

**Revised – January 2023**

**COMMERCE ACQUISITION MANUAL  
1301.671**

**DEPARTMENT OF COMMERCE  
PROGRAM AND PROJECT MANAGER CERTIFICATION  
PROGRAM**

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## Program and Project Manager (P/PM) Certification Program

### 1 OVERVIEW

#### 1.1 Background

Well-trained and experienced Program/Project (P/PMs) are critical to the acquisition process and the successful accomplishment of the Department of Commerce's mission. A strong partnership between P/PMs and contracting professionals requires a common understanding of how to meet the Government's needs through acquisitions that deliver quality goods and services in an effective and efficient manner. As a result, the [Services Acquisition Reform Act of 2003, P.L. 108-136](#), expanded the definition of acquisition to include functions performed by P/PMs, such as requirements development, performance management, and technical direction. The [Office of Federal Procurement Policy \(OFPP\) Policy Letter 05-01](#), dated April 15, 2005, built upon this broader definition of the acquisition workforce and required the development of a program and project management certification program. On April 25, 2007, OFPP issued a memorandum entitled "[The Federal Acquisition Certification for Program and Project Managers](#)" providing a common certification program for the Federal program and project management workforce that reflects a government-wide standard for knowledge, skills and experience and leads to achievement of core competencies. On December 16, 2013, OFPP issued a [memorandum](#) entitled "Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)" to refresh the certification program for program and project managers. The revised program is designed to strengthen program and project managers to improve program outcomes and the management of high-risk, high-impact programs.

The certification program stresses the interdependent relationship between program and project management where many of the core project management competencies are a subset of program management competencies. As project managers develop their project management competencies, they acquire the important program perspectives. Therefore, the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) includes program and project management within a single certification to reflect both the interdependent nature of program and project management as well as the development needs of a P/PM.

#### 1.2 Purpose

The purpose of the Department of Commerce (DOC, Department) P/PM Certification Program is to provide the framework and establish procedures for implementation of the Federal Acquisition Certification for Program and Project Managers. The certification program is designed to develop a cadre of qualified and well-trained professional managers who are eligible for formal assignment to projects and/or programs.

#### 1.3 Applicability & Scope

Effective March 31, 2014, the FAC P/PM Certification program is applicable to all program and project managers, as described in the definitions provided in Appendix A. Program managers assigned to programs considered major acquisitions, as defined by [Office of Management and Budget \(OMB\) Circular A-11](#), must be senior-level certified. Project managers assigned to lead projects within programs identified as

major acquisitions must, at a minimum, possess a mid-level certification. Assigned leads of primary Integrated Project or Product Teams (IPTs) supporting major acquisitions must possess at least a mid-level certification. In the DOC, programs and projects designated as high-profile as defined in the [Department Administrative Order \(DAO\) 208-16](#) equate to OMB A-11 major acquisitions.

The DOC FAC-P/PM Certification program has been updated to include certification requirements for investment, acquisition, and/or project and programs. The program update is also being used to provide an update to certification exemptions, extensions, waivers, compliance, and reciprocity.

This DOC policy applies to all DOC Bureaus and program offices conducting business for or on behalf of the DOC and sets forth a structured P/PM compliance model and certification path for all DOC P/PMs.

This DOC policy applies to the investments, programs, and projects throughout their entire life cycle, regardless of funding source. Further, it applies to DOC P/PMs that are involved in the acquisition or management of DOC Information Technology (IT) and non-IT investments where they have:

- a. Direct program or project management responsibility in one or more phases of the project life cycle;
- b. Authority and responsibility for overseeing multiple phases of the acquisition investment process; and
- c. Responsibility for leading or participating on an enterprise program, to include cross-agency or acquisition investment program for any portion of the investment lifecycle.

The DOC P/PMs certified under the FAC-P/PM program are considered to have the general competencies and experience needed to achieve the responsibilities noted in bullets a, b, and c above.

### **1.3.1 Transition Period to Compliance with P/PM Policy Update**

Program and Project Managers that are currently in roles that would require a certain certification level but are currently not certified at that required level are expected to reach out to the DOC Office of Acquisition Management (OAM) Program Management Division (PMD) to complete a training plan in accordance with this policy within 180 days of policy implementation.

### **1.4 Program Objectives**

The DOC P/PM Certification Program is designed to ensure that DOC programs, projects, and other investments are managed and evaluated effectively by developing program and project managers with the necessary competencies and skills for successful management of the Department's assets. Successful implementation will result in a professional workforce with the requisite experience and training to accomplish the Department's mission.

