requirements for the performance of a Property Control Systems Analysis (PCSA).			
Describe the two types of PCSAs.			
Distinguish between a Standard and Limited PCSA by listing the criteria.			
Describe the frequency for performance and scheduling of PCSAs.			
Describe the requirement for an entrance conference with the contractor.			
List the fifteen functions/process areas within the PCSA.			
Describe the use of inferential statistics in the performance of a PCSA.			
List the types of sampling available to the Government Property Administrator in performing a PCSA.			
Determine and select the appropriate populations for each function/process for analysis in the performance of a PCSA.			
List the evaluative criteria for each function/functional segment including Functions I through XV (Acquisition through Contract Closeout).			

Appendix B-3

**Personal Property Management Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Apply the decision table and its guidance provided in DOD4161.2-M for determining the acceptance or rejection of a function/functional segment.			
Describe the requirement for an exit conference with the contractor.			
Recognize the requirement and components of a Corrective Action Plan on the part of the contractor.			
Describe the requirements for audit evidence and worksheets in the performance and documentation of a PCSA.			
Describe the requirements for a System Analysis Summary Document.			
Describe the steps required on the part of the Property Administrator to resolve deficiencies in a PCSA with a non-responsive contractor.			
Competencies – Intermediate Contract Property Administration			
Given a contracting scenario, determine the appropriate Government Property Clause and any related clauses that need to be used with this contract.			
Given a contracting scenario, determine the appropriate methods that the contractor should include in their Property Control System for performing physical inventories of Government Property.			
Given a contracting scenario, apply the Special Tooling Clause.			
Given a contracting scenario, apply the Special Test Equipment Clause.			
Given a contractor's request for facilities, apply the Government's policy on providing facilities.			

Appendix B-3

**Personal Property Management Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Given a new contractor, develop and prepare a Property Control System as a Property Administration assignment.			
Given a contracting scenario, solve a liability case for lost, damaged, or destroyed Government Property in the possession of a defense contractor.			
Given a contractor's Property Control System scenario, plan a Property Control System Analysis.			
Given a scenario, determine the appropriate disposition requirements and/or priorities for abandonment of Government Property.			
Given a plant tour of a contractor's plan, analyze and discuss the methods used to control, protect, preserve, and maintain the property/assets and compare it to the Government's requirement for controlling this type of property/assets.			
Competencies – Contract Property Management Seminar			
Given a contracting scenario, determine the proper Title vesting of Property either in the Government or Contractor and determine the level of Property Control that needs to be established over these various types of property.			
Given a contracting scenario, determine the contractual requirements applicable to the acquisition of the various forms of property i.e., material, special tooling, special test equipment, facilities and agency peculiar property, including any notification requirements on the part of the contractor.			

Appendix B-3

**Personal Property Management Competencies
Self-Assessment**

Applicant's Name: _____

For each competency, indicate method of obtaining. If through training or education, please list specific courses or classes and training provider.

	Training	Experience	Education
Given a contracting scenario, analyze a case of loss, damage and destruction of property as to the liability aspects including determining who is liable, when, and for how much (quantum) in accordance with contractual requirements and case law.			
Given a property scenario, determine the proper type of Property Control Systems Analysis to be applied and for the function or functions designed, select and define the property population, sample size, criteria for evaluation, and acceptance/rejection rates for this evaluation.			
Given a property scenario, determine the proper method of disposition of Government property as influenced by its classification, security sensitivity, chemical nature, etc.			
Analyze and discuss the current contract property initiatives presented by a Defense Contract Management Agency representative.			
Analyze and discuss the current contract property initiatives presented by an Office of Secretary of Defense representative.			
Analyze and discuss the current commercial property initiatives presented by an industry representative.			
Analyze and discuss the current contract property initiatives presented by a NASA representative for NASA contracts and grants administered by DOD.			

Appendix C

CERTIFICATION REQUEST

MEMORANDUM FOR SUBJECT MATTER EXPERT
FUNCTIONAL AREA

FROM: APPLICANT
TITLE
OFFICE

SUBJECT: REQUEST FOR CERTIFICATION UNDER
THE [INSERT APPROPRIATE PROGRAM]

Attached is my request for Level __ certification in [Career Field Program] in accordance with the Acquisition Career Management Program, DOE Order 361.1.

I hereby certify that the contents of this certification package are true and accurate to the best of my knowledge.

Attachment

Supervisory Recommendation:

I have reviewed the applicant's certification package and have interviewed [Applicant] regarding courses taken. [Applicant] meets all of the requirements for certification. His complete certification package, including course certificates is attached.

Based on my review of the package and interviews with [Applicant], I request that [Applicant] be certified to Level [insert requested certification level].

Name and Signature of Supervisor

Subject Matter Expert:

I concur. [Applicant] has met the requirements and is to be considered Certified to Level [] in [Career Field Program]. A certificate will be issued in [Applicant's] name.

Name and Signature of Subject Matter Expert

Appendix D-1A

**FEDERAL ACQUISITION CERTIFICATION – CONTRACTING
LEVEL I**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial)_____

Email Address_____

Phone_____

Agency Name_____

Agency Address_____

Title, Series, Grade_____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. ____ **Education:** Baccalaureate degree OR at least 24 hours among accounting, law, business finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.
2. ____ **Experience:** Minimum of one year contracting experience (*SERIES 1102*).
3. ____ **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
4. **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

CON 100 SHAPING SMART BUSINESS ARRANGEMENTS

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 110 MISSION SUPPORT PLANNING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 111 MISSION STRATEGY EXECUTION

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 112 MISSION PERFORMANCE ASSESSMENT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 120 MISSION FOCUSED CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 101 BASICS OF CONTRACTING

(Y/N) Actual course; _____ Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 104 PRINCIPLES OF CONTRACT PRICING

(Y/N) Actual course; _____ Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

PERFORMANCE-BASED CONTRACTING

Course Title and Number of Training Hours

Course Provider

Date Complete

PART C – SIGNATURES

Applicant’s Signature _____ Date _____

Supervisor’s Endorsement :

I recommend the above individual for certification at Level I.

Name _____

Signature _____ Date _____

Subject Matter Expert's Approval:

I approve the above individual for certification at Level I.

Name _____

Signature _____ Date _____

Appendix D-1B

**FEDERAL ACQUISITION CERTIFICATION – CONTRACTING
LEVEL II**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial) _____

Email Address _____

Phone _____

Agency Name _____

Agency Address _____

Title, Series, Grade _____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. ____ **Education:** Baccalaureate degree OR at least 24 hours among accounting, law, business finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.
2. ____ **Experience:** Minimum of three years contracting experience (*SERIES 1102*).
3. ____ **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
4. **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

CON 214 BUSINESS DECISIONS FOR CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____

Course Provider Date Complete

CON 215 INTERMEDIATE CONTRACTING FOR MISSION SUPPORT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____

Course Provider Date Complete

CON 216 LEGAL CONSIDERATIONS IN CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____

Course Provider Date Complete

CON 217 COST ANALYSIS AND NEGOTIATION TECHNIQUES

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____

Course Provider Date Complete

CON 218 ADVANCED CONTRACTING FOR MISSION SUPPORT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 202 INTERMEDIATE CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 204 INTERMEDIATE CONTRACT PRICING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 210 GOVERNMENT CONTRACT LAW

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

EARNED VALUE MANAGEMENT

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

FINANCIAL MANAGEMENT

Course Title and Number of Training Hours

_____ ; _____
Course Provider Date Complete

PART C – SIGNATURES

Applicant's Signature _____ Date _____

Supervisor's Endorsement :

I recommend the above individual for certification at Level II.

Name _____

Signature _____ Date _____

Subject Matter Expert's Approval:

I approve the above individual for certification at Level II.

Name _____

Signature _____ Date _____

Appendix D-1C

**FEDERAL ACQUISITION CERTIFICATION – CONTRACTING
LEVEL III**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial) _____

Email Address _____

Phone _____

Agency Name _____

Agency Address _____

Title, Series, Grade _____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. **Education:** Baccalaureate degree AND at least 24 hours among accounting, law, business finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.
2. **Experience:** Minimum of seven years contracting experience (*SERIES 1102*).
3. **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
4. **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

CON 353 ADVANCED BUSINESS SOLUTIONS FOR MISSION SUPPORT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

PROJECT MANAGEMENT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

PROPERTY MANAGEMENT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

PART C – SIGNATURES

Applicant’s Signature _____ Date _____

Supervisor’s Endorsement :

I recommend the above individual for certification at Level III.

Name _____

Signature _____ Date _____

Subject Matter Expert's Approval:

I approve the above individual for certification at Level III.

Name _____

Signature _____ Date _____

Appendix D-2A

**ACQUISITION CERTIFICATION – PURCHASING
LEVEL I**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial)_____

Email Address_____

Phone_____

Agency Name _____

Agency Address_____

Title, Series, Grade_____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. _____ **Education:** (Desired) 16 semester hours of undergraduate work with emphasis in business.
2. _____ **Experience:** Minimum of one year purchasing experience (*SERIES 1105*).
3. _____ **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
4. _____ **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

CON 100 SHAPING SMART BUSINESS ARRANGEMENTS

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 101 BASICS OF CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 104 PRINCIPLES OF CONTRACT PRICING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 237 SIMPLIFIED ACQUISITION PROCEDURES (ON-LINE)

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

DOE/C WEB-TRAINING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours
_____; _____
Course Provider Date Complete

PART C – SIGNATURES

Applicant's Signature _____ Date _____

Supervisor's Endorsement :

I recommend the above individual for certification at Level I.

Name _____
Signature _____ Date _____

Subject Matter Expert's Approval:

I approve the above individual for certification at Level I.

Name _____
Signature _____ Date _____

Appendix D-2B

**ACQUISITION CERTIFICATION – PURCHASING
LEVEL II**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial) _____

Email Address _____

Phone _____

Agency Name _____

Agency Address _____

Title, Series, Grade _____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

_____ **Education:** (Desired) 32 semester hours of undergraduate work with emphasis in business.

1. _____
2. _____ **Experience:** Minimum of two years purchasing experience (*SERIES 1105*).
3. _____ **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
4. _____ **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

CON 110 MISSION SUPPORT PLANNING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 111 MISSION STRATEGY EXECUTION

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 112 MISSION PERFORMANCE ASSESSMENT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 120 MISSION FOCUSED CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CON 202 INTERMEDIATE CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 204 INTERMEDIATE CONTRACT PRICING

(Y/N) Actual course; _____ Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

PART C – SIGNATURES

Applicant’s Signature _____ Date _____

Supervisor’s Endorsement :

I recommend the above individual for certification at Level II.

