



# United States Department of the Interior

OFFICE OF THE SECRETARY  
Washington, DC 20240



**AUG 13 2009**

## **Department of the Interior Acquisition Policy Release (DIAPR) 2009-13**

### **SUBJECT: Federal Acquisition Certification for Program and Project Managers**

- 1. Purpose:** The purpose of this DIAPR is to implement the Federal Acquisition Certification Program and Project Managers (FAC-P/PM) Program in compliance with the Office of Management and Budget (OMB), Office of Federal Procurement Policy (OFPP) Letter 05-01, *Developing and Managing the Acquisition Workforce*, dated April 25, 2007. This policy also complies with OMB Circular A-11, Part 7, *Planning, Budgeting, Acquisition and Management of Capital Assets*.
- 2. Effective Date:** Effective immediately upon signature.
- 3. Expiration Date:** No expiration unless superseded or canceled.
- 4. Background:** The Department of the Interior (DOI) FAC-P/PM Program establishes the criteria for certifying Program and Project Managers in various segments of the workforce. DOI policy requires the acquisition workforce to be trained and developed following the skill-based acquisition curriculum established by the Federal Acquisition Institute. DOI has adopted the education, experience, and training requirements of the Government-wide FAC-P/PM Program. The attached guide outlines DOI requirements for Program and Project Managers at the Entry, Journeyman and Expert levels. The OMB guidance established the FAC-P/PM based upon the broader definition of acquisition.

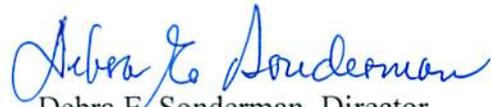
Program and Project Managers have critical roles in developing accurate requirements, defining measurable performance standards, establishing risk mitigation strategies, overseeing contractor performance, and tracking earned value. Professional standards and certification requirements have been established to ensure achievement of intended outcomes and mission goals.

### **5. Actions Required:**

- Implementation of OFPP Letter 05-01 and OMB Circular A-11, Part 7; and
- Certification of Program and Project Managers at the appropriate FAC-P/PM levels.

**6. Additional Information:**

Questions should be directed to Pia Scott, Senior Program Manager, Office of Acquisition and Property Management, at (202) 208-6321, or via e-mail at [pia\\_scott@ios.doi.gov](mailto:pia_scott@ios.doi.gov).



Debra E. Sonderman, Director  
Office of Acquisition and Property Management

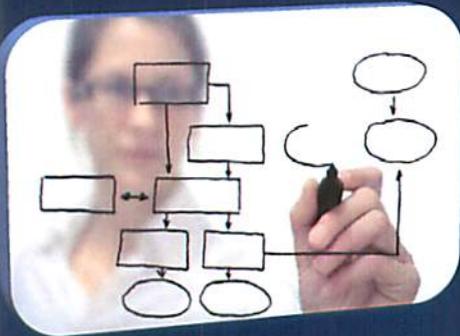
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U.S. Department of the Interior



# Federal Acquisition Certification for Program and Project Managers



U.S. Department of the Interior  
FAC-P/PM Program Policy Guide  
August 2009

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## PART 1: INTRODUCTION

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**Purpose:** The purpose of the Federal Acquisition Certification Program and Project Managers (FAC-P/PM) is to establish general training and experience requirements for the Department of the Interior Program and Project Managers responsible for managing major capital investment projects. The FAC-P/PM focuses on essential competencies needed for Program and Project Managers. This manual institutes discipline-specific standards for program and project management. It does not include bureau-specific competencies or functional or technical competencies.

**Effective Date:** This policy is effective upon signature and remains effective until superseded or cancelled.

**Authority:** This policy complies with the Office of Management and Budget (OMB), Office of Federal Procurement Policy Letter 05-01 *Developing and Managing the Acquisition Workforce* dated April 15, 2005, which establishes the requirement for federal acquisition certification programs and the OMB Memorandum for Chief Acquisition Officers, *The Federal Acquisition Certification for Program and Project Managers* dated April 25, 2007, Exhibit 300 which establishes FAC-P/PM. This policy also complies with OMB Circular A-11, Part 7, *Planning, Budgeting, Acquisition, and Management of Capital Assets*.

Further, this policy complies with the Federal Procurement Policy Act, 41 U.S.C. 401, et seq., the Services Acquisition Act (SARA) of 2003, P.L. 108-136; the E-Government Act of 2002; the Government Paperwork Elimination Act (GPEA) of 1998; the Clinger Cohen Act of 1996, Title 40; the Federal Acquisition Streamlining Act (FASA) of 1994, Title V; the Government Performance Results Act (GPRA) of 1993; and the Privacy Act of 1974, 5 U.S.C. 552a. The Employee Training and Career Development Records -- Notice # DOI-76 provides authority to maintain records related to FAC-P/PM, including the use of the Acquisition Career Management Information System (ACMIS).

**Background:** SARA expanded the definition of the acquisition to include functions performed by Program and Project Managers. OFPP Policy Letter 05-01 established the FAC-P/PM based upon the broader definition of acquisition. Well-trained and experienced Program and Project Managers are crucial to the acquisition process and the successful accomplishment of mission goals. These managers are the first line of defense against cost overruns, schedule variance, and poor project performance.

Program and Project Managers have critical roles in developing accurate requirements, defining measurable performance standards, establishing risk mitigation strategies, overseeing contractor performance, and tracking earned value. To ensure achievement of intended outcomes and mission goals, collaborative partnerships between Program and Project Managers and Contracting Professionals must exist. Professional standards and certification programs have been established and designed to ensure common knowledge and standard credentials for professionals, such as Federal Acquisition Certifications for

Contracting Officers, Contracting Officer Technical Representatives, and Program and Project Managers, respectively; FAC-C, FAC-COTR and FAC-P/PM.

**Applicability:** This policy applies to all Interior bureaus and offices. The certification is required for Program and Project Managers who are assigned to major acquisitions as defined in OMB Circular A-11, Part 7, Exhibit 300, *Planning, Budgeting, Acquisition, and Management of Capital Assets*, [http://www.whitehouse.gov/omb/circulars/a11/current\\_year/s300.pdf](http://www.whitehouse.gov/omb/circulars/a11/current_year/s300.pdf). The FAC-P/PM focuses on essential competencies needed for Program and Project Managers directing major IT investments and non-IT major capital assets, such as constructed real property assets (buildings and structures). FAC-P/PM certification may be required for managers of projects not classified as major, but present unique complexity and significant risk.

Interior's FAC-P/PM certification requirements apply to individuals with the authority and responsibility for major information technology (IT) and non-IT investments. The FAC-P/PM is not a substitution for functional area competency or training requirements. Specifically, IT Managers must also meet the technical requirements of the Federal IT Managers Guidance Matrix, [http://www.cio.gov/documents/PM\\_Memo.doc](http://www.cio.gov/documents/PM_Memo.doc). For the FAC-P/PM, bureau must apply the following minimum requirements:

1. Individuals with significant involvement in one or more phases of the acquisition investment process (initiation, conceptualization/design, development, implementation, modification, maintenance, evaluation, disposal);
2. Managers with authority and responsibility for overseeing multiple phases of the acquisition process;
3. Individuals responsible for leading cross-agency or acquisition investment programs and responsible for the majority of its life cycle;
4. Individuals responsible for leading, coordinating, and managing integrated project teams for acquisition investments; and,
5. Individuals participating on an integrated project team or a phase of the investment lifecycle with aspirations for career development as a program or project manager.



