



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240



JUN 23 2004

OCIO DIRECTIVE 2004-019

To: Heads of Bureau and Offices
Bureau and Office Chief Information Officers

From: W. Hord Tipton
Chief Information Officer

Subject: Project Management Certification Requirements for
Managing Information Technology Investments

Purpose:

This directive establishes a Departmental standard and certification requirements for the Project Management (PM) of Information Technology (IT) major and non-major investments.

This directive replaces CIO directive 2002-04, "Managing Information Technology through the Use of Project Management," issued in May 2002.

Background:

This directive is issued to comply with a key practice identified in Government Accounting Office (GAO) report "Information Technology, Departmental Leadership Critical to Success of Investment Reforms at Interior" (GAO-03-1028).

Goals for FY04 and FY05 are to develop, train and/or certify project managers for all non-major and major IT investments. These goals apply to IT investments involving acquisition (non-steady state), operations and maintenance (O&M, steady state) or development, modernization or enhancement projects (non-steady state).

Office of Management and Budget (OMB) Circulars A-11 and A-130 and the GAO IT Investment Management (ITIM) framework each identify the requirement to manage major IT investments with qualified project managers. PM practices and procedures explicit to DOI are identified in the GAO-03-1028 report and the DOI Information Technology and Construction Capital Planning and Investment Control (CPIC) guide.

As the Department of the Interior (DOI) matures in the capital planning process (pre-select, select, control, evaluate and steady state), effective project management facilitates the success of IT investments by using best practices and standards. Project management is measured on the OMB E-Government scorecard, the annual Chief Information Officer

Council (CIOC) Skills Gap Survey, and IT investment business case summaries submitted as part of the DOI budget package. The Office of Personnel Management (OPM) recognized the requirement for IT project managers in Government by adding the "IT Project Manager" position to the GS-2210 job series. OPM issued guidance on position classification, job evaluation, staffing, qualifications, training and development for IT project management positions. The status of developed, trained, and certified IT Project Managers is reported annually to the CIOC. Within DOI, the OCIO Project Management Office (OCIO-PMO) is responsible for the policy and guidance of IT Project Manager's development, training and certification. OCIO-PMO has partnered with DOI University to provide PM training.

Scope:

This OCIO directive applies to all DOI bureaus and offices that own or manage non-major or major IT investments, as defined in the DOI CPIC guide, for which an OMB Exhibit 300, 300-1 or 300-2 is prepared.

This OCIO Directive applies to all IT investments under development, modernization or enhancement as reported on the Exhibit 300 or the Exhibit 53. IT investments reported as steady state are required to be in compliance with this directive when a modernization or enhancement project is initiated.

Time Frame:

The DOI goal is to have available developed, trained, qualified and certified project managers for all IT investment projects by FY2005.

Policy:

PM Standard: The DOI Project Management standard is based on the American National Standard Institute (ANSI) Project Management Institute (PMI) ANSI/PMI 99-01-2000, Project Management Body of Knowledge (PMBOK). Project management development and training and knowledge assessments will be based on the PMBOK.

Project Manager Certification: All IT investments within the scope of this directive must have a qualified project manager as defined below. For major projects, the project manager must be certified and released from their existing duties and officially assigned to the project on a full-time basis. Project managers shall be assigned by the project sponsor, based upon qualification and experience. The following requirements shall apply when assigning project managers to IT investments:

1. Project managers certified and in good standing with the PMI as a Project Management Professional (PMP) are preferred in all cases and shall be assigned whenever possible.
2. Project managers holding a Certified Associate Project Manager (CAPM), Master's or Associate's Certificate from a PMI-approved certificate program should only be used when a PMI-PMP certified PM is unavailable.

3. For project managers who do not meet DOI certification requirements, the project sponsor may request an exemption from the Office of the Secretary's CIO, if:
 - The project sponsor documents the acceptance of added risk to the project, explaining why no certificated project manager is available to manage the IT investment project.
 - The identified project manager shows due diligence towards achieving PMP certification according to a timeframe approved by the CIO.
 - The PM will provide monthly reporting to the OCIO on the project progress and status, as well as progress toward certification until certification requirements are met. Once the PM meets certification requirements, the project may return to quarterly reporting, unless monthly reporting is required for other reasons.

PM certification requirements are categorized by the investment types shown in the attachment.

Project Management Training: DOI is committed to developing qualified project managers with the skills, tools and experiences to guide DOI projects in an effective and efficient manner. In concert with the OCIO-PMO, DOI University is offering a series of fee-based courses leading to an Associate's or Master's Certificate. This training prepares project managers for the CAPM or PMP certification test through PMI. DOI University will announce the PM courses as they are scheduled. Registration for these courses will be completed via the DOI University website or through the DOI university.

Employees who received certificates through comparable PMI-Registered Educational Provider (REP) programs may meet the requirements of the Associates or Masters certificate stipulated by this directive upon review and concurrence by the CIO. Employees who received certifications through government programs identified by the CIOC Project Management Training Directory website meet requirements stipulated by this directive upon review and concurrence by the CIO. Professional project management certifications not issued by PMI-REP or approved government programs will be reviewed and evaluated by the CIO for qualification.

Skills Assessment: To baseline DOI's project management skill level, an assessment will be provided to a limited number of project managers. This assessment information measures advancements and deficiencies used for tailoring PM developmental offerings. For this effort, DOI University procured the skill-assessment application PMAppraise®, which can be used by PMs until July 30, 2004. Project managers are strongly encouraged to take advantage of this opportunity.