Name _____

Signature _____ Date _____

Subject Matter Expert’s Approval:

I approve the above individual for certification at Level II.

Name _____

Signature _____ Date _____

Appendix D-2C

**ACQUISITION CERTIFICATION – PURCHASING
LEVEL III**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial)_____

Email Address_____

Phone_____

Agency Name _____

Agency Address_____

Title, Series, Grade_____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. ____ **Education:** (Desired) 64 semester hours of undergraduate work with emphasis in business
2. ____
3. ____ **Experience:** Minimum of three years purchasing experience (*SERIES 1105*).
4. ____ **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
5. ____ **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

ELECTIVE:

Course Title and Number of Training Hours

Course Provider

Date Complete

ELECTIVE:

Course Title and Number of Training Hours

Course Provider

Date Complete

PART C – SIGNATURES

Applicant's Signature _____ Date _____

Supervisor's Endorsement :

I recommend the above individual for certification at Level III.

Name _____

Signature _____ Date _____

Subject Matter Expert's Approval:

I approve the above individual for certification at Level III.

Name _____

Signature _____ Date _____

Appendix D-3

FINANCIAL ASSISTANCE CERTIFICATION

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial)_____

Email Address_____

Phone_____

Agency Name _____

Agency Address_____

Title, Series, Grade_____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert.
2. **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

FEDERAL FINANCIAL ASSISTANCE

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

**COST PRINCIPLES – OFFICE OF MANAGEMENT AND BUDGET CIRCULARS
A-21, A-122 AND A-87**

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

FEDERAL FUNDS MANAGEMENT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

PART C – SIGNATURES

Applicant’s Signature _____ Date _____

Supervisor’s Endorsement :

I recommend the above individual for certification at Level I.

Name _____

Signature _____ Date _____

Subject Matter Expert's Approval:

I approve the above individual for certification.

Name _____

Signature _____ Date _____

Appendix D-4A

**ACQUISITION CERTIFICATION – PERSONAL PROPERTY MANAGEMENT
LEVEL I**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial) _____

Email Address _____

Phone _____

Agency Name _____

Agency Address _____

Title, Series, Grade _____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. _____ **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
2. _____ **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

**IND 100 CONTRACT PROPERTY ADMINISTRATION AND DISPOSITION
FUNDAMENTALS**

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider _____; _____
Date Complete

IND 103 CONTRACT PROPERTY SYSTEMS ANALYSIS FUNDAMENTALS

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider _____; _____
Date Complete

CON100 SHAPING SMART BUSINESS ARRANGEMENTS

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider _____; _____
Date Complete

CON 110 MISSION SUPPORT PLANNING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider _____; _____
Date Complete

CON 111 MISSION STRATEGY EXECUTION

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 112 MISSION PERFORMANCE ASSESSMENT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 120 MISSION FOCUSED CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 101 BASICS OF CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 104 PRINCIPLES OF CONTRACT PRICING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____;

Course Provider

Date Complete

PART C – SIGNATURES

Applicant's Signature _____ Date _____

Supervisor's Endorsement :

I recommend the above individual for certification at Level I.

Name _____

Signature _____ Date _____

Subject Matter Expert's Approval:

I approve the above individual for certification at Level I.

Name _____

Signature _____ Date _____

Appendix D-4B

**ACQUISITION CERTIFICATION – PERSONAL PROPERTY MANAGEMENT
LEVEL II**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial) _____

Email Address _____

Phone _____

Agency Name _____

Agency Address _____

Title, Series, Grade _____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. ____ **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
2. ____ **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

IND 200 INTERMEDIATE CONTRACT PROPERTY ADMINISTRATION AND DISPOSITION

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

DEMILITARIZATION COURSE

Course Title and Number of Training Hours

Course Provider

Date Complete

PERSONAL PROPERTY AND NONPROLIFERATION COURSE

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 214 BUSINESS DECISIONS FOR CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 216 LEGAL CONSIDERATIONS IN CONTRACTING

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 217 COST ANALYSIS NEGOTIATION AND TECHNIQUES

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

CON 210 GOVERNMENT CONTRACT LAW

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

Course Provider

Date Complete

PART C – SIGNATURES

Applicant’s Signature _____ Date _____

Supervisor’s Endorsement :

I recommend the above individual for certification at Level II.

Name _____

Signature _____ Date _____

Subject Matter Expert’s Approval:

I approve the above individual for certification at Level II.

Name _____

Signature _____ Date _____

Appendix D-4C

**ACQUISITION CERTIFICATION – PERSONAL PROPERTY MANAGEMENT
LEVEL III**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial)_____

Email Address_____

Phone_____

Agency Name _____

Agency Address_____

Title, Series, Grade_____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. **Training requirements:** Send all certificates for applicable courses below to the Subject Matter Expert
2. **Method of Completion** (Check appropriate space and complete applicable information). For course equivalencies, see Appendix D of the DAU Catalog (<http://www.dau.mil/catalog/default.asp>).*

TRAINING

CON 353 ADVANCED BUSINESS SOLUTIONS FOR MISSION SUPPORT

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

CONTRACT PROPERTY MANAGEMENT SEMINAR

(Y/N) Actual course; _____Date completed or Date Fulfillment Approved

or Other

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

ADVANCED GOVERNMENT PROPERTY MANAGEMENT

Course Title and Number of Training Hours

_____; _____
Course Provider Date Complete

PART C – SIGNATURES

Applicant’s Signature _____Date _____

Supervisor’s Endorsement :

I recommend the above individual for certification at Level III.

Name _____

Signature _____Date _____

Subject Matter Expert’s Approval:

I approve the above individual for certification at Level III.

Name _____

Signature _____Date _____

Appendix D-5

REAL PROPERTY CERTIFICATION

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial) _____

Email Address _____

Phone _____

Agency Name _____

Agency Address _____

Title, Series, Grade _____

PART B – CERTIFICATION REQUIREMENTS

(Place a check mark in the space to indicate you meet the certification requirements)

1. Appointments requested:

- Acquisition
- Non-GSA Leasing
- GSA Leasing
- Land Mgmt/Disposal

2. Education: I meet the requirements for:

Level I for: _____;

Level II for: _____

3. Experience: I meet the requirements for:

Level I for: _____;

Level II for: _____

4. Certification requirement: Send a copy of all CRS certifications for specialties requesting appointment to the Subject Matter Expert with this request.

PART C – SIGNATURES

Applicant’s Signature _____ Date _____

Supervisor’s Endorsement :

I recommend the above individual for appointment requested.

Name : _____

Title: _____

Signature _____ Date _____

Subject Matter Expert’s Endorsement :

I concur with the recommendation.

Name : _____

Title: _____

Signature _____ Date _____

I **APPROVE** the above individual for appointment as requested.

Head of Contracting Activity

(For DOE):

Name : _____

Title: _____

Signature _____ Date _____

Head of Contracting Activity

(If NNSA employee):

Name : _____

Title: _____

Signature _____ Date _____

Appendix D-6

**CONTRACTING OFFICER REPRESENTATIVE
CERTIFICATION REQUEST**

PART A - EMPLOYEE INFORMATION

Name (Last, First, Middle initial) _____

Email Address _____

Phone _____

Agency Name _____

Agency Address _____

Title, Series, Grade _____

PART B – CERTIFICATION REQUIREMENTS

CONTRACTING OFFICER REPRESENTATIVE RESPONSIBILITIES

Course Title and Number of Training Hours

_____ ; _____

Course Provider Date Complete

PERFORMANCE-BASED STATEMENTS OF WORK

Course Title and Number of Training Hours

_____ ; _____

Course Provider Date Complete

**COR RESPONSIBILITIES FOR M&O/M&I CONTRACTS (required if COR for
M&O/M&I contract)**

Course Title and Number of Training Hours

_____ ; _____

Course Provider Date Complete

EARNED VALUE MANAGEMENT (required if COR for Capital or Operating Project)

Course Title and Number of Training Hours

_____ ; _____

Course Provider Date Complete

PART C – SIGNATURES

Applicant's Signature _____ Date _____

Supervisor's Endorsement :

I recommend the above individual for certification as a: (check one as applicable)

- COR
- COR with M&O/M&I Responsibilities
- COR for Capital or Operating Project

Name _____

Signature _____ Date _____

Functional Advisor's Approval:

I approve the above individual for certification as a: (check one as applicable)

- COR
- COR with M&O/M&I Responsibilities
- COR for Capital or Operating Project

Name _____

Signature _____ Date _____

Appendix E

Certification Package Checklist

Each applicant request for certification must contain:

- A signed cover memorandum to the applicant's supervisor that includes name, grade, series, location of applicant and the requested level of certification, Appendix C.
- Completed Acquisition Certification form, Appendix D as appropriate.
- Copies of core and desired training certificates (If a copy is not available, include a signed memorandum with course name, dates, source and a brief synopsis of the course).

Each supervisor must sign the memorandum recommending the applicant for certification and address the following:

- The memorandum must contain the supervisor's concurrence with the information provided in the application certification package.
- Forward the cover memorandum and application to the appropriate subject matter expert.

The subject matter expert will:

- Review the application and approve the certification request, and request a certificate to be signed by the ACM.
- Upon approval, mail the certificate to the applicant's supervisor. If the certification is not approved, the supervisor will be provided reasons for non-approval and courses of action that the applicant can take to reach certification.
- A copy of the certificate and supporting documents will be maintained by the subject matter expert.

Appendix F

Supervisor's Review Guide for Certification Packages

The supervisor should review the applicant's certification package to determine completeness, accuracy and level of certification requested.

- Compare training/experience documentation provided by the applicant to the appropriate certification level.
- Verify courses taken by the applicant for accreditation.
- Verify credit given for core and desired courses based on experience equivalencies.
 - **Familiarity level** is defined as basic knowledge or exposure to the subject or process adequate to discuss the subject or process with individuals of greater knowledge.
 - **Working level** is defined as the knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure successful completion of project activities.
 - **Expert level** is defined as a comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance.

Appendix G

**ACQUISITION CAREER DEVELOPMENT BUSINESS AND
BUSINESS RELATED COURSE WORK**

Below are types of courses that generally satisfy the Qualification Standard requirement for 24-semester hours (or equivalent) of study from an accredited institution of higher education in any of the following disciplines: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management.