### **1.5 Core Competencies**

Effective program and project managers require a multitude of skills that are essential to the successful management of projects. From requirements definition to project

closeout, program and project managers play vital roles in the facilitation and execution of the entire acquisition process.

The Federal Acquisition Institute (FAI), charged with promoting the development of a professional federal acquisition workforce, has identified, and validated specific competencies and performance outcomes necessary for successful programs and projects. This set of competencies combine knowledge, skills and abilities with behavior and other characteristics needed to successfully accomplish assignments in a program or project management environment. The identified performance outcomes describe tasks that support how each of the competencies can be demonstrated, which may be supported by successful completion of training, on-the-job experience, education, or other professional certifications.

The essential P/PM management competencies as defined by FAI are listed and detailed in Appendix B-1.

### **1.6 Certification Levels**

FAI has identified three levels for program and project management certification which are designed to facilitate the development of the necessary competencies needed by program and project managers to progress to the senior program management level. With each certification level, there are competency, experience, and continuous learning requirements. As an individual gains experience, the proficiency level evolves from recognition and awareness of concepts at the entry-level to the management and evaluation of their application at the senior-level.

Additionally, individuals obtain increasingly more complex leadership competencies as they progress to the higher levels.

#### **1.6.1 Entry-Level (Level I)**

Entry-level program and project managers should have, through training, experience, and other development activities: knowledge and skills to contribute as a project team member; ability to manage cost, schedule, and performance attributes of low risk and relatively simple projects or to manage more complex projects under supervision of a more experienced project or program manager; general understanding of project management practices, including risk management, budgeting, scheduling, technology management, performance-based business practices, cost management, stakeholder relations, program control and governance; comprehension of requirements development and life-cycle management processes; and ability to define and construct various project documents with appropriate mentoring and supervision. A FAC P/PM Level I certified individual is authorized to serve in the capacity of P/PM on non-major program or acquisition over \$10,000,000 but not more than \$75,000,000. One year of project management experience and the completion of FPM 120A, FPM 120B and FPM 121, is required to apply for an entry level certification.

#### **1.6.2 Mid-Level (Level II)**

Mid-level program and project managers should have, through training, experience, and other development activities: knowledge and skills to manage projects or program segments of low to moderate risks with little or no supervision; ability to apply management processes, including requirements development processes and performance-based acquisition principles supporting the development of program

baselines; ability to plan and manage technology integration, and apply agency policy on interoperability and product support; ability to identify and track actions to initiate an acquisition program or project using cost/benefit analysis and business case development; ability to understand and apply the process to prepare information for a baseline or milestone review, and assist in development of ownership cost estimates and applications; and ability to integrate and manage program cost, schedule and performance through application of comprehensive risk management planning, accounting for the scale of complexity between program and project level acquisitions. A FAC-P/PM Level II certified person is authorized to serve in the capacity of P/PM on a non-major program or acquisition up to \$250,000,000 or serve in the capacity of a deputy project/program manager for a program or acquisition above \$250,000,000. If serving in the capacity of a deputy project/program manager for a program or acquisition above \$250,000,000 they are to be coached/mentored by a FAC-P/PM Senior level certified P/PM until they become FAC-P/PM Level III certified. All P/PM level II's assigned to oversee IT programs or acquisitions valued at more than \$10,000,000 but less than \$250,000,000 must also be [IT Core Plus certified](#). Two years of project management experience, in addition to the completion of FPM 231, FPM 232, FPM 233 and FPM 234 is required to apply for a mid-level certification. The required date to obtain an IT Core Plus specialization is 12 months from the date of assignment to a program or project that requires a FAC-P/PM-IT.

### **1.6.3 Senior- Level (Level III)**

Senior-level program and project managers should have, through training, experience, and other development activities: knowledge and skills to manage and evaluate moderate to high-risk programs or projects that require significant acquisition investment and agency collaboration; ability to manage and evaluate a program and create an environment for program success; ability to manage and evaluate the integration of the requirements development, and budgeting and governance processes, and apply comprehensive risk management planning, accounting for the scale of complexity between projects and programs; ability to communicate and defend the acquisition approach before decision makers and stakeholders; accomplished leadership and mentoring skills to influence subordinate-level team members in managing the functional domains of program management; and expert ability to use, manage, and evaluate management processes, including performance-based management techniques and earned value management as it relates to acquisition investments. FAC-P/PM level III certified personnel are authorized to serve in the capacity of P/PM for any major or non-major programs or acquisitions. However, all P/PM level III's assigned to oversee IT programs or acquisitions in excess of \$250,000,000 must also be [IT Core Plus certified](#). The required date to obtain an IT Core Plus specialization is 12 months from the date of assignment to a program or project that requires a FAC-P/PM-IT. Four years of project management experience in addition to the completion of FPM 331, FPM 332, FPM 333, and FPM 334, is required to apply for a senior-level certification.