If you have any concerns regarding this directive, please contact me at (202) 208-6194. Staff may contact Mr. Will Brimberry, OCIO-Project Manager, at (202) 208-6052.

Attachment

Attachment

Department of the Interior IT Project Management Requirements				
Level	Description/Complexity	Competencies	Certification & Experience	Education, Training and Development Sources/Guidance
Non-Major Projects	<p>Projects with low-to-moderate complexity and risk.</p> <p>Example:</p> <p>Projects such as a stand-alone information system that have minimal impact on other mission activities and low- to-moderate complexity and risk</p>	<p><u>Including:</u></p> <ul style="list-style-type: none"> ▪ An understanding of PM and IT-PM competencies listed in the <i>OPM 2210 Series IT Project Manager Guidance</i> (pages 6-7). ▪ Fundamental PM knowledge, skills and abilities that include an understanding of principles, practices and terminology, including the "PM process" and "PM knowledge areas." 	<p>Associate or Masters Certificate or CAPM Certification</p>	<p><input checked="" type="checkbox"/> Federal PM training sources include:</p> <ul style="list-style-type: none"> ▪ DOI-University PM curriculum

<p>Major 1</p>	<p>Similar to the non-major project description above, projects receiving attention by OMB (identified by A-11, 300) with low-to-moderate complexity and risk.</p> <p>Example:</p> <p>Bureau-level project such as a stand-alone information system that has low- to-moderate complexity and risk.</p>	<p><u>Including:</u></p> <ul style="list-style-type: none"> ▪ An understanding of PM and IT-PM competencies listed in the <i>OPM 2210 Series IT Project Manager Guidance</i> (pages 6-7). ▪ Fundamental PM knowledge, skills and abilities that include an understanding of principles, practices and terminology, including the “PM process” and “PM knowledge areas.” ▪ Skills required for respective bureau or business area. 	<p><u>As a minimum:</u></p> <p>PMP Certification and</p> <p>1 year successful technical or PM experience</p>	<p>1 IT employees and supervisors can utilize the IT Workforce Development Roadmap at http://itroadmap.golearn.gov to identify specific competency training requirements and resources.</p> <p>2. A list of other PM training sources can be found in the <i>Project Management Training Directory</i> sponsored by the Federal CIOIC at http://www.cio.gov.</p> <p><input checked="" type="checkbox"/> Federal PM training sources include:</p> <ul style="list-style-type: none"> ▪ DOI-University PM curriculum ▪ GSA STAR Program ▪ DOD’s Information Resources Management College (IRMC) ▪ DOD’s Defense Acquisition University <p>3. Training programs aligned to the ANSI-recognized <i>PMBOK 2000</i> knowledge areas and management processes provide a PM foundation. Additional IT-PM competency requirements, e.g., architecture, capital planning and investment, etc., are outlined in the <i>OPM Interpretive Guidance for Project Management Positions</i>. Training for these IT areas can be found in the CIOIC-IT Workforce Development Roadmap.</p>
<p>Major 2</p>	<p>Projects (identified by A-11, 300) with high complexity and/or risk which are critical to the mission of the organization.</p> <p>Examples:</p> <ul style="list-style-type: none"> ▪ Projects that are part of a portfolio of projects/systems that impact each other and/or impact mission activities. ▪ Department-wide projects that impact cross-organizational missions, such as an agency-wide system integration that includes large scale Enterprise Resource Planning (e.g., the DOI FBMS Program). 	<p><u>Built on Level 1:</u></p> <ul style="list-style-type: none"> ▪ High proficiency in both PM and IT PM competency skills listed in the <i>OPM 2210 Series IT Project Manager Guidance</i> (pages 6-7). ▪ Advanced PM knowledge skills and abilities. ▪ Advanced IT PM skills. ▪ Developed systems perspective delineated in Clinger-Cohen Core Competencies, including life cycle mgmt, capital planning and investment, mission 	<p><u>As a minimum:</u></p> <p>PMP Certification and</p> <p>Clinger-Cohen Training and</p> <p>2-4 years combined of successful PM and technical experience, depending on project complexity</p>	<p>4. Clinger-Cohen Core Competency-based training sources include:</p> <ul style="list-style-type: none"> ▪ GSA’s CIO University Program ▪ DOD’s IRMC certificate programs <p>5. This guidance reflects the minimal standard. Due to mission needs or legislative requirements, agencies may need additional credentials for PM validation.</p> <p>6. Credentialing includes other criteria, e.g. continuing education or professional society</p>

<p>Major</p> <p>3</p>	<p>Projects (identified by A-11, 300) that have high complexity, and/or risk, and have government-wide impact.</p> <p>Examples:</p> <ul style="list-style-type: none"> ▪ Government-wide initiative, like - E-Government and President's Management Agenda ▪ High interest projects with Congress, GAO, OMB, or the general public. ▪ Cross-cutting initiative, like - Homeland Security 	<p>alignment, strategic planning, political ramifications, enterprise architecture, statutory and regulatory requirements, systems of systems integration, etc.</p> <ul style="list-style-type: none"> ▪ Agency-specific skills and knowledge 	<p><u>As a minimum:</u></p> <p>PMP Certification</p> <p>and</p> <p>Clinger-Cohen Training</p> <p>and</p> <p>2-4 years combined of successful PM and technical experience</p>	<p>certifications.</p> <p>7. The DOI Office of the Secretary's CIO is responsible for validation of IT Project Manager training for respective project complexity levels.</p> <p>8. The DOI Office of the Secretary's CIO is responsible for validation IT Project Manager certification status.</p>
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