The following is based on guidance provided by the Defense Acquisition University to the defense workforce and lists subject areas identified by the American Council on Education for each of the business disciplines listed above. Although not an exhaustive list, this guidance should be used by civilian agencies to determine if certain courses provide enough business instruction to count toward the 24-semester hour business requirement. ACMs should work with their human resources departments to ensure a consistent interpretation of which types of courses should count toward the requirement.

BUSINESS/MANAGEMENT DISCIPLINE	AMERICAN COUNCIL ON EDUCATION SUBJECT AREA
Accounting	Cost Accounting Standards
Business Finance	Business Communications Business and Personnel Business Statistics Cost Analysis Financial Cost Management Financial Planning and Analysis Inventory Management Resource Planning Risk Analysis
Contracts	Acquisition Contracting Acquisition Management Business Communications in Contracting Writing Business Contract Law Contract Administration Contract Law Contract Management Contract Pricing and Negotiation Contracting Management Cost & Price Analysis Government Contracting Government Contract Law

BUSINESS/MANAGEMENT DISCIPLINE	AMERICAN COUNCIL ON EDUCATION SUBJECT AREA
Economics	Procurement Procurement and Contracting Procurement Management Cost and Price Analysis Cost Analysis Economic Analysis Economic Principles and Decision Making Economics and Financial Management Economics
Industrial Management	Automated Systems in Logistics Management Civil Engineering Management Environmental Management Engineering and Analysis Logistics Management Logistics and Materiel Management Manufacturing Management Materiel Acquisition Process & Support Systems Property Disposal Management Supply Management Systems Engineering Technology Warehousing Operations
Law	Commercial or Business Contracts Contract Law
Organization & Management	Business Administration Advanced Management (Math) Business Business Management Business and Personnel Management Computer Programming Computer Programming & Systems Development Computer Sciences, Data Processing Data Entry and Automated Systems Input General Management Human Resource Development Leadership and Group Decision Process Management Science

BUSINESS/MANAGEMENT DISCIPLINE	AMERICAN COUNCIL ON EDUCATION SUBJECT AREA
	Management & Leadership Managerial Analysis Manpower Management Materiel Management Methods of Adult Education Organizational Behavior Personnel Administration Principles of Management Quality and Reliability Assurance Research and Development Management Strategic Management Survey of Program Operations
Purchasing	Basic Purchasing
Quantitative Methods	Business Statistics Computer Science Decision Risk Analysis Operations Research Probability Statistics Quantitative Analysis Statistics

Appendix H

**LEVELS I, II, AND III MANDATORY COURSES
DESCRIPTION OF COURSES**

The following courses are approved for the ACMP. Each course with a “C” for core is mandatory. Other courses are part of continuous learning tracks.

GS-1102 Series**Level I. (Entry) Courses**
Contract Specialist GS-05/07

Shaping Smart Business Arrangements, CON 100 (C) is for personnel new to the contracting specialty. This course will provide a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decision and for advising other acquisition team members in successfully meeting customers’ needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about different mission areas and the procurement alternatives for each. Knowledge management and information systems will be introduced as well. Small group exercises will prepare the students to provide contracting support within the overarching business relationships of government and industry. (4 class days)

Mission Support Planning, CON 110 (C) will introduce personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students’ role in understanding their customers’ mission and their ability to plan successful mission-support strategies based upon their knowledge of the contracting environment and their customers’ needs. Students will learn how to use the Federal Acquisition Regulation (FAR), conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process. (Online)

Mission Planning Execution, CON 111 (C) is the second of three online Level I contracting courses. It focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides students with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Students will learn the techniques and benefits of early industry involvement in shaping requirements, basic procedures for acquisition of both commercial and noncommercial requirements, and how to effectively conduct price analysis and determine when a price is fair and reasonable. Finally, students will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

Mission Performance Assessment, CON 112 (C) is the final of three online courses. This course builds on the foundation established in CON 110 and CON 111 and provides students with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. Students will explore assessment strategies and performance remedies, how to make and price contract changes after award, handle disputes, and finally how to close out completed contracts. (Online)

Mission Focused Contracting, CON 120 (C) is the capstone course for CON Level I students. This course engages the students in the entire acquisition process from meeting with the customer to completing the contract closeout process. Students will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, students will apply the knowledge and skills gained in the previous CON Level I courses. (10 class days)

Performance-Based Contracting (PBC) (C) is a specialized course focusing on the acquisition of routine, recurring services. Performance-Based Contracting is designed to give both technical and contracting personnel a general knowledge of the basic principles of PBC. The course covers writing a PBC statement of work, developing incentive contract structures (both positive and negative), developing a PBC quality assurance plan, and monitoring contractor performance. The course also describes the roles of the surveillance team and the quality assurance plan. Students develop a performance requirements summary stating the standard performance with the Quality Assurance Plan and maximum defect rates. Different methods of surveillance and instructions on how to decide which method to use are also reviewed. (Minimum 16 hours)

PREDECESSOR COURSES to CON 100, 110, 111, 112, and 120:

Fundamentals of Contracting, CON 101, (C) is a general survey course in contracting basics for personnel just entering or those with up to 3 years of practical experience in the field of contracting. It covers the broad range of contracting procedures prescribed by the Federal Acquisition Regulation (FAR), the Department of Energy Acquisition Regulations and Procurement Guidebook, applicable statutes, ethics, policies, and other pertinent authorities that govern contracting operations. (20 class days)

Contract Pricing, CON 104, (C) is designed for entry-level contracting personnel. This course provides the foundation for the study and practice of cost and price analysis. Topics include a review of various types of contracts, sources of data for cost and price analysis, methods of analyzing direct and indirect costs, methods for performing profit analysis, ethics in contract pricing, and a selection of current pricing topics. Individual and group negotiation workshops address fundamentals of the negotiation process, including essential techniques, strategies, and tactics. An actual cost analysis is used to illustrate various concepts and methods covered in the course.

NOTE: Basic algebra skills are required for successful completion of this course. Personnel accepted for this course will receive a math review book and are encouraged to complete that review before attending the course. (14 class days)

Level II. (Intermediate) Courses

Contract Specialist, GS-09 through 12

Business Decisions for Contracting, CON 214 (C) This course builds on the Level I pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Students will learn the techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Also, students will take an in-depth look at

subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility. (Distance Learning) (Prerequisite: CON 120 for individuals in the Contracting field; CON 112 for individuals in the Industrial/Contract Property Management career field)

Intermediate Contracting for Mission Support, CON 215 (C) This is a case study wherein students apply the knowledge and skills learned in the Level I Contracting courses and CON 214. Students demonstrate their ability to develop and execute business strategies to meet customer requirements. This case helps to develop critical thinking, customer needs analysis, procurement strategy development, and source selection skills necessary for successful contract performance. (8 class days) (Prerequisite: CON 214)

Legal Considerations in Contracting, CON 216 (C) This course focuses on legal considerations in the procurement process. The course introduces the basic principles and sources of law relevant to procurement, including fiscal law. It also addresses various other legal issues that may develop during the course of a contract such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination. (Distance Learning) (Prerequisites: Con 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field)

Cost Analysis and Negotiation Techniques, CON 217 (C) This course builds on the basic pricing skills covered in the Level I Contracting curriculum and introduces methods and techniques necessary to analyze a contractor's cost proposal and to develop a government negotiation objective. The course also introduces negotiation terminology, styles, and techniques. (Distance Learning) (Prerequisites: CON 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field)

Advanced Contracting for Mission Support, CON 218 (C) This course is a case study wherein students apply the knowledge and skills learned in the Levels I and II courses. Students demonstrate their ability to negotiate fair and reasonable prices and to consider the legal implications for various contract situations. This case study helps to develop critical thinking, cost analysis, negotiation, and contract administration skills necessary for successful contract performance. (9.5 class days) (Prerequisites: CON 215, CON 216, and CON 217)

PREDECESSOR COURSES to CON 214, 215, 216, 217, and 218:

Intermediate Contracting, CON 202, (C) Intermediate-level contracting personnel examine contracting, focusing on complex, noncommercial acquisitions. Through an integrated case study, students are challenged to accept their roles as business advisors and to apply ethical principles and sound judgment to resolve contracting issues. (10 class days) (Prerequisite: CON 120)

Intermediate Contract Pricing, CON 204, (C) reinforces pricing skills covered in the Level I Contracting curriculum and further develops skills in price and cost analysis. Through team case studies, students demonstrate their ability to recognize, resolve, and provide advice on pricing issues and appropriate use price and cost analysis in developing prenegotiation objectives. (10 class days) (Prerequisite: CON 120 or Contract Pricing, CON 104. CON 202 is highly recommended prior to taking CON 204, if it is practical from a scheduling standpoint.)

Government Contract Law, CON 210, (C) provides information on the impact of government contract law on acquisition. The course introduces basic principles and sources of law relevant to acquisition. Court cases and administrative decisions emphasize how law affects the government-contractor relationship, legal disputes, and the maintenance of ethic business. (5 class days) (Prerequisite: CON 120)

Earned Value Management (C) provides a comprehensive understanding of the concepts, policies, and procedures of earned value management as it is applied in acquisitions. (Mandatory provider: Project Management Career Development Program sponsored class entitled Earned Value Management Systems and Project Reporting, or DAU online course in Earned Value Management)

Financial Management (C) develops skills necessary for formulation and executing a program budget. Topics include cost analysis; funding policies; the congressional enactment process; and the budget execution process. (Minimum of 12 hours)

Incentive Contracting (D/E) is a comprehensive course that addresses the full spectrum of contract types ranging from firm-fixed-price to cost-plus-fixed-fee, with a particular emphasis on award-fee and incentive contracts. Through discussion and individual and group exercises, the course addresses Government policy; selection and negotiation of contract type; and description, application, and limitations of all variations of fixed-price, cost reimbursement, and incentive contracts. This course will also address indefinite-delivery, time and materials, and cost sharing contracts. Upon completing the course, the participant will be able to recognize the major elements of a fixed-price-incentive (FPI) structure and to graph the share ratio line. Skills to define the major elements of a cost-plus-incentive-fee (CPIF) structure and to calculate amounts of incentive fee for multiple incentives will be acquired. The major elements of cost-plus-award-fee (CPAF) contracts will be discussed and a recommended award fee amount will be computed. Major topics include contract types, FPI and CPIF contracts, multiple incentive contracts, CPAF contracts, and administrative issues. (4.5 class days)