### **1.6.4 Senior Procurement Executive (SPE) Waivers**

A waiver of the requirement to possess the required certification level prior to assignment to a program or acquisition will be reviewed on a case-by-case basis, and a determination will be made by the Senior Procurement Executive (SPE). A waiver request is required to be submitted to OAM ([ppminfo@doc.gov](mailto:ppminfo@doc.gov)) prior or simultaneous with acquisition plan package submission, to ensure ample time for review. For procurement

actions, the waiver must be granted prior to the release of the solicitation. The SPE will determine if a waiver is justified for programs or acquisitions that are low complexity/low risk. If a waiver is granted by the SPE, it is valid for up to 24 months from the date of approval. An example of an acquisition that is of low risk and/or low complexity includes:

- The Government plans to purchase IT equipment and 99 laptops cost < \$10,000,000 but 100 laptops will cost > the \$10,000,000 which requires a FAC-P/PM level I certification.
  - Because complexity and risk does not increase with the additional laptop and only the quantity, the SPE would determine a waiver would not be required.
- A program intends to execute a firm fixed price contract which is very low risk because there is minimal need for technical direction by the Government during performance and prior to inspection and acceptance. (e.g., commercial item commodity contracts, IT software subscriptions).

### **1.7 Roles & Responsibilities<sup>1</sup>**

The Program and Project Management Certification Program at the Department of Commerce is implemented and managed by the Office of Acquisition Management in coordination with the DOC Bureaus and the DOC Office of the Chief Information Officer.

#### **1.7.1 Chief Acquisition Officer (CAO)**

The Chief Acquisition Officer is responsible for developing workforce policies that apply the Program and Project Manager Certification requirements to ensure agency program and project managers have essential program and project management competencies.

#### **1.7.2 Department Chief Information Officer (CIO)**

The Chief Information Officer is responsible for identifying and assessing the program and project management Information Technology (IT) workforce; reviewing and analyzing Program/Project manager IT specialization (P/PM-IT) qualifications; determining the need for IT certified P/PMs for programs that contain a mixed investment of IT and non-IT functional components; and identifying training requirements and other workforce development strategies for P/PM-IT workforce.

#### **1.7.3 Program Management Division (PMD)**

The Program Management Division, within the Office of Acquisition Management, is responsible for ensuring that the Department's acquisition workforce meets the Federal Acquisition Certification (FAC) requirements. The PMD shall work with the Senior Procurement Executive (SPE) to identify workforce development strategies; propose an annual budget for the development of the acquisition workforce; provide input on human capital strategic plans for training, competency fulfillment, career development compliance, and recruitment and retention; ensure implementation of the FAI

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<sup>1</sup> As these roles are outlined at the highest levels within the Department, with exception to the Senior Procurement Executive's authority to grant waivers to meet certification requirements, the roles and responsibilities assigned herein may be delegated pursuant to delegation authorities vested within the servicing operating unit.

acquisition certification requirements; and maintain and manage department-wide data on certified acquisition professionals. It is the responsibility of PMD to track and identify P/PMs operating under an approved waiver and identifying those who have failed to obtain the necessary certification level within the required 24-month timeframe.

**1.7.4 Senior Procurement Executive (SPE)**

The Senior Procurement Executive is responsible for implementing the P/PM Certification Program department-wide; developing the program and project management workforce; issuing certifications; and granting waivers, and adjudication of partial reciprocity of private sector certifications, such as the Project Management Institute.

**1.7.5 Head of the Contracting Activity (HCA)**

The Head of the Contracting Activity is responsible for ensuring that a certified program or project manager is assigned to each acquisition under the purview of this policy.