## **PART 2: CERTIFICATION REQUIREMENTS**

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FAC-P/PM Certification for Program and Project Managers of major projects must be attained within one year from date of assignment to the project.

This policy does not identify other functional or technical competencies that may be required, such as those for information technology or program-specific competencies. This policy neither addresses IT security competency and certification requirements, nor non-IT licensing or competency or certification requirements for engineers, architects, etc., as it relates to specific constructions. The Project Management Professional Certification (PMP) adheres to FAC-P/PM certification requirements. The PMP certificate is equivalent to 24 hours of project management experience toward FAC-P/PM certification.

The PMP Certification 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, training and knowledge assessments will be based on the PMBOK or equivalent guidance (see <http://www.pmi.org/> for more information).

These certification requirements do not apply to Contracting Officers Technical Representatives (COTRs) or Contracting Officer Representatives (CORs). The certification requirements for COTRs or CORs are defined in the Department of the Interior's FAC-COTR Program Policy Guide.

The FAC-P/PM certification is not a step certification. Specifically, individuals who require certification at the Senior/Expert level are not required to be certified at the Mid Level/Journeyman and at the Entry/Apprentice levels. Similarly, individuals who require certification at the Mid Level/Journeyman FAC-P/PM level are not required to be certified at the Entry/Apprentice level.

**Competency Standards and Requirements:** The Interior FAC-P/PM policy outlines the competency standards and training requirements for each level. There are three FAC-P/PM certification levels for major IT and non-IT Program and Project Managers — Entry/Apprentice, Mid Level/Journeyman, and Senior/Expert. Following are the required competencies for each level.

### ***ENTRY/APPRENTICE LEVEL***

Program and Project Managers who require certification at this level should have:

- Knowledge and skills to perform as a project team member.
- Ability to manage low-risk and relatively simple projects or to manage more complex projects under direct supervision of a more experienced manager.
- Overall understanding of project management practices, including performance-based acquisition and earned value management.
- Recognition of the agency's requirements development processes.
- Ability to define and construct various project documents, under supervision.
- Understanding of and involvement in the definition, initiation, conceptualization or design of project requirements.

*Entry/Apprentice Level* details are outlined in Appendix B.1.

### ***MID LEVEL/JOURNEYMAN LEVEL***

Program and Project Managers who require certification at this level should have:

- Knowledge and skills to manage projects or program segments of low to moderate risks with little or no supervision.
- Ability to employ management processes, such as development of requirements; application of performance-based acquisition principles, alignment of program baseline with the agency's mission.
- Ability to identify and track actions to initiate an acquisition program or project using cost/benefit analysis.
- Ability to understand and apply the process to prepare information for a baseline review and assist in development of Total Ownership Cost (TOC) or Life Cycle Cost estimates.
- Ability to manage projects as well as program segments and distinguish between program and project work using earned value management.

*Mid Level/Journeyman* details are outlined in Appendix B.2.

## ***SENIOR/EXPERT LEVEL***

Program and Project Managers who require certification at this level should have:

- Knowledge and skills to manage and evaluate moderate to high-risk programs or projects that require significant acquisition investment and agency knowledge and experience.
- Ability to manage and evaluate a program and create an environment for program success.
- Ability to manage and evaluate the requirements development process, and oversee junior level team members in creation, development, and implementation.
- Expert ability to use, manage and evaluate management processes, including performance-based management techniques.
- Expert ability to manage and evaluate the use of earned value management as it relates to acquisition investments.

*Senior/Expert Level* details are in Appendix B.3.

**Equivalency:** In concert with Office of Personnel Management's (OPM) competency based development policy, FAC-P/PM recognizes professional training, formal education, experience, certifications, teaching, presentation and committee participation. Supervisors are responsible for identifying activities and opportunities that fulfill its mission and provides professional development of Program and Project Managers. Below are the types of activities and experiences that may be used to meet the educational and Continuous Learning Points (CLP) requirements. Interior honors the Federal Acquisition Institute's (FAI) Continuous Learning Points Policy, which outlines the conversion methodology for translating activities, experience, and training into CLPs. For example, one (1) Continuing Education Unit (CEU) translates to 10 CLPs; therefore, three (3) CEUs equal 30 CLPs. For more information, please visit <http://www.fai.gov/pdfs/Summary%20Chart%20of%20Recommended%20Points.pdf>.

### **A. Training**

- 1) **Completing Awareness Training.** Periodically, bureaus and offices conduct briefing sessions to acquaint the workforce with new or changed policy.
- 2) **Completing Learning Modules and Training Courses.** These may be formal or informal offerings from a recognized training organization, including in-house training courses/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 approved by the supervisor.
- 4) **Teaching.** Employees are encouraged to share their knowledge and insights with others by conducting training sessions, courses, or learning modules.
- 5) **Mentoring.** Helping others to learn and become more productive workers or managers benefits the agency and the individuals involved.

## **B. Professional Activities**

- 1) Participation in Organization Management. Membership alone in a professional organization will not be considered as fulfilling continuous learning requirements; however, active participation in the organization will fulfill the continuous learning requirements. This includes holding elected/appointed positions, committee leadership roles, or running an activity for an organization that one is 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) Attendance/Presentation at Professional Seminars/Symposia/Conferences. Employees can receive points for attending and participating in professional seminars or conferences that are job-related. However, the supervisor must determine that the individual learned meaningful information from the experience. Since, significant effort is involved in preparing and delivering presentations, credit should be given to employees who present at professional seminars or conferences for each hour invested in the preparation and presentation.
- 3) Publication. Writing and submitting articles related to any of the five core disciplines (Project Management, Earned Value Management and Cost Estimating, Acquisition, Leadership and Interpersonal Skills, and Government-specific skills) for publication will meet the criteria for continuous learning. Points will be awarded only in the year published. Compliance with agency publication policy is required.
- 4) Participation in Workshops. Points should be awarded for workshops with planned learning outcomes.

## **C. Education**

- 1) Formal Training. Supervisors should use educational units or CEUs as a guide for assigning CLP for formal training. As previously indicated, one CEU is equivalent to 10 CLPs.
- 2) Formal Academic Programs. For formal academic programs offered by educational institutions, each semester hour is equal to 10 CLPs. A three-hour credit course equals 30 CLP points. The course must be applicable to one of the five-core disciplines.