Level III. (Advanced) Courses

Contract Specialist GS-13 and above

Advanced Business Solutions for Mission Support, CON 353, (C) is designed for Level II certified and experienced contracting professionals who require Level III certification. Learning takes place in a setting engaging contracting professionals in contributing to rapidly developing and supporting mission requirements. Working in teams, students compare and contrast complex situations; experience best practices; and then develop, evaluate, and recommend sound business solutions. Students will learn to use a course “Community of Practice” to include contributing performance resources for the workforce. Students will also talk with expert practitioners and have an “insight” discussion with a senior leader. (9.5 class days)

Project Management (C) provides an introduction to the use of projects to accomplish goals, produce products, deliver services, and meet objectives. It examines a variety of organizational settings and issues through case studies, scenarios, and real-life projects. The role of the project manager in managing the project life cycle is addressed including defining tasks, scheduling,

estimating, allocating resources, monitoring, and controlling. Tools, techniques, and tips for successful project management will also be presented. (24 hours)

Property Management (C) provides property administrators, plant clearance officers, contracting officers, and personnel in related fields a comprehensive understanding of the contractual regulatory and statutory requirements for government property administration and disposition. (Minimum 16 hours)

Source Evaluation Board (SEB) (D/E) provides a comprehensive overview of the SEB process used in major procurements (>\$50 million). Sessions are structured to expose participants to the entire SEB process using the FAR and DOE FAR Supplement procedures. The course will provide information about the SEB process and tools/techniques associated with the activity. The process includes roles and organizations, contents of statements of work, schedules, evaluation factors (Section L and Section M of requests for proposals), scoring, briefing the source selection official, and writing the selection statement. Although the process focuses on awarding under the new procedures with initial proposals, how to conduct discussions and compile best and final offeror evaluation results will be reviewed. Debriefing the successful and unsuccessful offerors will be discussed. (4.5 class days)

APPENDIX I

CONTINUOUS LEARNING/CONTINUING EDUCATION GUIDANCE

Guidance on Meeting Continuous Learning Points Requirements

These guidelines are generally based on DoD's requirements for achieving continuous learning points (CLPs). Supervisors have flexibility in assigning points and should work with employees to identify appropriate opportunities. Below is guidance on how training, professional activities, education, and experience can be used to meet the CLP requirements. All activities must be job-related.

A. Training

1) *Completing awareness training.* Periodically agencies conduct briefing sessions to acquaint the workforce with new or changed policy. Generally, no testing or assessment of knowledge gained is required.

2) *Completing learning modules and training courses.* These may be formal or informal offerings from a recognized training organization, including in-house training course/sessions, which include some form of testing/assessment for knowledge gained.

3) *Performing Self-Directed Study.* An individual can keep current or enhance his or her capabilities through a self-directed study program agreed to by the supervisor.

4) *Teaching.* Employees are encouraged to share their knowledge and insights with others through teaching of courses or learning modules. Teaching is also a part of the Professional Activities category.

5) *Mentoring.* Helping others to learn and become more productive workers or managers benefits the agency and the individuals involved. Mentoring is also a part of the experience category.

B. Professional Activities

1) *Participating in Organization Management.* Membership alone in a professional organization will not be considered as fulfilling continuous learning requirements, but participation in the organization leadership will. This includes holding elected/appointed positions, committee leadership roles, or running an activity for an organization that you are permitted to join under current ethics law and regulation. The employee and supervisor must first ensure that participating in the management of an organization is allowed by the agency.

2) *Attending/Speaking/Presenting at Professional Seminars/Symposia/Conferences.* Employees can receive points for attending professional seminars or conferences that are job related. However, the supervisor needs to determine that the individual learned something meaningful from the experience. Because significant effort is involved in preparing and delivering presentations, credit should be given for each hour invested in the preparation and presentation.

3) *Publishing*. Writing articles related to acquisition for publication generally meets the criteria for continuous learning. Points will be awarded only in the year published. Compliance with agency publication policy is required.

4) *Participating in Workshops*. Points should be awarded for workshops with planned learning outcomes.

C. Education

1) *Formal training*. Supervisor should use Continuing Education Units (CEUs) as a guide for assigning points for formal training programs that award CEUs. The CEUs can be converted to points at 10 CLP points per CEU.

2) *Formal academic programs*. For formal academic programs offered by educational institutions, each semester hour is equal to one CEU. A three-hour credit course would be worth three CEUs and 30 CLP points, assuming that it is applicable to the acquisition function.

CREDITABLE ACTIVITIES	POINT CREDIT (see note)
Academic Courses:	
Quarter Hour	10 per Quarter Hour
Semester Hour	10 per Semester Hour
Continuing Education Unit (CEU)	10 per CEU
Equivalency Exams	Same points as awarded for the course
Training Courses/Modules:	
DAU Courses/Modules	10 per CEU (see DAU catalog) or:
<ul style="list-style-type: none"> • Awareness Briefing/Training—no testing/assessment associated • Continuous Learning Modules—testing/assessment associated 	<ul style="list-style-type: none"> • .5 point per hour of instruction • 1 point per hour of instruction
Other Functional Training	1 point per hour of instruction
Leadership or Other Training	1 point per hour of instruction
Equivalency Exams	Same points as awarded for the course
Professional Activities:	
Professional Exam/License/Certificate	10-30 points
Teaching/Lecturing	2 points per hour; maximum of 20 points per year
Symposia/Conference Presentations	2 points per hour; maximum of 20 points per year
Workshop Participation	1 point per hour; maximum of 8 points per day and 20 points per year
Symposia/Conference Attendance	.5 point per hour; maximum of 4 points per day and 20 points per year
Publications	10 to 40 points

Note - All activities may earn points only in the year accomplished, awarded or published.

D. Experience

Experience includes on-the-job experiential assignments, and intra/interorganizational rotational career broadening and developmental experiences. While supervisors and employees must use discretion in arriving at a reasonable point value to be awarded for rotational and developmental assignments, a sliding scale is recommended. Suggested points for such assignments are in the table below.

The assumption is that longer assignments are more beneficial than shorter assignments. The supervisor may feel that an individual may deserve more or less than the values shown. In determining the points for a rotational/developmental assignment, the supervisor should consider both the long-term benefit to the agency, and the immediate benefit to the supervisor’s organization and the workforce member. For example, a second rotational assignment of the same sort would be less valuable than a different type of rotational assignment.

When experience or other non-assessed activities are to be used to earn CLPs, certain principles should be followed. Supervisors and employees should pre-define, as closely as possible, the tasks to be accomplished, expected outcomes, and the learning opportunities. If it is an assignment, the individual should be mentored during the assignment. Accomplishment of a product, such as a briefing, a project design, a report, or other work product that shows the learning attained, is desirable. Sharing the knowledge and experience gained and the product with others in the organization is encouraged.

CREDITABLE ACTIVITIES	POINT CREDIT
Experience:	
On-the-Job Experiential Assignments	Maximum of 20 points per year
Integrated Product Team (IPT)/ Special Project Leader	Maximum of 15 points per year
IPT/Special Project Member	Maximum of 10 points per years
Mentor	Maximum of 5 points per year
Assignment Length (Rotational Assignments or Training with Industry):	Recommended Points:
12 Months	80
9 Months	60
6 Months	40
3 Months	15
2 Months	10
1 Month	5

Appendix J

CONTINUOUS LEARNING TRACK COURSES**Strategic Supply Management (3 credit hours)**

A survey course introducing the vital role played by supply management in achieving overall effectiveness for the firm in today's global economy. The course starts by examining the traditional purchasing process and then moves on to an examination of the evolution of purchasing into supply management and finally to the role purchasing plays in improving effectiveness for the entire value chain.

Cost & Performance Management (2 credit hours)

The student will learn the steps required to effectively develop methods for cost reduction and performance enhancement in the supply chain. The course covers the principles and methodology of Activity Based Costing (ABC) and provides supply chain examples of Activity Based Management (ABM) and its use in developing a performance management system. The next focus of the course will be target costing methods and the use of commodity databases to establish target costs for suppliers. The classroom experience is enhanced through the demonstration of ABC software that has been installed at many supplier locations to help manage costs and provide process based quotes. Finally, the course will demonstrate a web based, collaborative, performance management system using the Balanced Scorecard.

Price Productivity Improvement (1 credit hour)

A topical workshop aimed at helping students improve their negotiating skills in obtaining better pricing from suppliers by identifying cost reduction opportunities. This is done by developing the following tools: quantity discount analysis, experience curve analysis, learning curve analysis, Stanford B analysis, EOQ analysis, break-even analysis, fixed and variable cost analysis and price productivity analysis. In addition we will also discuss tools that will enable students to conduct supplier financial evaluations and supplier assessments.

Business to Business Marketing (3 credit hours)

This course focuses on marketing strategies and tactics in firms whose customers are other institutions, not individuals. Topics covered include organizational buying behavior, managing strategic buyer-seller relationships, sales force deployment, communication strategies, and so on. Specific attention is given to the impact of information technology and globalization in the business-to-business context.

Transportation and Logistics Management (3 credit hours)

The control of physical distribution and inventories; the flow of information, products and cash through integrated supply chains.

Foundations of Leadership

This interactive program creates a foundation for understanding the challenges facing a new manager and for helping the individual improve leadership skills and behaviors at a formative stage in his or her career. Participants learn the essentials of effective leadership, focusing on personal awareness and growth, working relationships, influence skills and conflict resolution. In this enriching three-day program, participants will gain insight into how personality and interaction preferences help or impede the ability to influence others and resolve conflict. They

will receive honest evaluations of their leadership styles and behaviors and come away with a tangible and practical development direction.

Leadership Development Program

CCL's flagship leadership development experience, LDP has been in use for 30 years and is ranked as one of the top programs of its kind. Based on the most recent leadership research, this developmental process uses a variety of in-depth self-awareness tools and activities to enhance leadership capabilities. Participants learn strategies for continuous development through extensive assessment, group discussions, self-reflection, small-group activities and personal coaching. LDP alumni typically describe it as the most transformational development experience they have ever had, both personally and professionally.

Leadership at the Peak

This program focuses exclusively on the demands of senior-most leaders, guaranteeing a comfortable, secure environment in which they can evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers. It blends self-discovery, self-development and fitness activities and sets it all against a backdrop of current business themes. Held at the Center's Colorado Springs campus, set at the foot of the Rocky Mountains, and also in the mountains near Zurich, Switzerland, this program offers a stimulating setting for reflection and development.