**1.7.6 Supervisor of Program/Project Manager**

Supervisors are responsible for validating applicant information as part of the application review process and developing and implementing Individual Development Plans (IDP) to ensure compliance with the knowledge, skills, and abilities of P/PM Certification Program. The employee's supervisor shall assess the skills and competencies of the applicant for enhancing or adding to the employee's competencies, if appropriate and necessary to fill certification gaps. It is the responsibility of the supervisor to ensure that the P/PM is completing the training plan within the prescribed timeframe including, when applicable to an approved waiver. The P/PM's supervisor must ensure that in the event a P/PM has been designated as a deputy on a program or project that required a higher-level certification, that the P/PM has 1) identified the training need and mentorship requirement in an IDP and 2) ensures that the mentorship and training requirements are being met.

**1.7.7 Program/Project Manager**

Program and project managers are responsible for achieving and maintaining certification and meeting and applying required competencies while always serving under assignment and in performance of their management activities. Program and Project Managers are also required to enter their training and certification information in Cornerstone OnDemand (CSOD) or successor system. It is the responsibility of the supervisor to ensure that the designee (the identified project/program manager for the program or acquisition) is completing training requirements as identified in the training plan.

**1.7.8 Bureau P/PM Certification Manager**

The BCM is responsible for working with applicants to ensure all required application documentation is complete prior to submission to OAM for review and approval.

**1.7.9 Program Official**

The program official is the point of contact who is assigned the responsibility of serving as the head of the program. The Program Official is required to identify and assign the appropriate level P/PM to the program or acquisition. Additionally, the Program



Official is responsible for ensuring compliance with FAC-P/PM requirements for all projects/programs with contractual actions within their program that fall within the purview of this policy. It is the program official's responsibility to verify that the P/PM meets the required certification level based on the acquisition value.

**1.8 Management Information System**

The OFPP Act, as amended ([41 U.S.C. 1703 \(e\)](#)), requires each executive agency to collect, maintain, and utilize information to ensure effective management of the acquisition workforce. FAI maintains CSOD, which is the primary recording system to manage and track all training, experience, and certification information for program and project managers. Program/project managers are responsible for maintaining accurate and complete information in support of their certification in CSOD. All program and project managers are required to be registered in CSOD.

**END OF SECTION**

## 2 CORE CERTIFICATION STANDARDS

### 2.1 Background

The Department of Commerce implementation of the certification standards of FAC-P/PM defines the requirements based on three levels of program/project management expertise. Achievement of FAC- P/PM is accomplished by meeting core competencies that are considered essential for successful program and project management, and by obtaining experience requirements, and continuous learning to maintain skills currency. Table 1 FAC-P/PM Certification Requirements and Acquisition Thresholds, FAC-P/PM Certification Requirements summarizes the requirements to obtain a FAC-P/PM at each level<sup>2</sup>. Applicants can either achieve each certification level in progression from entry- through senior- level or skip directly to a mid or senior. Applicants are required to take the training identified for each level, as experience only does not preclude the training requirement. However, program/project managers may only be certified at a certain level after they achieve all competencies and training for that certification level. In addition, lower-level competencies needed to perform at the level being certified must be demonstrated.

Table 1 FAC-P/PM Certification Requirements and Acquisition Thresholds

Level	FAC-P/PM Level I (Entry)	FAC-P/PM Level II (Mid)	FAC-P/PM Level III (Senior)
<b>Experience</b>	One year of PM experience within the last five years	Two years of PM experience within the last five years	Four years of PM experience, minimum one year in Federal programs and/or projects within the past 10 years. (Can be as a federal employee or as a Contractor) <sup>3</sup>
<b>Required Training</b>	FPM 120A – 20 CLPs FPM 120B – 22 CLPs FPM 121 – 40 CLPs  Or (alternative track) FPM131 - 32 CLPs FPM 132 – 24 CLPs FPM 133– 24 CLPs FPM 134 – 16 CLPs	FPM 231 – 32 CLPs FPM 232 – 24 CLPs FPM 233 – 24 CLPs FPM 234 – 16 CLPs	FPM 331 – 32 CLPs FPM 332 – 24 CLPs FPM 333 – 24 CLPs FPM 334 – 16 CLPs
<b>Program or Acquisition Value Threshold</b>	\$10,000,000 ≤ \$75,000,000	\$75,000,000 < 250,000,000	≥ \$250,000,000

\* A FAC P/PM Level I certified individual is not required to serve as a P/PM on a non-major program or acquisition under \$10,000,000.