<b>SAMPLE ACTIVITIES</b>	<b>NUMBER OF HOURS</b>	<b>CLP Equivalent</b>
Active Association Membership (in relevant subject area or association)	One (1) hour for each 60 minutes of activity attended during the year Five (5) hours for an active membership year	One Hour of Activity 2 CLPs Active Membership 10 CLPs
Publication of P/PM, Acquisition-related articles, Technical papers, etc.	15 hours for articles 20 hours for technical paper	Articles, etc. 30 CLPs Technical Papers 40 CLPs
Formal rotational Assignments	One Year (40 hours per week) Six (6) months (40 hours per week)	One Year 80 CLPs Six Months 40 CLPs
Conference Presentations, Training or Seminar delivery	Two (2) hours for 60 minutes of first-time presentation (1 hour for presentation, 1 hour for preparation, 0.5 credit per repeat presentation)	First-time Presentation 4 CLPs Repeat Presentation 2 CLPs
Team Leadership activities, Participation on Project Teams for New Products/Activities	One (1) hour for every 60 minutes of participation	Leadership 1 CLP Participation 1 CLP
Formal Education	One (1)hour per quarter or semester hour, American Council on Education (ACE) recommendation	Quarter Hour 10 CLPs Semester Hour 10 CLPs
Professional Examination, License, or Certification (such as Professional Engineer (PE) or Registered Architect (RA))	Exam hours are equivalent to course hours 40 hours in the year certificate or license obtained	Exam 10-30 CLPs Certificate or License 10-30 CLPs
PMP Certification	24 hour are equivalent to PMP Certification	PMP Certification 30 CLP

For IT projects, the PMP complements Interior's FAC-P/PM policy requirements. For real property construction projects, the PMP or PE or RA is required for FAC-P/PM certification. For other non-IT projects, the PMP is required for FAC-P/PM certification. The Certified Associate in Project Management (CAPM) will satisfy the 24-hour Project Management training requirement for the Entry Level. The PMP will satisfy the 24-hour Project Management training for the Journeyman Level or the Expert Level. The PE or RA will satisfy 40-hour training requirements for all three levels.

The Department of the Interior University (DOIU) is a source of professional development, training and knowledge development. The DOIU FAC-P/PM Crosswalk is electronically available at [www.doi.gov/pam](http://www.doi.gov/pam).

#### **D. Experience**

Experience includes on-the-job assignments and intra- or inter-organizational 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 rotational/developmental assignments, the supervisor should consider both the long-term benefit to the agency and the immediate benefit to the supervisor's organization and the individual. 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 activities are 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. A tool to facilitate this process would be an Individual Development Plan (IDP). For example, if an assignment is determined as the source to obtain experience to earn CLPs, then the supervisor or the designee should mentor the individual during the assignment. The resulting deliverable, e.g., briefing, design, project plan, report, etc., will serve as evidence and demonstrate that the learning objective was achieved. Sharing the knowledge, experience and products gained with others in the organization is strongly encouraged.

<b>CREDITABLE ACTIVITY</b>	<b>POINTS CREDIT</b>
On-the-Job Experiential Assignments	Maximum of 20 CLPs per year
Integrated Product Team/Special Project Leader	Maximum of 15 CLPs per year
IPT/Special Project Member	Maximum of 10 CLPs per year
Mentor	Maximum of 5 CLPs per year
Rotational Assignment: 12 Months	80 CLPs
Rotational Assignment: 9 Months	60 CLPs
Rotational Assignment: 6 Months	40 CLPs
Rotational Assignment: 3 Months	15 CLPs
Rotational Assignment: 2 Months	10 CLPs
Rotational Assignment: 1 Month	5 CLPs

**Maintenance Requirements:** To maintain certification, professionals at every FAC-P/PM level are required to earn 80 CLPs every two years beginning the first fiscal year that follows the issuance of the FAC-P/PM certification. CLPs begin to accumulate on the date the individual is certified. Continuous learning activities related to program and project management activities include, but are not limited to, the following:

- Training activities, such as teaching, self-directed study, mentoring.
- Courses completed to achieve certification at the next higher level.
- Professional activities, such as attending/speaking/presenting at professional seminars/symposia/conferences, publishing and attending workshops.
- Educational activities, such as formal training, and formal academic programs.
- Experience such as developmental or rotation assignments.

FAC-P/PM maintenance documentation must be reviewed, verified and maintained by the designated bureau manager. Please see *Record Repository and Management Responsibility* for additional details.

**Waivers:** Requests for waivers from the FAC-P/PM must be submitted in writing. The Interior Associate Deputy Secretary's memorandum: *Federal Acquisition Certification* dated September 11, 2008, delegated the issuance of waivers and the management of the waiver process to the Senior Procurement Executive (SPE) for managers of non-IT projects, and the Chief Information Officer (CIO) for managers of IT projects. The CIO or SPE may waive the requirement for obtaining FAC-P/PM certification prior to appointment as a Program or Project Manager upon the request of the Bureau Director or the designee, on a case-by-case basis. Waivers will only be considered in very compelling and well-documented circumstances. This authority is not delegable. Waivers are not transferable to other agencies.

The ACM or the ITCM is responsible for retaining all of the appropriate documentation to support the waiver request. Waivers are not need for the first year following assignment to a major acquisition, in accordance with the OMB Circular A-11, Part 7, Exhibit 300. Waivers are effective for one year after issuance, extension beyond this require CAO concurrence. The waiver process is detailed in Appendix C.

**Reciprocity:** The FAC-P/PM certification is transferable. Interior will accept other civilian agencies' FAC-P/PM certifications as evidence that a program or project manager meets and has maintained the core project management training and experience. Interior will employ the FAI procedures for conversion of the Defense Acquisition Workforce Improvement Act (DAWIA) Program Management certification to the FAC-P/PM certification ([www.dau.mil/catalog/Appendix\\_B.pdf](http://www.dau.mil/catalog/Appendix_B.pdf)). To support Interior's acceptance of a transferring employee's certification and maintenance, it must be documented and accurately recorded in ACMIS. Further, DOI will adhere to FAI guidelines to determine if non-federal government credentials will be eligible for full or partial consideration under the FAC-P/PM. Additional training may be required for issuance of DOI-specific FAC-P/PM certification in all of the abovementioned categories.

**Please Note: Interior employees must adhere to Interior-specific criteria for certification. The DOI FAC-P/PM certification is valid throughout the agency, bureaus and offices for employees transferring to another organization within Interior. Although OFPP encouraged agencies to accept other agencies' FAC-P/PM certifications, agencies retain discretion to fully or partially accept another agency's FAC-P/PM certifications.**



### **PART 3: FAC-P/PM PROGRAM ADMINISTRATION**

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**Responsibilities:** The Assistant Secretary, Policy, Management and Budget as the Department's Chief Acquisition Officer (CAO), in consultation with the appropriate agency officials, is responsible for developing workforce policies that apply the FAC-P/PM requirements.

**Delegation of Responsibility:** As detailed by the Interior Associate Deputy Secretary's memorandum: *Federal Acquisition Certification* dated September 11, 2008, responsibilities are assigned to the SPE and the CIO to carry out within their respective areas of responsibilities of non-IT and IT, respectively.

- A. The CIO is responsible for FAC-P/PM program administration through the issuance of policy and guidance for IT investments. The CIO is also responsible for the periodic review of bureaus and offices' IT-specific FAC-P/PM certifications and maintenance records to ensure compliance with policy.
- B. The SPE is responsible for FAC-P/PM program administration through the issuance of policy and guidance for non-IT such as real property constructed asset investments. The SPE is also responsible for the periodic review of bureaus' and offices' non-IT-specific FAC-P/PM certifications and maintenance records to ensure compliance with policy.