Project Management Essentials

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification and information technology (IT) project management certification, but it applies to all levels of project director development. This blended learning course is presented in ten 2-hour televideo conference sessions and one 3-day resident seminar over approximately two months. The course addresses project risk management; earned value management systems (EVMS) and project reporting; life cycle cost estimating; leadership and teambuilding; work breakdown structure (WBS) development and project scope baselines; configuration management; and project planning and resource loaded scheduling.

Project Management Systems and Practices in DOE

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification, but it applies to all levels of project director development. This blended learning course is presented in seven 2-hour televideo conference sessions and one 3-day resident seminar over approximately six weeks. The course focuses primarily on the critical decision process promulgated in DOE Capital Assets directives, and it also addresses the Federal budget process, other regulations affecting DOE project management, and Federal project director roles and responsibilities.

Project Controls

This course provides an overview of the project controls system. Topics covered include work organization, planning and scheduling, estimating, budgeting, schedule monitoring, cost monitoring, progress and performance monitoring, project reporting, forecasting, trending and change control, and project funding. Students will become familiar with the concepts of planning

and terms used when planning; understand the importance of scheduling, scheduling terminology, and the scheduling process; understand the function of estimating, types of estimates, and roles and responsibilities of the estimate reviewers; understand the concept of establishing a cost baseline; assess the current status of a project, identify deviations to the plan, and implement corrective actions; understand how to monitor costs so that errors and trends can be spotted; understand how to apply performance measurement techniques in analyzing data; identify typical reports generated by, or supported by, Project Controls; understand the trend and change control process; and define the relationship between work management and funds management.

Project Risk Management

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification and information technology (IT) project management certification, but it applies to all levels of project director development. The course provides participants with knowledge on assessing and quantifying risk, assigning responsibility and managing risk, using tools to assess and manage risk, developing risk mitigation plans, and integrating risk management into project management.

Overhead Management of Contracts

This course provides an understanding of industry overhead costs and their impact on seller pricing/business strategies under various acquisition environments with differing contract types. Attendees will understand the development and application of overhead rates used in contract formation, administration, and closeout. The course-integrating case provides hands-on application of the overhead-rate process where students determine their own final overhead rates.

Advanced Contract Pricing

From price-based acquisition to the traditional cost-based environment, this course is designed for buyers, price analysts, and contracting officers tasked with obtaining fair and reasonable prices. The course addresses market forces, the market research process, commerciality issues, and cost/price analysis techniques, such as interviewing experts, analogy, decision theory, earned value statistics, parametrics, learning curves, and risk analysis.

Activity-Based Costing

This course provides an understanding of way that costs of resources are tied to the activities that consume them in order to learn how to manage the real cost of those activities. The student is introduced to activity-based costing as described in the Federal Accounting Standards Advisory Board Standard #4. Attendees will learn the complete process for sound activity-based costing and discover its advantages over traditional cost accounting methods. Attendees will also learn how to use this information in the organization, management and decision process.

Appendix K

GS-1105 Series**Level I. (Entry) Courses**

Purchasing Agent GS-05

Shaping Smart Business Arrangements, CON 100 (C) is for personnel new to the contracting specialty. This course will provide a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decision and for advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about different mission areas and the procurement alternatives for each. Knowledge management and information systems will be introduced as well. Small group exercises will prepare the students to provide contracting support within the overarching business relationships of government and industry. (4 class days)

Simplified Acquisition Procedures, CON 237 (C) is intended to support the training of the workforce on the use of simplified acquisition procedures utilizing Federal Acquisition Regulation Parts 12 and 13. This course combines interactive computer-based training with performance-support resource access, which is provided via the internet. (Online)

DOE/C Web Training (C)**Level II. (Intermediate) Courses**

Purchasing Agent GS-07 through 08

Mission Support Planning, CON 110 (C) will introduce personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students' role in understanding their customers' mission and their ability to plan successful mission-support strategies based upon their knowledge of the contracting environment and their customers' needs. Students will learn how to use the Federal Acquisition Regulation (FAR), conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process. (Online)

Mission Planning Execution, CON 111 (C) is the second of three online Level I contracting courses. It focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides students with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Students will learn the techniques and benefits of early industry involvement in shaping requirements, basic procedures for acquisition of both commercial and noncommercial requirements, and how to effectively conduct price analysis and determine when a price is fair and reasonable. Finally, students will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

Mission Performance Assessment, CON 112 (C) is the final of three online courses. This course builds on the foundation established in CON 110 and CON 111 and provides students with the knowledge necessary to identify and utilize appropriate performance metrics when

evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. Students will explore assessment strategies and performance remedies, how to make and price contract changes after award, handle disputes, and finally how to close out completed contracts. (Online)

Mission Focused Contracting, CON 120 (C) is the capstone course for CON Level I students. This course engages the students in the entire acquisition process from meeting with the customer to completing the contract closeout process. Students will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, students will apply the knowledge and skills gained in the previous CON Level I courses. (10 class days)

PREDECESSOR COURSES to CON 100, 110, 111, 112, and 120:

Fundamentals of Contracting, CON 101, (C) is a general survey course in contracting basics for personnel just entering or those with up to 3 years of practical experience in the field of contracting. It covers the broad range of contracting procedures prescribed by the Federal Acquisition Regulation (FAR), the Department of Energy Acquisition Regulations and Procurement Guidebook, applicable statutes, ethics, policies, and other pertinent authorities that govern contracting operations. (20 class days)

Contract Pricing, CON 104, (C) is designed for entry-level contracting personnel. This course provides the foundation for the study and practice of cost and price analysis. Topics include a review of various types of contracts, sources of data for cost and price analysis, methods of analyzing direct and indirect costs, methods for performing profit analysis, ethics in contract pricing, and a selection of current pricing topics. Individual and group negotiation workshops address fundamentals of the negotiation process, including essential techniques, strategies, and tactics. An actual cost analysis is used to illustrate various concepts and methods covered in the course.

NOTE: Basic algebra skills are required for successful completion of this course. Personnel accepted for this course will receive a math review book and are encouraged to complete that review before attending the course. (14 class days)

Appendix L

**FINANCIAL ASSISTANCE CAREER DEVELOPMENT
AND CERTIFICATION CURRICULUM**

The following courses have been approved for the Financial Assistance Career Development and Certification Curriculum and are to be completed by individuals who are routinely working with financial assistance instruments in order to satisfy certification requirements under this program.

Federal Financial Assistance. This course introduces students to the basic processes and applications of the Federal financial assistance program. Entry-level personnel who take this course will gain the ability to negotiate, award, and administer a Federal financial assistance instrument. Evening reading is required. Topics include types of assistance, overview of assistance requirements, selection process, determining and negotiating award details, making the award, and postaward management of an assistance instrument. Students gain in-depth experience with cooperative agreements and the key feature that distinguishes these instruments from other award instruments (i.e., awarding Agency substantial involvement). (5 class days)

Cost Principles—Office of Management and Budget (OMB) Circulars A-21, A-122, and A-87. In this course, students gain a firm grounding in the basic premises underlying all sets of cost principles and practical experience applying each set of cost principles to assistance agreement situations. Students will discuss reasonableness and allocability of costs, classify costs as typically direct or indirect, and determine the allowability of selected items of cost. The course will include discussion of highly visible problems (e.g., lobbying costs). Acquisition budget negotiations will be contrasted to financial assistance budget analysis. Students will perform a cost analysis of a grant budget and identify cost areas requiring explanation. (2 class days)

Federal Funds Management. Students will gain the basic skills needed to determine whether current and prospective Federal award recipients have adequate business systems and are capable of managing Federal funds, whether a determination of financial responsibility is possible, and when it may be necessary to impose special award conditions. Students will discuss and develop special award conditions. Students will review a recipient's business management systems to identify deficiencies and determine appropriate corrective actions and will use cost reports and audit reports to assess a recipient's management capabilities.

Students will gain an in-depth understanding of the audit requirements for Federal grants. Students will review OMB Circular A-133 audit requirements, review audit report excerpts, and discuss the significance of audit findings and an adequate recipient response. Major topics include OMB Circular A-133, A-133 Compliance Supplement, General Accounting Office Yellow Book, American Institute of Certified Public Accountants audit standards, audit process, major program determinations, assessing program risk, internal controls and compliance testing, monitoring the auditor's performance, single audit reporting, follow up, and resolution. Students also learn when and under what circumstances they may need to obtain special audits of their own. (2 class days)

Appendix M

**Personal Property Management
CORE AND DESIRED COURSES****Core Courses****Level I. (Entry) Courses**

GS-5 through GS-7

Contract Property Administration and Disposition Fundamentals, IND 100 (C) This course provides property administrators, plan clearance officers, contracting officers, and personnel in related fields a comprehensive understanding of the contractual regulatory and statutory requirements for government property administration and disposition. (10 class days) (Prerequisite: CON 100)

Contract Property Systems Analysis Fundamentals, IND 103 (C) This course builds a solid foundation in auditing principles and process analysis techniques for entry-level property professionals. The instructional process underscores the importance of property control system requirements and provides the tools necessary for the property administrator to plan and perform a property control systems analysis. (Distance Learning) (Prerequisite: IND 100 or IND 101 – no longer offered)

Shaping Smart Business Arrangements, CON 100 (C) is for personnel new to the contracting specialty. This course will provide a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decision and for advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about different mission areas and the procurement alternatives for each. Knowledge management and information systems will be introduced as well. Small group exercises will prepare the students to provide contracting support within the overarching business relationships of government and industry. (4 class days)

Mission Support Planning, CON 110 (C) will introduce personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students' role in understanding their customers' mission and their ability to plan successful mission-support strategies based upon their knowledge of the contracting environment and their customers' needs. Students will learn how to use the Federal Acquisition Regulation (FAR), conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process. (Online)

Mission Planning Execution, CON 111 (C) is the second of three online Level I contracting courses. It focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides students with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Students will learn the techniques and benefits of early industry involvement in shaping requirements, basic procedures for acquisition of both

commercial and noncommercial requirements, and how to effectively conduct price analysis and determine when a price is fair and reasonable. Finally, students will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