### 2.2 Competencies

Competency requirements can be satisfied through successful completion of certification or equivalent training, completion of comparable education or certification

<sup>2</sup> A detailed description of the competencies is available at <https://www.fai.gov/certification/fac-ppm/contracting-fac/fac-ppm-certification-requirements>

<sup>3</sup> Experience competencies from one level may be applied to the experience competencies of a higher level

programs, or demonstration and documentation of knowledge, skills, and abilities through the process of fulfillment. FAI has also provided a FAC-P/PM Training Crosswalk that lists available training offerings that fulfill the competency requirements that respond to the OFPP's FAC-P/PM policy memo. The Crosswalk lists courses by certification level offered by FAI and Defense Acquisition University (DAU), agencies, and vendors. The crosswalk can be found at the following link, [PowerPoint Presentation \(fai.gov\)](#).

Appendix B and D of this policy are FAC-P/PM and FAC-P/PM-IT competency self-assessment worksheets to assist the applicant with documenting where and how each competency has been fulfilled. Appendix D forms are required to be completed for each level of the P/PM certification. Appendix D forms should detail the relevant project or program manager experience per project. Appendix D should describe the actual work completed by the applicant as it relates to the project management lifecycle. Merely serving as a Contracting Officer or Contracting Officer's Representative is not sufficient to demonstrate the required Program/Project management competencies. Information describing what the applicant accomplished on each project should speak directly to project management competencies. There is no need to describe in depth the technical or strategic approach of the project, or what teammates accomplished on the project, the form requires the applicant to document specifically his/her own accomplishments in relation to the project management lifecycle.

Appendix B forms are required for those applicants who are looking to skip a certification level, (i.e., from an entry-level to a senior level). Appendix B forms should be completed in manner that clearly describes how the applicant has performed on the job tasks in direct relation to the competencies listed. If descriptions include definitions of the competencies, merely a description of the project or do not speak directly to the competencies listed, the appendix B will be returned to the applicant as not acceptable.

### **2.3 Training**

Each certification level requires a range of approximately 80 to 120 hours of training, depending upon the instructional design and method of training delivery. However, the primary outcome of training is not to require a specific number of hours, but to provide an instructional approach best suited to deliver the learning outcomes that align to the competencies. Training options that can assist individuals in determining their training and development needs are maintained by FAI at [www.fai.gov](http://www.fai.gov).

### **2.4 Experience**

Experience requirements from one level may be applied to the experience requirements of a higher level. Experience requirements for each level of certification are:

- Entry-Level – one full time equivalent year of project management experience within the last five years.
- Mid-Level – two full time equivalent years of program or project management experience within the last five years.
- Senior-Level – four full time equivalent years of program or project management experience, which shall include a minimum of one year of experience on Federal programs and projects (as a Federal employee or contractor), within the last ten years.

## 2.5 Continuous Learning<sup>4</sup>

To maintain a FAC-P/PM certification, P/PMs are required to earn 80 Continuous Learning Points (CLPs) of skills currency training every two years. CLPs begin to accumulate on the date of certification. All P/PMs must complete required/recommended classes to maintain PM competencies. Appendix C provides guidance on earning CLPs and assigning points to various developmental activities.

Continuous learning activities may include, but are not limited to the following:

- Training activities, such as teaching, self-directed study, mentoring, etc.
- 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; and
- Experience such as developmental or rotational assignments.

The common continuous learning period began on May 1, 2022, and shall end two years following, on April 30, for each period <sup>5</sup>.

### 2.5.1 Lapse in Continuous Learning

If a program/project manager fails to meet the 80-hour CLP requirement, his/her certification will lapse and may lead to removal of the individual from the program or project. Reinstatement of the certification requires the individual to fully complete the required 80 hours of continuous learning for the two-year period for which the certification lapse occurred. Following reinstatement, the individual must complete the next 80 hours of continuous learning in the existing two-year period.

## 2.6 Reciprocity with Other Certifications

Individuals certified at the FAC-P/PM mid-level are considered to have met the FAC-COR Level II requirements. Individuals certified at the FAC-P/PM senior-level are considered to have met the FAC-COR requirements for Level III. When an individual obtains a FAC-P/PM mid or senior certification a FAC-COR level II or III certification is automatically awarded. Conversely, however, individuals with FAC-COR certification do not meet the requirements for FAC-P/PM. If an applicant holds a FAC-COR certification at any level, the applicant is exempt from taking an equivalent P/PM contracting class for example a COR level 2 is exempt from: FPM 222. If an applicant holds a graduate Program Management certificate from an accredited University such as George Washington University (GWU) or Duke University, he or she may submit for a one-time equivalency credit. This one-time equivalency credit includes FPMX31,

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<sup>[4]</sup>Should the lapse be longer than 2 years, the Department will review the situation on a case-by-case basis and make a reasonable determination of what training will make the individual current on the required competencies.