#### **Other Officials' Responsibilities:**

- C. The Bureau designated functional area lead must ensure that Program and Project Managers are FAC-P/PM certified. The functional area lead must also verify the maintenance of the Program and Project Managers FAC-P/PM certification. Further, the functional area lead must ensure that training information for Program and Project Managers is validated, in accordance with this policy, and is maintained in ACMIS.
- D. Project Sponsors must assign qualified Project Managers, in accordance with this policy, to projects under their purview, and monitor and assess their performance.
- E. Program and Project Managers must obtain and maintain their FAC-P/PM certification in accordance with this policy.
- F. Departmental FAC-P/PM Program Manager will serve as agency liaison with SPE and CIO, IT and non-IT managers, OMB, Federal Acquisition Institute interagency FAC-P/PM task forces and working groups. The FAC-P/PM Program Manager will administer the program in collaboration with the appropriate stakeholders.
- G. Acquisition Career Manager (ACM) is responsible for creating and maintaining the FAC-P/PM filing and tracking system, in accordance with the DOI Records Management regulations. The ACM will utilize ACMIS to ensure that applicants are registered in the

system and their records are current. The ACM will process and evaluate all non-IT FAC-P/PM application packages to determine if applicants have met the minimum qualification criteria. The ACM will coordinate with BACC if applicants have failed to meet the minimum certification criteria. The ACM will prepare all qualifying non-IT FAC-P/PM application packages, recommendation synopsis, memorandum and certificate for SPE review and signature. The ACM will process the SPE endorsed non-IT FAC-P/PM certificates and mail to BACC. The ACM provide FAC-P/PM Program Manager with monthly status reports, which will include number of applications processed and the number of FAC-P/PM awarded by name and bureau, status of certification process and trend analysis. The ACM will also send annual CLP maintenance reminders to non-IT FAC-P/PM certified Program and Project Managers.

- H. IT Career Manager (ITCM) is similar to the Acquisition Career Manager (ACM) and responsible for creating and maintaining the IT FAC-P/PM filing and tracking system, in accordance with the DOI Records Management regulations. The ITCM will coordinate with the ACM to ensure that applicants are registered in ACMIS and their records are current. The ITCM will process and evaluate all IT FAC-P/PM application packages to determine if applicants have met the minimum qualification criteria. The ITCM will coordinate with Bureau Information Technology Career Coordinator (BITCC) if applicants have failed to meet the minimum certification criteria. The ITCM will prepare all qualifying FAC-P/PM application packages, recommendation synopsis, memorandum and certificate for CIO review and signature. The ITCM will process the CIO endorsed IT FAC-P/PM certificates and mail to BITCC and transfer the complete file to ACM for record retention in the official FAC-P/PM record repository. The ITCM provide FAC-P/PM Program Manager with monthly status reports, which will include number of applications processed and the number of FAC-P/PM awarded by name and bureau, status of certification process and trend analysis. The ITCM will also send annual CLP maintenance reminders to non-IT FAC-P/PM certified Program and Project Managers
- I. Bureau Acquisition Career Coordinator (BACC) provides guidance on preparation of fulfillment statements; recommending disposition of non-IT FAC-P/PM applications to the BPC; and acts as a liaison with the ACM.
- J. Bureau Information Technology Career Coordinator provides guidance on preparation of fulfillment statements, recommending disposition of IT FAC-P/PM applications to the Bureau CIO and acts as a liaison to the ITCM.

**Record Repository and Management Responsibility:** The SPE is responsible for the management of the agency's official FAC-P/PM record repository. The SPE will maintain the initial FAC-P/PM certification application and supporting documentation in the official records. The BACC is responsible for retaining the Program and Project Managers' maintenance records for certification renewal. Record collection, evaluation and certification for the non-IT community will be under the SPE. Working with the SPE, record collection, evaluation and certification for the IT community will be under the CIO. Detailed procedures guidance is detailed in Appendix D.

**Program/Project Managers' Reporting Responsibilities, Procedures and Schedule:** The Program and Project Managers will be responsible for submitting the appropriate documentation for certification and maintenance, which includes updates and annual reporting of education and continuing education in ACMIS, in accordance with this policy.

**Application Process:**

1. Applicants are responsible for preparing an application package for submission to his or her supervisor. The application package must include the application form, ACMIS record, and supporting documentation, as specified in Appendix D.
2. Supervisors are responsible for verifying the accuracy and completeness of application packages, endorsing or disapproving them, and submitting packages through customary correspondence channels to the BACC or ITCM.
3. BACCs are responsible for:
  - A. Providing guidance on preparation of applications;
  - B. Recommending disposition of applications to the BPC or the ITCM;
  - C. Acting as liaison with the ACM; and
  - D. Keeping records related to FAC-P/PM certification, including renewal.
4. The Bureau functional area lead is responsible for reviewing applications, endorsing or disapproving them, and submitting packages to the SPE or the CIO.
5. The CIO is responsible for approving or disapproving IT applications and transferring the complete FAC-P/PM application packages to the SPE for official record retention.
6. The SPE is responsible for approving or disapproving non-IT applications, keeping records related to all FAC-P/PM certification, establishing policy and implementation procedures, internal controls, and participating in reviews of the FAC-P/PM program.

**Reinstatement Process:** Applications for reinstatement of lapsed certifications must be submitted using the application form, following the instructions in Appendix D. Reinstatement applications and supporting documentation should be submitted to bureau functional lead or the designee. The SPE and the CIO are responsible for the issuance of non-IT/Constructed Assets and IT FAC-P/PM reinstatement certification, respectively. Program and Project Managers can avoid lapsed certification by earning and documenting 80 CLPs every two years.

**ACMIS**: Section 37(d) of the OFPP Act, as amended (41 U.S.C. 433(d)), states that each executive agency must collect, maintain and utilize information to ensure effective management of the acquisition workforce. The Federal Acquisition Institute's Acquisition Career Management Information System (ACMIS) is the official system used to track Program and Project Management personnel education, training and other career information. Bureaus are required to have complete, current records in ACMIS for all certified personnel and other identified acquisition workforce personnel. The URL for ACMIS is <http://www.fai.gov/acm/acmis.asp>.



## **PART 4: APPENDICES**

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<b>Appendix A</b>	<b>Definitions</b>
<b>Appendix B</b>	<b>Certification Level Details and Training</b>
<b>Appendix C</b>	<b>Waiver Procedures</b>
<b>Appendix D</b>	<b>Application Templates</b>
<b>Appendix E</b>	<b>Correlation of Program and Project Management</b>



## **Appendix A: Definitions**

**Acquisition:** Attain by contract with appropriated funds of supplies or services (including construction) by and for the use of the Federal Government through purchase or lease, whether the supplies or services are already in existence or must be created, developed, demonstrated, and evaluated. Acquisition begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, and those technical and management functions directly related to the process of fulfilling agency needs by contract.

**Acquisition Career Management Information System (ACMIS):** A Government-wide information system managed by the FAI that contains education, training and experience information for all acquisition workforce members. ACMIS provides detailed reports to assist managers in short and long term workforce planning.

**Acquisition Career Manager (ACM):** Appointed by the SPE, this department-level official is responsible for ensuring that the DOI acquisition workforce meets the OFPP Policy Letter 05-01 requirements and any subsequent guidance. The ACM shall also serve on the Interagency Acquisition Career Management Council (IACMC) to ensure that workforce development policies and opportunities meet the needs of the Government and DOI's acquisition workforce.

**Acquisition Workforce:** Federal employees who perform various acquisition-related functions to support the accomplishment of an agency's mission, as described in OFPP Policy Letter 05-01, paragraph 5. In addition to contracting, functions such as program management, requirements definition, measurement of contract performance, and technical and management direction are also included.

**Bureau Acquisition Career Coordinator (BACC):** Appointed by the BPC, this bureau-level official coordinates with the ACM and facilitates implementation of the certification program at his/her bureau.