Mission Performance Assessment, CON 112 (C) is the final of three online courses. This course builds on the foundation established in CON 110 and CON 111 and provides students with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. Students will explore assessment strategies and performance remedies, how to make and price contract changes after award, handle disputes, and finally how to close out completed contracts. (Online)

Mission Focused Contracting, CON 120 (C) is the capstone course for CON Level I students. This course engages the students in the entire acquisition process from meeting with the customer to completing the contract closeout process. Students will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, students will apply the knowledge and skills gained in the previous CON Level I courses. (10 class days)

PREDECESSOR COURSE to CON 100, 110, 111, 112, and 120:

Fundamentals of Contracting (CON 101)—This course is a general survey course in contracting basics for personnel just entering or those with up to 3 years of practical experience in the field of contracting. It covers the broad range of contracting procedures prescribed by the Federal Acquisition Regulation (FAR), the Department of Energy Acquisition Regulations and Procurement Guidebook, applicable statutes, ethics, policies, and other pertinent authorities that govern contracting operations. (20 class days)

Level II. (Intermediate) Courses

GS-9 through GS-12

Intermediate Contract Property Administration and Disposition, IND 200 (C) This course is for experienced industrial property management specialists, property administrators, plant clearance officers, contracting officers, and their supervisors. Current contractual, regulatory, and statutory issues are analyzed using student case studies and plan tours. (10 class days) (Prerequisite: IND 103)

Business Decisions for Contracting, CON 214 (C) This course builds on the Level I pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Students will learn the techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Also, students will take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility. (Distance Learning) (Prerequisite: CON 120 for individuals in the Contracting field; CON 112 for individuals in the Industrial/Contract Property Management career field)

Legal Considerations in Contracting, CON 216 (C) This course focuses on legal considerations in the procurement process. The course introduces the basic principles and sources of law relevant to procurement, including fiscal law. It also addresses various other legal issues that may develop during the course of a contract such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination. (Distance Learning) (Prerequisites: Con 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field)

Cost Analysis and Negotiation Techniques, CON 217 (C) This course builds on the basic pricing skills covered in the Level I Contracting curriculum and introduces methods and techniques necessary to analyze a contractor's cost proposal and to develop a government negotiation objective. The course also introduces negotiation terminology, styles, and techniques. (Distance Learning) (Prerequisites: CON 120 for individuals in the Contracting career field; CON 112 for individuals in the Industrial/Contract Property Management career field)

Demilitarization Course—This course has been modified to address the Federal and Departmental policies, procedures, and issues regarding demilitarization, export control, and firearms.

Personal Property and Nonproliferation Course—This course will provide participants with a basic understanding of proliferation-sensitive equipment, materials, and technology and the United States nuclear nonproliferation and export control policies, statutes, regulations, directives, and guidelines that are relevant to DOE property and technical information.

Level III. (Advanced) Courses GS-13 through GS-15

Advanced Business Solutions for Mission Support, CON 353, (C) is designed for Level II certified and experienced contracting professionals who require Level III certification. Learning takes place in a setting engaging contracting professionals in contributing to rapidly developing and supporting mission requirements. Working in teams, students compare and contrast complex situations; experience best practices; and then develop, evaluate, and recommend sound business solutions. Students will learn to use a course “Community of Practice” to include contributing performance resources for the workforce. Students will also talk with expert practitioners and have an “insight” discussion with a senior leader. (9.5 class days)

Contract Property Management Seminar (C) —This course is designed for property administrators, industrial property management specialists, and organization property management officers (OPMOs) at both field and Headquarters locations. The seminar builds upon the introductory and intermediate contract property courses. Participants analyze problems, solutions, policies, and programs that impact the property administration function. Property administrators collaborate in developing management and problem-solving strategies and examine priorities and goals with the property administration office. Leadership, communication, professionalism, ethics, and team building are emphasized. Participants discuss property management initiatives and new ideas developed in their own organizations and explore the challenges and problems faced by property administration offices. Methods of instruction include case studies and critical incidents, simulations, guided discussions, and group projects.

Guest lecturers, teaching interviews, and round table discussions expose participants to new ideas and trends. (5 class days)

Advanced Government Property Management (C)—This course is designed for senior property managers at both field level and staff locations. The seminar builds upon the intermediate property management courses by introducing the participants to case studies that involve complex property transactions. The seminar participants will analyze problems and policies, develop solutions, and collaborate with other students to develop management and problem-solving strategies. Participants discuss current laws and new property management initiatives and explore the challenges and problems facing the property management profession. Methods of instruction include case studies, simulations, discussions, and group projects. Guest lecturers, teaching interviews, and other forums will expose participants to new property management ideas and trends.

Desired Courses

Storage and Warehousing—Participants will learn to lay out, establish, manage, and operate a typical storage and warehousing project with optimum use of horizontal and vertical space.

Property Management for Custodial Officers—Participants will learn the life cycle of personal property, including requirement determination, sources available to fill the need, receiving and accountability, and removal from the custodial area when no longer required.

Basic Occupational Safety and Health Administration Training—Students will gain an overview of the general concepts, standards, and procedures promulgated by the Occupational Safety and Health Administration regulations of the Department of Labor.

Introduction to Basic Analytical Skills in Supply Management—Participants will apply analytical skills to the selection and justification of equipment replacement through trade-ins, quality upgrades, safety considerations, Code of Federal Regulations Guidelines [Federal Property Management Regulations (FPMR) and FAR] replacement standards and financial analysis.

Motor Vehicle Management/Fleet Management—Students will learn to implement the process of life-cycle management of individual motor vehicles and fleet management, registration, identification, exemptions and records.

Intermediate Contracting for Mission Support, CON 215 (C) This is a case study wherein students apply the knowledge and skills learned in the Level I Contracting courses and CON 214. Students demonstrate their ability to develop and execute business strategies to meet customer requirements. This case helps to develop critical thinking, customer needs analysis, procurement strategy development, and source selection skills necessary for successful contract performance. (8 class days) (Prerequisite: CON 214)

Grant Administration—Students will learn of the various ways the Federal Government manages and administers grant-in-aid programs and gains an understanding of the grants

management process with regard to the numerous avenues for the control and disposition of Government property.

Inventory Management—Students will learn of budget practices and storage policies for the management and control of supplies, materials and various types of equipment.

Project Management Overview—Students are introduced to the use of projects to accomplish goals, produce products, deliver services, and meet objectives. A variety of organizational settings and issues are examined through case studies, scenarios, and real-life projects. The role of the project manager in managing the project life cycle is addressed including defining tasks, scheduling, estimating, allocating resources, monitoring, and controlling. Tools, techniques, and tips for successful project management will also be presented.

Appendix N

MEMORANDUM FOR: FUNCTIONAL ADVISOR

(Specify career field)

FROM: MANAGEMENT OFFICIAL AUTHORIZED TO
MAKE THE REQUEST

SUBJECT: REQUEST FOR CERTIFICATION WAIVER

A certification waiver is requested for (Name, position/title, series, and grade, career field and level required for the position and for which a certification waiver is requested, and organization).

Identify the specific certification standards that the person does not meet. Be specific, e.g., lacks 1 of the required 2 years of acquisition experience. If appropriate, identify the reason the individual does not meet all of the requirements, and include a plan for obtaining the requirements and the time frame in which the situation will be rectified.

Provide justification as to why the standards were not met, including a statement regarding the member's ability to perform successfully in the position without meeting the standards, the potential of the individual and the basis for determining that potential, and the impact if a waiver is not granted.

APPROVED: _____

DISAPPROVED: _____

Signature of Functional Advisor

APPENDIX O

MEMORANDUM FOR: SENIOR PROCUREMENT EXECUTIVE

FROM: MANAGEMENT OFFICIAL AUTHORIZED TO
MAKE THE REQUEST

SUBJECT: REQUEST FOR GS-1102 WAIVER

A GS-1102 waiver is requested for (Name, position/title, series, and grade, career field and level required for the position and for which an 1102 waiver is requested, and organization).

Identify the specific certification requirements that the person lacks. Be specific, e.g., position is a GS-13 and the individual lacks a bachelors degree. If appropriate, identify the reason the individual does not meet all of the requirements, and include a plan for obtaining the requirements and the time frame in which the situation will be rectified.

Provide justification for the request. The justification must contain the following statement: “I certify that the individual has significant potential for the following reasons: (insert the rationale in support of the certification).”

Provide the impact to the organization if the request is not approved.

Recommendation:

APPROVE: _____

DISAPPROVE: _____

Signature of Subject Matter Expert

Senior Procurement Executive:

APPROVED: _____

DISAPPROVED: _____

Signature of Senior Procurement Executive

APPENDIX P

MEMORANDUM FOR: SENIOR PROCUREMENT EXECUTIVE

FROM: MANAGEMENT OFFICIAL AUTHORIZED TO
MAKE THE REQUEST

SUBJECT: REQUEST FOR CONTRACTING OFFICER WARRANT WAIVER

A Contracting Officer Warrant waiver is requested for (Name, position/title, series, and grade, career field and level required for the position and organization).

Identify the specific certification requirements that the person lacks. Be specific, e.g., lacks 1 of the required 2 years of acquisition experience. If appropriate, identify the reason the individual does not meet all of the requirements, and include a plan for meeting the requirements and the time frame in which the situation will be rectified.

Provide justification for the request. The justification must contain the following statement: “I certify that the individual has significant potential for the following reasons: (insert the rationale in support of the certification).”

Provide the impact to the organization if the request is not approved.