**Bureau Procurement Chief (BPC):** The senior GS-1102 official in a bureau or office, as defined in DIAR 1402.101. In exceptional cases, the BPC oversees the contracting function but is not in the GS 1102 series.

**Capital Asset:** Land, structures, buildings, equipment (i.e. motor vehicles, ships and aircraft), intellectual property, and information technology used by the Federal Government with an estimated useful life of two years or more, as defined by Interior's Guidance for Exhibit 300 and 300-1, *Capital Asset Plan and Business Case and Project Profile*.

**Capital Programming:** A process that addresses project prioritization between new assets and maintenance of existing assets, risk management and cost estimating to improve the accuracy of cost, schedule and performance provided to management, and the other difficult challenges proposed by asset management and acquisition, as defined in OMB Circular A-11, Part 7. For more information, please visit [http://www.whitehouse.gov/omb/circulars/a11/current\\_year/part7.pdf](http://www.whitehouse.gov/omb/circulars/a11/current_year/part7.pdf).

**Capital Project (Investment):** The acquisition of a capital asset and the management of that asset through its life-cycle after the initial acquisition. Capital projects (investments) may consist of several useful segments.

**Chief Information Officer (CIO):** This official is appointed, pursuant to the Clinger-Cohen Act 1996 Section 5125, Subtitle A, Title LI, reports directly to the Secretary. This individual is responsible for all areas of information management and technology, which includes: IT investment and portfolio management, enterprise architecture, cyber-security, information resources management and telecommunications services, per the Information Technology Management Reform Act of 1996, the CIO.

**Continuing Education Unit (CEU):** Units awarded for the successful completion of formal academic programs offered by educational institutions. Each semester hour is equal to one CEU. For example, a three credit-hour course is worth three CEUs and/or 30 CLPs.

**Continuous Learning Point (CLP):** Points awarded for successful completion of continuous learning activities. One CLP corresponds generally to one classroom hour and varies for other learning activities.

**Contracting Officer (CO):** A Federal employee delegated authority to award, administer, and terminate contracts, purchase orders, delivery orders, task orders and modifications; obligate Government funds; and make determinations and findings, all subject to the limitations of his or her Certificate of Appointment, pursuant to FAR 1.6 and the DOI Contracting Officer Appointment Program.

**Construction Project:** Any endeavor undertaken to construct, repair and/or rehabilitate a constructed asset (buildings and structures) within finite time and cost constraints.

**Defense Acquisition University (DAU):** DAU is the Department of Defense (DoD) corporate university for the DoD Acquisition, Technology, and Logistics (AT&L) workforce.

**Defense Acquisition Workforce Improvement Act (DAWIA):** Public Law 101-510 was signed in 1990 to improve the effectiveness of the personnel who manage and implement defense acquisition programs. DAWIA, as amended, is codified at 10 U.S.C. §1701-1764.

**Deliverable:** Any unique is a tangible, verifiable work product.

**Development-Modernization-Enhancement (DME):** A capital investment that develops a new asset or modernizes or enhances an existing asset as defined in OMB Circular A-11, Part 7, exhibit 300, *Planning, Budgeting, Acquisition, and Management of Capital Assets*. A DME effort is a project.

**FAC-P/PM:** Federal Acquisition Certification for Program/Project Management (FAC-P/PM) policy was issued by the OMB on April 25, 2007. This policy establishes general training and experience requirements for program and project managers for managing major capital investment projects.

**Federal Acquisition Institute (FAI):** Established under the Office of Federal Procurement Policy Act and works to foster and promote the development of a professional acquisition workforce into effective business leaders.

**Functional Area Lead:** The designated employee responsible for ensuring the appropriate Program and Project Managers are FAC-P/PM certified within their area of expertise (Construction, IT, Acquisition, etc.).

**Individual Development Plan (IDP):** A professional development plan created by an employee in collaboration with his/her supervisor to plan the work and formal training assignments that will enable the employee to progress toward career goals. The plan is reviewed and updated annually.

**Integrated:** Interrelated, interconnected, interlocked or meshed components blended and unified into a functioning or unified whole.

**Integrated Project Team:** An assigned group that is responsible for assisting the Project Manager in the planning and design, budgeting, procurement and life-cycle management of an investment to achieve its cost, schedule and performance goals. The IPT includes the Project's Executive Members.

**Information Management (IM):** The management of information assets, including data, meta-data, records and data systems activities.

**Information Technology:** Any equipment or interconnected system or subsystem of equipment used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information, as defined by the Clinger-Cohen Act of 1996, sections 5002, 5141, and 5142. For purposes of this definition, equipment is "used" by an agency whether the agency uses the equipment directly or it is used by a contractor under a contract with the agency that (1) requires the use of such equipment; or (2) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. Information technology includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. It does not include any equipment acquired by a Federal contractor incidental to a Federal contract.

**Information Technology Project:** Any endeavor undertaken to develop a product, produce a result, or provide a service within finite time and cost constraints.

**IT Manager:** Program and project managers assigned to information technology investments, who meet the technical requirements of the Federal IT Project Managers Guidance Matrix.

**Life cycle:** Program projects or project phases are known as the lifecycle. A project phase is a collection of logically related project activities. Typically, the Program/Project Management Life Cycle has four phases: initiation, planning, execution and closure.

**Major IT Investment:** A system or an acquisition requiring special management attention because it: has significant importance to the mission or function of the agency, a component of the agency or another organization; is for financial management and obligates more than \$500,000 annually; has significant program or policy implications; has high executive visibility; has high development, operating, or maintenance costs; is funded through other than direct appropriations; or is defined as major by the agency's capital planning and investment control process. OMB may work with the agency to declare other investments as major investments. If you are unsure about what investments to consider as "major," consult your agency budget officer or OMB representative. Investments not considered "major" are "non-major."

In addition, a project may be designated by a bureau as major because of its unique complexity and significant risks. Major projects must be managed in accordance with the requirements of the DOI CPIC Guide, Version 2.0.

Major IT Portfolio Investments are further defined in OCIO Directive 2004-19 and GAO-03-1028.

**Major Construction Project:** A major construction project meets at least one of the following criteria:

- Has total planning, design and construction costs greater than \$2 million;
- Directly supports the President's Management Agenda Items;
- Has high DOI executive visibility;
- Involves multiple-bureaus/multiple agencies; and/or
- Is designated by OMB.

In addition, a project may be designated by a bureau as major because of its unique complexity and significant risks. Major projects must be managed in accordance with the requirements of the DOI CPIC Guide, Version 2.0.

**Non-Major IT Investment:** Any initiative or investment not meeting the definition of major defined above but is part of the agency's IT Portfolio.

**Non-IT Project:** Includes but is not limited to the construction, repair and rehabilitation of buildings and structures, the acquisition of aircraft, ships, and motor vehicles and investments in other types of real and non-IT personal property.

**Office of Federal Procurement Policy (OFPP):** The statutory office within the OMB that is responsible for providing overall direction by means of government-wide procurement policies, regulations, and procedures.

**Procurement/Policy Analyst:** Federal employees in any series who are responsible for measuring performance of acquisition programs and developing acquisition policy and guidance. It does not include positions such as Cost/Price Analyst or Contract Specialist.

**Product:** An article that is produced, is quantifiable, and can be either an end item itself or a component item. Synonyms for product include materiel, goods and deliverable.

**Professional Engineer (PE):** A professional licensed under the laws of a State to practice professional engineering.

**Program:** A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Program may include elements or related work outside of the scope of the discrete projects in the program.

**Project:** A temporary endeavor undertaken to create a unique product, service or result.

**Project Management Body of Knowledge (PMBOK):** An inclusive term that describes the sum of knowledge within the profession of project management. The complete PMBOK includes both proven traditional practices that are widely applied and innovative practices that are emerging in the profession. This body of knowledge is constantly evolving. The Project Management Institute's PMBOK Guide identifies that subset of the body of knowledge that is generally recognized as "*best practices*."

**Project Management Team:** The members of the project team who are directly involved in project management activities. On some smaller projects, the project management team may include virtually all of the project team members.

**Project Manager:** The individual authorized, responsible and accountable for the project's success and ensuring the project delivers the functionality and capabilities expected by stakeholders (i.e. users, customers, sponsor(s) and senior leaders). Responsibilities include management of the project's initiation, planning, execution, evaluation, closeout and related activities of scope, costs/budget, schedule, human resources, quality, procurement, risks, communication and integration management to achieve its cost, schedule and performance goals.

**Project Sponsor:** The official with authority over the project and is responsible for integrating ongoing strategic direction for the project.

**Project Team:** All the project team members, including the project management team, the project manager and, for some projects, the project sponsor.

**Registered Architect (RA):** A trained and licensed professional in planning and designing buildings, licensed by a State to practice architecture in that jurisdiction.

**Senior Procurement Executive (SPE):** This official is the individual appointed pursuant to Section 16(3) of the Office of Federal Procurement Policy Act (41 U.S.C. 414(3)). This official is responsible for management and direction of the acquisition system of an executive agency, including the implementation of the unique acquisition policies, regulations, and standards of the executive agency. For DOI, the Secretary of the Interior designated the Director, Office of Acquisition and Property Management as the Interior Senior Procurement Executive (SPE).



## **Appendix B: FAC-P/PM Certification Level Requirements**

### **B.1 Entry Level**

<b>Level</b>	<b>Experience/ Certification</b>	<b>Training/Competencies</b>	<b>Project Threshold</b>
I  Entry	One year of project management experience within the last five years.  Certified Project Management Professional or Professional Engineer (PE) or Registered Architect (RA)	112 hours minimum in the following areas: <ul style="list-style-type: none"> <li>• Acquisition (including COTR training)</li> <li>• Project Management</li> <li>• Interpersonal/Leadership Skills</li> <li>• Government-specific</li> <li>• Earned Value Management</li> </ul>	\$2 million to \$9.99 million projects  Risky, complex projects under \$2 million.

**B.1.1: Competencies:** At this level, the program and project managers should have:

- Knowledge and skills to perform as a project team member.
- Ability to manage low risk and relatively simple projects or to manage more complex projects under direct supervision of a more experienced manager.
- Overall understanding of project management practices, including performance-based acquisition.
- Recognition of an agency's requirements development processes.
- Ability to define and construct various project documents, under supervision.
- Understanding of and involvement in the definition, initiation, conceptualization or design of project requirements.

**B.1.2: Qualification Requirements:**

*Years of Experience:* One year of project management experience within the last five years that includes constructing a work breakdown structure (WBS); preparing project analysis documentation; tailoring acquisition documents that facilitate the delivery of products or services that meet Government's quality requirements, efficiently and effectively; assisting with quality assurance activities; and budget development.

*Coursework:* Training in program and project management (or professional equivalence) at this level should be provided to develop the essential interpersonal and management competencies required of high-performing, successful program and project managers.

*Basic Acquisition:* Twenty-four (24) hours of basic acquisition. Learning objectives include ability to explain the requirements development process; define concept selection; recognize technology development process; perform a business strategy for market research (FAR Parts 10 and 12) to include socio-economic considerations.

***Project Management:*** Twenty-four (24) hours of basic project management. Learning objectives include ability to prepare project components to the task level in preparation for developing the Work Breakdown Structure; define requirements in terms of performance-based outcomes, where appropriate; recognize the role of an estimate in Total Ownership Cost/Life Cycle Cost process; recognize the risk and opportunity management process; recognize systems life cycle management concepts used for information systems; recognize the need for a comprehensive Test and Evaluation (T&E) program; recognize the need to implement alternative logistics support.

As previously stated, the Certified Associate in Project Management (CAPM) will satisfy the 24-hour Project Management training requirement for the Entry Level. For construction projects, having a PE or RA license will satisfy 40-hour training requirement for Entry Level

***Leadership:*** Sixteen (16) hours of effective leadership and interpersonal skills. Learning objectives include effective oral and written communication skills; understanding of the functions of membership in a working group or project oriented team; customer service; conflict management; and accountability.

***Government Specific Skills:*** Twenty-four (24) hours of government specific skills. Learning objectives include awareness of a process by which the efforts of all acquisition personnel are integrated through a comprehensive plan; recognition of the need for the Project/Program Manager to participate in pre-award actions required by acquisition planning (FAR Part 7.1); recognition of the need for a comprehensive program specification and requirements statement that fully and correctly define the program; recognition of the need to formulate a source selection plan that allows for best value selection from competitive solicitations; recognize the need to support contract administrative actions; recognize the need for establishment of a negotiated baseline of performance; recognize the need to oversee application of Total Life Cycle Systems Management; discuss Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB Exhibit 300).

***Earned Value Management System (EVMS) and Cost Estimating:*** Twenty-four (24) hours of earned value management (EVM) and cost estimating. Learning objectives include be able to recognize EVM policies, methodologies, and software for performance measurement of programs; identify management techniques; recognize the need for an Integrated Baseline Review process; recognize allocation of funds within appropriation categories and use of funds from each appropriation; identify the information system for financial management reporting; be knowledgeable of a cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs, and management applications.

***Continuous Learning Requirement:*** To maintain the FAC-P/PM certification, 80 CLPs must be earned every two (2) years.

## B.2: Journeyman Level

Level	Experience/Certification	Training/Competencies	Project Threshold
II  Journeyman	Two years project management experience within the last five years.  Certified Project Management Professional or Professional Engineer (PE) or Registered Architect (RA)	88 hours minimum in the following areas: <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Interpersonal/Leadership Skills</li> <li>• Government-specific</li> <li>• Earned Value Management</li> </ul>	\$10 million to \$19.99 million projects

**B.2.1: Competencies:** At this level, the program and project managers should have:

- Knowledge and skills to perform as a project team member.
- Ability to manage low risk and relatively simple projects or to manage more complex projects under direct supervision of a more experienced manager.
- Overall understanding of project management practices, including performance-based acquisition.
- Recognition of an agency's requirements development processes.
- Ability to define and construct various project documents, under supervision.
- Understanding of and involvement in the definition, initiation, conceptualization or design of project requirements.

**B.2.2: Qualification Requirements:**

*Years of Experience:* Two (2) years of program or project management experience within the last five years that includes experience at the entry level as well as experience performing market research, developing documents for risk and opportunity management, developing and applying technical processes and technical management processes, performing or participating in source selection, preparing acquisition strategies, managing performance based service agreements, developing and managing a project budget, writing a business case, and strategic planning.

*Coursework:* Training in program and project management (professional equivalence) at this level should be provided to develop the essential interpersonal and management competencies required of high-performing, successful program and project managers such as team building, influencing/negotiating, decisiveness, partnering, and managing diverse workforce.