Recommendation:

APPROVE: _____

DISAPPROVE: _____

Signature of Subject Matter Expert

Senior Procurement Executive:

APPROVED: _____

DISAPPROVED: _____

Signature of Senior Procurement Executive

Appendix Q

Acquisition Career Management Program Staffing Checklist

1. Is the job an acquisition position? If yes, complete questions 1.a, 1.b, and 1.c.
 - a. What are the statutory requirements? These requirements are contained in DOE O 361.1
 - i. ___ GS1102
 - ii. ___ Administer/award contract
 - iii. ___ Personal Property Manager
 - iv. ___ Project Director
 - v. ___ Program Managers
 - vi. ___ Contractor Human Resource Manager
 - b. What are the certification requirements? Certification requirements are subject to change so ensure that you have the latest version. Certification requirements are published in DOE O 361.1. However, check with the SME to see if any changes have been made since last publication of DOE O 361.1.
 - i. Education: _____
 - ii. Experience: _____
 - iii. Training: _____
2. Is the position to be filled competitively or non-competitively?
_____ Competitively, go to item 2.a and skip 2.b
_____ Non-competitively, skip 2.a. and go to 2.b.
 - a. In filling a competitive position, you must take the following actions.
 - i. ___ Develop a crediting plan.
 - ii. ___ Prepare a vacancy announcement incorporating the ACMP requirements identified in 1.a. and 1.b.
 - iii. ___ Apply crediting plan to applicants.
 - iv. ___ Forward certificate of eligibles to selecting official. It is a good idea to annotate the certificate by identifying candidates who lack a statutory requirement, e.g., education for a GS1102 position, and who need waivers prior to being appointed. It is also a good idea to indicate which eligibles lack certification requirements, as these requirements will have to be met within 18 months of appointment.
 - v. ___ When the certificate is returned with a selectee, check to determine if the selectee meets all statutory requirements. If the selectee does not, the selecting official must process a waiver before the person may be appointed.
 - vi. ___ GS1102/warrant requirements. If the selectee does not meet the requirements for a GS1102 or contracting officer warrant, advise the selecting official. The selecting official must process a waiver before the person may be appointed.
 - vii. ___ When all statutory requirements are met or waived, process action to appoint the selectee.
 - b. In filling a non-competitive position, you must take the following actions.

- i. ___ Check to determine that the selectee meets all statutory requirements.
- ii. ___ GS1102/warrant requirements. If the selectee does not meet the requirements for a GS1102 or contracting officer warrant, advise the selecting official. The selecting official must process a waiver before the person may be selected.
- iii. ___ When all statutory requirements are met or waived, process action to hire the selectee.

Project Management Career Development Program Certification

Appendix R

SUPERVISORY/SITE REVIEW OF FEDERAL PROJECT DIRECTOR COMPETENCIES FOR PMCDP CERTIFICATION AND PMCDP PROFILE			
<p>Site/Line Managers are requested to critically assess incumbent federal project directors' and candidate project directors' competencies leading to certification. It is expected that site/line managers will review appropriate documentation, conduct interviews as necessary, and/or consult with appropriate persons at site or program offices to adequately determine that candidates meet required competencies for federal project director certification within DOE/NNSA. Supervisory review of project director competencies should be evaluated using PMCDP Certification Equivalency Guidelines, which list detailed knowledge and skill requirements. By signing off on these competencies, the site/line manager signifies that she/he assures that their federal project directors and candidate project directors are certifiable according to the PMCDP module (DOE O 361.1, Change 2 was initially issued June 13, 2003 and re-issued under DOE 361.1A, April 19, 2004) and should be regarded as candidates for the Certification Review Board's (CRB) consideration as a certified federal project director.</p>			
CERTIFICATION CANDIDATE NAME:			
OPERATIONS/AREA OFFICE:			
REQUESTED LEVEL OF CERTIFICATION:	PROJECT TPC: \$	Federal Project Director ___ Candidate ___ (Check one)	
PHONE NUMBER:	E-MAIL:	TITLE:	GRADE:
YEARS PM EXPERIENCE IN DOE:	IN OTHER AGENCIES:	IN PRIVATE SECTOR:	
HIGHEST DEGREE EARNED:		FIELD OF STUDY:	
CERTIFICATES/LICENSES:			
SITE MANAGER NAME:			
Site Manager Signature: By signing off these competencies, I affirm that the individual is a federal project director or candidate project director and that she/he has the knowledge, skills and abilities reflected below.		Signature and Date:	
FIRST LINE MANAGER NAME:			
First Line Manager Signature: By signing off these competencies, I affirm that the individual is a federal project director or candidate project director and that she/he has the knowledge, skills and abilities reflected below.		Signature and Date:	
Please indicate if First Line Manager is Supervisor ___ Yes ___ No			
GENERAL COMMENTS:			

Project Management Career Development Program Certification

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

*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities. Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance. Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

LEVEL 1						
REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.1	General Project Management					
1.1.1	Demonstrate a working-level knowledge of the federal project director's roles and responsibilities or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.					
1.1.2	Demonstrate a familiarity-level knowledge of the National Environmental Policy Act (NEPA) and environmental regulations applicable to DOE projects or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.					
1.1.3	Demonstrate an expert-level knowledge of DOE Order 413.3. or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.					
1.2	Leadership/Team Building					
1.2.1	Demonstrate a working-level knowledge of leadership and team building or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.					
1.3	Scope Management					

Project Management Career Development Program Certification

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.3.1	Demonstrate a working-level knowledge of Work Breakdown Structure (WBS) development and project scope baseline or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.					
1.4	Communication Management					
1.4.1	Demonstrate a working-level knowledge of interpersonal communications or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.					
1.5	Quality/Safety Management - There are no specific competencies required in this category for Level I Project Directors.	N/A				
1.6	Cost Management					
1.6.1	Demonstrate a working-level knowledge of life cycle cost estimating or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.					
1.6.2	Demonstrate a working-level knowledge of the federal budget process or successfully complete the following course or its equivalent: Project Management Systems and Practices in DOE.					
1.7	Time Management					
1.7.1	Demonstrate a working-level knowledge of project planning and resource loaded scheduling or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.					

Project Management Career Development Program Certification

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.8	Risk Management					
1.8.1	Demonstrate a familiarity-level knowledge of project risk management or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.					
1.9	Contract Management					
1.9.1	Possess a working-level knowledge of performing as a Contracting Officer's Representative (COR) or successfully complete the following course or its equivalent: Contracting Officer's Representative.					
1.9.2	Demonstrate a working-level knowledge in the area of acquisition strategy development and acquisition planning or successfully complete the following course or its equivalent: Acquisition Strategy & Planning.					
1.9.3	Demonstrate a working-level knowledge in the areas of Contract Types Bid/Evaluation/Award and Performance Based Incentive (PBI) Contracting or successfully complete the following course or its equivalent: Planning for Performance-Based Management Contracting (formerly Contract Types Bid/Evaluation/Award and PBI Contracting) or possess a current PMP certification.					
1.10	INTEGRATION MANAGEMENT					
1.10.1	Demonstrate a working-level knowledge in the areas of project control and configuration management or successfully complete the following course or its equivalent: Project Management Essentials or possess a current PMP certification.					
1.10.2	Demonstrate a working-level knowledge in the areas of EVMS and project reporting or successfully complete the following course or its equivalent: Earned Value Management Systems and Project Reporting or possess a current PMP certification.					

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
1.11	Training/Electives -There are no specific competencies required in this category for Level I Project Directors other than the required courses above.					N/A
1.12	Work and Development Activities					
1.12.1	Work for 12 months as a project engineer or IPT member or possess a PE/RA License or possess a current PMP certification.					
1.12.2	Three years experience in project management or possess a current PMP certification.					
1.13	Behavioral Skills					
1.13.1	The candidate must possess a familiarity-level competency in good people relations.					
1.13.2	The candidate must possess a familiarity-level competency in self-management.					
1.13.3	The candidate must possess a familiarity-level competency in good work processes.					
1.13.4	The candidate must possess a working-level competency in creating purpose.					

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

*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities. Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance. Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

LEVEL 2

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

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.1 General Project Management						
2.1.1	Demonstrate a familiarity-level knowledge of systems engineering or successfully complete the following course or its equivalent: Advanced Concepts in Project Management.					
2.1.2	Demonstrate a familiarity-level knowledge of value management or successfully complete the following course or its equivalent: Advanced Concepts in Project Management.					
2.1.3	Demonstrate a familiarity-level knowledge in the area of pre-project planning or successfully complete the following courses or their equivalents: Advanced Concepts in Project Management and Project Management Simulation.					
2.1.4	Demonstrate a working-level knowledge of facilitation techniques and conflict resolution or successfully complete the following course or its equivalent: Leadership/Supervision.					
2.2 Leadership/Team Building						
2.2.1	Demonstrate a working-level knowledge of leadership principles or successfully complete the following course or its equivalent: Leadership/Supervision.					

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.2.2	Demonstrate a working-level knowledge in the area of Human Resources (HR) supervision and motivational techniques or successfully complete the following course or its equivalent: Leadership/Supervision.					
2.2.3	Demonstrate a working-level knowledge in the area of integrated project team building or successfully complete the following course or its equivalent: Leadership/Supervision.					
2.3	Scope Management - There are no specific competencies required in this category for Level 2 Project Directors.	N/A				
2.4	Communication Management					
2.4.1	Demonstrate a working-level knowledge in effective briefing techniques or successfully complete the following course or its equivalent: Advanced Concepts in Project Management.					
2.5	Quality/Safety Management					
2.5.1	Demonstrate a familiarity-level knowledge of Integrated Safety Management (ISM) or successfully complete the following courses or their equivalents: Advanced Concepts in Project Management and Project Management Simulation.					
2.5.2	Demonstrate a familiarity-level knowledge of quality management or successfully complete the following courses or their equivalents: Advanced Concepts in Project Management and Project Management Simulation.					
2.6	Cost Management - There are no specific competencies required in this category for Level 2 Project Directors.	N/A				
2.7	Time Management					
2.7.1	Demonstrate a familiarity-level knowledge of automated scheduling software or successfully complete the following courses or their equivalents: Advanced Concepts in Project Management and Project Management Simulation.					

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.8	Risk Management					
2.8.1	Demonstrate a working-level knowledge in project risk management or successfully complete the following course or its equivalent: Project Risk Management or possess current PMP certification.					
2.9	Contract Management - There are no specific competencies required in this category for Level 2 Project Directors.					N/A
2.10	Integration Management - There are no specific competencies required in this category for Level 2 Project Directors.					N/A
2.11	Training/Electives: Successfully complete at least one elective or possess current PMP certification.					
2.11.1	Demonstrate an expert-level knowledge of cost and schedule estimating processes or successfully complete the following course or its equivalent: Cost and Schedule Estimation.					
2.11.2	Demonstrate an expert-level knowledge of the techniques used in scope management, baseline development and WBS development or successfully complete the following course or its equivalent: Scope Management/Baseline Development/WBS Development.					
2.11.3	Demonstrate an expert-level knowledge of value engineering or successfully complete the following course or its equivalent: Value Management.					
2.11.4	Demonstrate an expert-level knowledge of ISM or successfully complete the following course or its equivalent: Integrated Safety Management.					
2.11.5	Demonstrate an expert-level knowledge of the federal budget process or successfully complete the following course or its equivalent: Federal Budgeting Process in DOE.					