*Project Management:* Twenty-four (24) hours of intermediate project management. Learning objectives include the ability to develop and document an integrated master schedule; assist in the development of an estimate of Total Ownership (life cycle) Cost; clearly define requirements to meet needs including, where appropriate, performance-based outcomes and setting performance standards; formulate the key features of a risk/opportunity

management process; establish a requirements development process that provides traceability back to user-defined capabilities; formulate the key features of the T&E program, including modeling and simulation; develop a life cycle plan for delivering, maintaining, and retiring a product that includes supply chain considerations.

As previously stated, the PMP will satisfy the 24-hour Project Management training for the Journeyman Level. For construction projects, having a PE or RA license will satisfy 40-hour training requirement for Journeyman Level.

*Leadership:* Sixteen (16) hours of effective leadership and interpersonal skills. Learning objectives include an ability to partner; cultivate entrepreneurship; strategically think; build teams, i.e., Integrated Project Team; Conflict Management; Creativity/Innovation and Leveraging Diversity.

*Government Specific Skills:* Twenty-four (24) hours of coursework that is government-specific skills. Learning objectives include an ability to develop an overall strategy for managing the acquisition, coordination, and development of the acquisition strategy to include socioeconomic considerations; identify key features in terms of pre-award actions required by acquisition planning (FAR Subpart 7.1); formulate the key features of a comprehensive program specification and requirements statement; identify and develop source selection criteria, including risk analysis method (FAR Part 15.3); identify and track contract performance and administrative actions; conduct financial planning and execution reviews; build program and project plans in accordance with Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB Exhibit 300) and use strategic sourcing when building and finalizing requirements across the program.

*Continuous Learning Requirement:* To maintain the FAC-P/PM certification, 80 CLPs must be earned every two (2) years.

### B.3: Senior/Expert Level

Level	Experience/Certification	Training/Competencies	Project Threshold
III  Senior/Expert	Four years project management experience on federal projects in the past five years.  Certified Project Management Professional or Professional Engineer (PE) or Registered Architect (RA)	112 hours minimum in the following areas: <ul style="list-style-type: none"> <li>• Acquisition (including COTR training)</li> <li>• Project Management</li> <li>• Interpersonal/Leadership Skills</li> <li>• Government-specific</li> <li>• Earned Value Management</li> </ul>	\$20 million or more projects.

**B.3.1: Competencies:** At this level, the program and project managers should have:

- Knowledge and skills to perform as a project team member.
- Ability to manage low risk and relatively simple projects or to manage more complex projects under direct supervision of a more experienced manager.
- Overall understanding of project management practices, including performance-based acquisition.
- Recognition of an agency's requirements development processes.
- Ability to define and construct various project documents.
- Understanding of and involvement in the definition, initiation, conceptualization or design of project requirements.

**B.3.2: Qualification Requirements:**

*Years of Experience:* Four (4) years within the last five (5) to ten (10) years of program and project management experience on federal projects and/or programs, including managing and evaluating agency acquisition investment performance, developing and managing a program budget, building and presenting a successful business case, reporting program results, strategic planning, and high-level communication with internal and external stakeholders.

*Coursework:* Training in program and project management at this level should be provided to develop the essential interpersonal and management competencies required of high-performing, successful program and project managers such as strategic thinking, vision, and external awareness.

*Advanced Acquisition:* Twenty-four (24) hours of learning in advanced acquisition management. Learning objectives include an ability to manage a departmental/agency effort; direct the development of concepts, requirements, and project documents related to the program; manage the preparation of a program's acquisition strategy; maximize the use of performance-based acquisition principles; manage team activities in appropriate market research and acquisition of commercial items in accordance with FAR Parts 10 and 12; and direct requirements baselines, change processes, and identify resources.

***Project Management:*** Twenty-four (24) hours of instruction in advanced program management. Learning objectives include an ability to coordinate an integrated master plan for life-cycle management and support; interpret and oversee application of department/agency financial policies and directives as it relates to program and resource management; direct and monitor risk management processes and making adjustments as necessary; oversee a comprehensive test and evaluation program; examine and implement innovative, alternative logistics support practices; ensure adequate staffing and resources across the program lifecycle. The PMP will satisfy the 24-hour Project Management training for the Expert Level. For construction projects, having a PE or RA license will satisfy 40-hour training requirement for Expert Level

***Leadership:*** Sixteen (16) hours of coursework in employing correct and effective leadership and interpersonal skills. Learning objectives include the ability to deliver effective presentations to senior level audiences through practice and instruction; build and direct high-powered teams; create a culture of development and accountability; communicate a compelling vision that generates excitement, enthusiasm, and commitment among team members.

***Government Specific Skills:*** Twenty-four (24) hours of coursework that is government-specific skills. Learning objectives include the ability to work with a warranted contracting officer and develop the overall strategy for managing the acquisition; participate in pre-award actions required by acquisition planning (FAR Part 7.1); apply appropriate principles of OMB Circular A-123, Management's Responsibility for Internal Control; direct completion of successful Capital Asset Plan (OMB Exhibit 300); employ strategic planning and resource management in the federal environment (budget cycle, paperwork, and congressional considerations); apply principles of contract and fiscal laws and regulations (anti-deficiency, procurement integrity, and specific purpose statues) as they pertain to development of program funding, contracts, and strategies; manage program in accordance with the agency's and OMB's planning, programming, and budgeting process, as appropriate.

***Earned Value Management System (EVMS) and Cost Estimating:*** Twenty-four (24) hours in EVM and Cost Estimates skills. Learning objectives include the ability direct and manage EVM implementation across the program spectrum and use advance project management skills with extensive EVM capabilities.

***Continuous Learning Requirement:*** To maintain the FAC-P/PM certification, 80 CLPs must be earned every two (2) years.



## **Appendix C: Waivers and Waiver Procedures**

Waivers may apply to all or part of the FAC-P/PM requirements, on a case-by-case basis, if granting the waiver is in the best interest of the agency. The waiver will be issued in writing and used only when necessary. The written justification shall include reasons for and conditions of the waiver, maintaining all supporting documentation to confirm information entered into ACMIS, and for program quality assurance.

Waivers are not needed for the first year following assignment to a major acquisition. However, waivers for additional time beyond the first year will be granted for no more than one additional year. If additional time is necessary beyond this, the Departmental functional lead (CIO or SPE) must concur with any extensions.

As detailed by Interior's Associate Deputy Secretary's memorandum: *Federal Acquisition Certification*, September 11, 2008, issuance of waivers and the management of the waiver process are assigned to Senior Procurement Executive for responsible managers of major non-IT projects and Chief Information Officer for responsible managers of major IT projects.

Waiver policy and procedures are as follows:

- Waiver request and the supporting documentation constitute the waiver package should be submitted by the project sponsor to the Departmental functional lead.
- Complete the waiver package that includes:
  - Waiver Request
  - Program/Project Title
  - Program/Project Summary
  - Investment Classification IT or non-IT (either major, significant or non-major)
  - Name of the Project/Program manager
  - Waiver Justification (reasons for and description of the condition for the waiver)
  - Analysis of Program/Project Risks
  - Appropriate Risks Mitigation Strategies (to ensure effect program/project management)

## Sample Waiver Request Memorandum Template

### LETTERHEAD

Date

To: Senior Procurement Executive (for responsible managers of non-IT projects) or  
Chief Information Officer (for responsible managers of IT projects)

From: Sponsoring Executive, Title  
Bureau/Office

Subject: Program/Project Manager Certification Waiver Request for < Employee Name >

#### Paragraph One

- Program/Project Title
- Program/Project Summary
- Investment Classification: either major, significant, non-major
- Name: of the Project/Program manager

#### Paragraph Two

- Waiver Justification (rationale for the waiver request and conditions of waiver)
- Analysis of Program/Project Risks
- Appropriate Risks Mitigation

#### Paragraph Three

- Investment/Project Sponsor's Name
- Investment/Project Sponsor's Title
- Investment/Project Sponsor's Signature and Waiver Request Date



## **Appendix D: Application Procedures and Templates**

*The Program or Project Manager is responsible for providing adequate documentation to support his/her qualifications. The Program and Project Manager should maintain personal copies of these documents in their files, in the event of a review or request by OMB.*

- Step 1.** Applicant completes the FAC-P/PM application. Attach all training certificates, transcripts, resumes, or other records that provide evidence of how the requirements for a particular competency were obtained.
  - a. **Training or Education:** If competencies were attained through successful completion of training or academic courses provided at an accredited institution, identify the provider name, course name and course completion date with the competencies achieved. FAI provides a summary of coursework areas required to meet essential competencies for each certification level.
  - b. **Knowledge, Skills, and Abilities:** If competencies were attained through a demonstration of knowledge, skills, and abilities, evidence must be submitted. If using job experience, provide the agency name, dates, location, position title, and the duties performed that provided the relevant competencies.
  - c. **Certification by a Recognized Organization:** Attach a copy of the certificate.
  
- Step 2.** Program/Project Manager enters and/or updates all training and experience records in ACMIS.
  
- Step 3.** Program/Project Manager submits the application package to immediate supervisor for first level approval.
  
- Step 4.** Supervisor reviews and validates application for certification and ACMIS record prior to submission to the second approval level (ACM or ITCM). The supervisor should take this opportunity to assess the skills and competencies of the employee and develop a plan for enhancing or adding to the employee's competencies, if appropriate.
  
- Step 5.** The Headquarters Bureau Official reviews and validates application.
  
- Step 6.** The Headquarters Bureau Official submits the application to the Senior Procurement Executive (non-IT) or to the CIO (IT) for determination.



**U.S. Department of the Interior  
Federal Acquisition Certification for Program and Project Managers  
Application**

**Instructions: Please complete Part A, B, and C (corresponding level only).  
Please include copies of the corresponding training certificates.**

**PART A - EMPLOYEE INFORMATION**

<b>Name</b>		<b>Bureau or Office</b>	
<b>E-mail Address</b>		<b>Phone Number</b>	
<b>Business Address</b>			
<b>Title, Series, &amp; Grade</b>			
<b>Check Box for Level of Application</b>	<input type="checkbox"/> <b>Entry</b>	<input type="checkbox"/> <b>Mid Level (Journeyman)</b>	<input type="checkbox"/> <b>Senior Expert</b>
			<input type="checkbox"/> <b>Reinstatement</b>

**PART B – CERTIFICATION OF EXPERIENCE AND TRAINING**

**Please complete the only the section level for which you are applying. Be sure to attach copies of corresponding training certificates.**

**EXPERIENCE**

<b>Minimum Requirement</b>	<b>Qualification Statement</b>
<b>Entry-Level:</b> One (1) Year	<b>I have completed:</b> <input type="checkbox"/> Year (s) of Project Management <input type="checkbox"/> Hours of Coursework
<b>Journeyman Level:</b> Two (2) Years	
<b>Expert Level:</b> Four (4) Years	

**TRAINING**



**Entry Level  
Completion of Mandatory Training**

<b>Coursework</b>	<b>Hours Completed</b>	<b>Source and Completion Date</b>
<b>Acquisition Management</b>		
<b>Project Management</b>		
<b>Leadership and Interpersonal Skills</b>		
<b>Government-Specific Skills</b>		
<b>Earn Value Management and Cost Estimation</b>		



**Mid Level (Journeyman)  
Completion of Mandatory Training**

<b>Coursework</b>	<b>Hours Completed</b>	<b>Source and Completion Date</b>
<b>Entry-Level Training</b>		
<b>Acquisition Management</b>		
<b>Intermediated Project Management</b>		
<b>Government-specific Skills</b>		
<b>Earned Value Management and Cost Estimating</b>		



**Senior Level (Expert)  
Completion of Mandatory Training**

<b>Coursework</b>	<b>Hours Completed</b>	<b>Source and Completion Date</b>
<b>Advanced Acquisition Management</b>		
<b>Advanced Program Management</b>		
<b>Correct and Effective Leadership and Interpersonal Skills</b>		
<b>Government-specific Skills</b>		
<b>Earned Value Management and Cost Estimating</b>		

**All Levels Certification Maintenance Continuous Learning Points (CLPs)**

<b>Course Name / Activity Description</b>	<b>CLPs</b>	<b>Date completed</b>
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**PART C – SIGNATURES**

The statements and supporting information in this application are true to the best of my knowledge.

Applicant's Signature \_\_\_\_\_

Date \_\_\_\_\_

**Supervisor's Endorsement**

I endorse the above individual's application for FAC-P/PM Certification.

<b>Name</b>	<b>Signature</b>	<b>Date</b>

**Bureau or Office Senior Property Officer, CIO or BPC Recommendation**

I recommend approval of this application for FAC-P/PM certification.

<b>Name</b>	<b>Signature</b>	<b>Date</b>



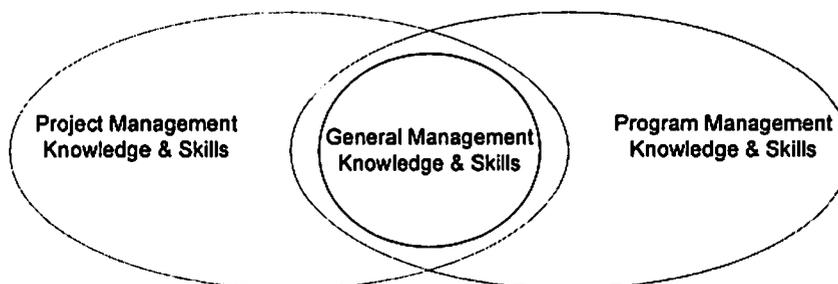
## **Appendix E: Correlation of Program and Project Management**

The correlation between program and project management is interdependent, not discrete, and cumulative. Project managers gain experience leading teams, building technical and leadership skills that continue to mature as the nature of assignments becomes more complex. The project manager builds skills and expertise in project management throughout his/her career. Instead of a dividing line between program and project management, there is generally an overlap.

The FAC-P/PM includes program and project management within a single certification rather than two separate tracks. These program guidelines are designed to reflect both the interdependent nature of program and project management, as well as the development needs of a program and project manager. The definitions below shape the discussion.

- **Project:** a specific investment having defined goals, objectives, requirements, lifecycle cost, a beginning and an end that delivers a specific product, service or result.
- **Program:** a group of related work efforts, including projects, managed in a coordinated way. Programs usually include elements of ongoing work.

This is pictorially represented below:



Program management competencies are built into the project management foundation. Some of the core project management competencies are a subset of program management competencies. As project managers develop their project management competencies (i.e., knowledge, skills and abilities), they acquire the important program perspectives. The ability to use sound judgment in both project and program management is essential.