Project Management Career Development Program Certification

REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
2.12	Work And Development Activities					
2.12.1	Work for a minimum of two years as a Level 1 Project Director.					
2.12.2	One year of experience as a supervisor or as a team leader.					
2.12.3	One year of project experience post CD-3 phase (construction) with an Architect/Engineering firm or DOE M&O/M&I contractor or possess a PE/RA License. This requirement will not apply to project directors who are incumbent project directors on DOE projects as of the effective date of DOE O 361.1 and are certified at Level 2 within two years of the effective date of the Order. In addition, this requirement may be waived by OECM, in consultation with the appropriate program directors and field managers, for project directors with more than 10 years of federal experience in project management roles.					
2.13	Behavioral Skills					
2.13.1	The candidate must possess a familiarity-level competency in good people relations.					
2.13.2	The candidate must possess a familiarity-level competency in self-management.					
2.13.3	The candidate must possess a familiarity-level competency in good work processes.					
2.13.4	The candidate must possess a working-level competency in creating purpose.					

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

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 Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities. Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide a dvice in the absence of procedural guidance. Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

LEVEL 3						
(Level 3 certification requires successful demonstration of Levels 1 and 2 competencies)						
REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.1	General Project Management					
3.1.1	Demonstrate an expert knowledge of program management and portfolio analysis or successfully complete the following course or its equivalent: Program Management and Project Portfolio Analysis.					
3.2	Leadership/Team Building - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.3	Scope Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.4	Communication Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.5	Quality/Safety Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.6	Cost Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.7	Time Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
3.8	Risk Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.9	Contract Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.10	Integration Management - There are no specific competencies required in this category for Level 3 Project Directors.					N/A
3.11	Training/Electives: Successfully complete at least one elective from Group, A & B.					
3.11.A	GROUP A					
3.11.A.1	Demonstrate a working-level knowledge of the Operational Readiness Review process or successfully complete the following course or its equivalent: Operational Readiness Reviews.					
3.11.A.2	Demonstrate an expert-level knowledge of pre-project planning and project alignment processes or successfully complete the following course or its equivalent: Pre-project Planning/Project Alignment.					
3.11.A.3	Demonstrate a working-level knowledge of systems engineering or successfully complete the following course or its equivalent: Systems Engineering.					
3.11.A.4	Demonstrate an expert-level knowledge of the requirements of NEPA and DOE environmental regulations or successfully complete the following course or its equivalent: NEPA/ Environmental Laws and Regulations.					
3.11.B	GROUP B					
3.11.B.1	Demonstrate a working-level knowledge of labor management relations or successfully complete the following course or its equivalent: Labor Management Relations.					
3.11.B.2	Demonstrate an expert-level knowledge of performance based contracting or successfully complete the following course or its equivalent: Performance-Based Contracting Implementation and Management.					

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	REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS
3.11.B.3	Demonstrate a working-level knowledge of negotiation strategies and techniques or successfully complete the following course: Negotiating Strategies and Techniques.					
3.11.B.4	Demonstrate a working-level knowledge of facilitation techniques and conflict resolution processes or successfully complete the following course or its equivalent: Facilitation Techniques/Conflict Resolution.					
3.12	Work And Development Activities					
3.12.1	Work for a minimum of two years as a Level 2 Project Director.					
3.12.2	Be mentored by a Level 4 Project Director for six months.					
3.12.3	Serve one year as a COR or currently is an incumbent project director eligible for Level 3 or 4 certification (incumbent project directors on DOE projects as of the effective date of DOE O 361.1 and eligible for Level 3 or higher certification are determined to receive fulfillment for COR).					
3.13	Behavioral Skills					
3.13.1	The candidate must possess expert-level competency in leading change: continually striving to improve performance; maintain focus, intensity and persistence, even under adversity.					
3.13.2	The candidate must possess expert-level competency in leading people: maximizing people's potential and fostering high ethical standards.					
3.13.3	The candidate must possess expert-level competency in producing results: accepting accountability and promoting continuous improvement.					
3.13.4	The candidate must possess expert-level competency in business acumen: acquiring and managing resources to effectively and efficiently achieve project objectives.					

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	REQUIRED COMPETENCIES*	YES	NO	TRG	EXP	COMMENTS
3.13.5	The candidate must possess expert-level 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.					
3.14	CRB Interview - Level 3 candidates must successfully complete DOE Certification Review Board (CRB) panel interviews. However, this requirement will not apply to project directors who were incumbents at Level 3 before the date of issuance of DOE O 361.1. New DOE hires for positions requiring Level 3 certification must successfully complete CRB panel interviews.					

Project Management Career Development Program Certification

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

*Familiarity-Level: Basic knowledge of, or exposure to, the subject or process adequate to discuss the subject or process with individuals of greater knowledge. Working-Level: Knowledge required to monitor and assess operations/activities, to apply standards of acceptable performance, and to reference appropriate materials and/or expert advice as required to ensure the safety of project activities. Expert-Level: Comprehensive, intensive knowledge of the subject or process sufficient to provide advice in the absence of procedural guidance. Demonstrated Ability: Actual performance of a task or activity in accordance with policy, procedures, guidelines, and/or accepted industry or Department practices.

LEVEL 4						
(Level 4 certification requires successful demonstration of Levels 1, 2, and 3 competencies)						
REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.1	General Project Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.2	Leadership/Team Building					
4.2.1	Demonstrate an expert-level knowledge of OMB and Congressional Relations or successfully complete the following course or its equivalent: Level 4 Project Management/Executive Communications.					
4.3	Scope Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.4	Communication Management					
4.4.1	Demonstrate a working-level knowledge of media relation techniques or successfully complete the following course or its equivalent: Level 4 Project Management/Executive Communications.					
4.4.2	Demonstrate a working-level knowledge of techniques used in conducting public hearings or successfully complete the following course or its equivalent: Level 4 Project Management/Executive Communications.					
4.5	Quality/Safety Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.6	Cost Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.7	Time Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.8	Risk Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.9	Contract Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.10	Integration Management - There are no specific competencies required in this category for Level 4 Project Directors.					N/A
4.11	Training/Electives: Successfully complete at least one elective.					
4.11.1	Demonstrate a working-level knowledge of strategic planning processes or successfully complete the following course or its equivalent: Strategic Planning.					
4.11.2	Demonstrate an expert-level knowledge of advanced leadership practices or successfully complete the following course or its equivalent: Advanced Leadership.					
4.11.3	Demonstrate an expert-level knowledge of practices in advanced risk management or successfully complete the following course or its equivalent: Advanced Risk Management.					
4.12	Work and Development Activities					
4.12.1	Work for a minimum of two years as a Level Three Project Director.					
4.12.2	Perform Program Management duties at DOE Headquarters for one year (minimum). This requirement will not apply to project directors on DOE projects as of the effective date of DOE O 361.1 who are certified at Level 4 within two years of the effective date of the Order. In addition, this requirement may be waived by OECM, in consultation with the appropriate program and field managers, for project directors with more than 10 years of federal experience in project management roles.					

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REQUIRED COMPETENCIES*		YES	NO	TRG	EXP	COMMENTS
4.13	Behavioral Skills					
4.13.1	The candidate must demonstrate expert-level competency in leading change: continually striving to improve performance; maintain focus, intensity and persistence, even under adversity.					
4.13.2	The candidate must demonstrate expert-level competency in leading people: maximizing people’s potential and fostering high ethical standards.					
4.13.3	The candidate must demonstrate expert-level competency in producing results: accepting accountability and promoting continuous improvement.					
4.13.4	The candidate must demonstrate expert-level competency in business acumen: acquiring and managing resources to effectively and efficiently achieve project objectives.					
4.13.5	The candidate must possess expert-level 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.					
4.14	CRB Interview - Level 4 candidates must successfully complete DOE Certification Review Board (CRB) panel interviews. However, this requirement will not apply to project directors who were incumbents at Level 4 before the date of issuance of DOE O 361.1. New DOE hires for positions requiring Level 4 certification must successfully complete CRB panel interviews.					

Project Management Career Development Program Certification

HISTORY OF PROJECT MANAGEMENT EXPERIENCE			
<p>The CRB requests that certification candidates please identify the following information for individual projects on which certification candidates are currently working or have worked on over the course of the past 10 years (if certification candidates wish to additionally identify projects worked on prior to 10 years ago, that is at his/her discretion). In addition, please identify future projects on which you anticipate that you will work beginning within a year.</p>			
<p>Project Cost: (i.e., "Total Project Cost" and not "Life Cycle Cost"). Project Name: (also include location and current decision/project phase. If project is not a DOE funded project, then please include the name of the organization/company and brief description of project). Project Schedule/Decision Phase: (i.e., start and end date). Specific role: (i.e., please identify your specific project role(s), e.g., project director, project manager, integrated project team member, program director, office director, program manager, COR, scientist, engineer, architect, etc. and very briefly describe project management activities that you conducted or are conducting in relation to your role in the project. Also please describe in detail your specific involvement during project life cycle, e.g., served as project manager from project design through closeout, served as project engineer during project closeout, served as COR/COTR for years 3 and 4 during the seven year project life cycle, served as site supervisor for 6 months during the 3rd year of the 5 year project, as project scientist/engineer/program representative, served in the capacity of the project director during pre-project planning stages for one-year, etc.). The type of project, such as remediation, design/build, GPP, line item capital project, operating funded projects (including Major Items of Equipment), etc., CD phases the project progressed through while you were assigned, whether you were the only project director or shared responsibility with other project directors assigned to the project, if you were one of many assigned to the project, what were the specific areas for which you were responsible during the life cycle of the project, were you preceded or followed by other project director(s). For instance, you took the project through CD-0, and then were followed by others for the completion of the project, or you took the project from CD-1 through CD-3 only and then others took it to completion).</p>			
Project Cost (\$) in Millions	Project Name - include name, location, and current critical decision phase (e.g., Project XYZ located in Los Alamos, NM. Project is currently at CD-4/project close out phase, etc.). If non-DOE funded project please include owner organization/company name and a brief description of the project (e.g., Project XYZ managed by Battelle, which was funded by the Urban City Planning Commission. Project XYZ was an environmental clean-up project).	Project Start/End Dates (MM/YY) e.g. 7/95 - 9/03	Project Role(s) - include specific involvement during project life cycle schedule/decision phases (e.g., served as project manager during CD-0 through CD-1 from 7/95 through 9/97; served as project engineer during project closeout from 1/03 through 9/03; serve as federal project director during CD-4 project closeout from 9/03 to present).

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