<sup>[5]</sup> For more information regarding the common continuous learning period see the [OFPP Acquisition Flash 22-01](#).

FPMX33 and FPMX34. However, the equivalency credit is not applicable for the FPMX32 course, and the applicant must have received the certificate within the last 10 years.

DOC will recognize the certifications from DAWIA where the P/PM has maintained certification currency with documented CLP accruals toward the 80 CLPs in a two-year period. Individuals claiming this reciprocity must enter their DAWIA certificates, qualifying courses, and experience in CSOD before applying for equivalent FAC-P/PM certification at DOC.

As a result of FAI's analyses and collaboration with the Program and Project Management Functional Advisory Board (P/PM-FAB), FAI established a letter of understanding with the Project Management Institute (PMI) outlining competency alignment, training equivalency, and Continuous Learning (CL) credit for the PMI credentials per the listed matrix in Table 2 PMI Credential Equivalent to FAC PPM Credits below. This competency and CL credit alignment comply with: (1) the certification training standards contained in the December 16, 2013, Memo on Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM); and (2) the [FAC-P/PM Core Competency Model](#).

The current PMI credential may be used as a one-time credit to waive the FPM X33 (i.e., FPM 133, 233 or 333) course as authorized by the PMD.

*Table 2 PMI Credential Equivalent to FAC PPM Credits*

<b>PMI Credential</b>	<b>FAC-P/PM Entry Level</b>	<b>FAC-P/PM Mid-level</b>	<b>FAC-P/PM Senior Level</b>	<b>Continuous Learning</b>
<b>Certified Associated in Project Management (CAPM)</b>	N/A	N/A	N/A	24 hours; one-time CSOD entry <sup>6</sup>
<b>PMP or Graduate Certificate (1 time use)</b>	Meets the Business, Cost and Financial Management competency OR	Meets the Business, Cost and Financial Management competency typically taught in the FPM 233 course OR	Meets the Business, Cost and Financial Management competency typically taught in the FPM 333 course OR	40 hours; one-time CSOD entry <sup>4</sup>
<b>COR Certification (At equivalent PPM Level)</b>		Applicant is exempt from 232	Applicant is exempt from 332	

Individuals pursuing or renewing PMI credentials who have completed training toward the FAC-P/PM certification or have attained the FAC-P/PM certification, may submit evidence to PMI of such training or certification. Subject to PMI review, the submitted evidence may apply toward meeting the education requirements of the initial or recertification of the applicable PMI credential. Please visit the [Project Management Institute Memorandum of Understanding](#) from August 3, 2016, for additional details.

<sup>6</sup> PMD may award additional CL credit for classes taken over the minimum PMI requirement.

**2.7 Core-Plus Specialization**

The purpose of the FAC-P/PM core plus specialization is to establish additional training, experience, and continuous learning requirements for FAC-P/PM certified individuals who manage specific investments requiring specialized knowledge, skills, and abilities. A core-plus specialization has been established for IT and the details are provided in Section 3 of this manual.

**END OF SECTION**

## 3 SPECIALIZATION IN INFORMATION TECHNOLOGY

### 3.1 Background

In response to a memorandum issued by OFPP on July 13, 2011, [Guidance for Specialized Information Technology Acquisition Cadres](#), that provided guidance to address the development of core-plus specialization for acquisition professionals who manage specific investments requiring specialized knowledge, skills and abilities, FAI in collaboration with OMB's Office of E-government and IT, established requirements for program/project managers assigned to IT investments. The purpose of this FAC-P/PM core plus specialization is to establish additional training, experience and continuous learning requirements for FAC-P/PM certified personnel who manage IT investments requiring specialized knowledge, skills, and abilities.

### 3.2 Applicability

The FAC-P/PM core-plus specialization in IT (FAC-P/PM-IT) is applicable to program and project managers that possess an active FAC-P/PM mid- or senior level certification who are primarily responsible for the acquisition of IT investments. The required date to obtain a specialization is 12 months from the date of assignment to a program or project that requires a FAC-P/PM-IT.

### 3.3 Assignment

The ability to specialize in a specific area implies a demonstrated level of skill beyond entry-level. Therefore, a FAC-P/PM-IT specialization is only granted to program/project managers that hold a mid- or senior-level FAC-P/PM. While there are no levels for core-plus specialty certifications, program/project managers who manage IT programs that support or have key integration functions with major non-IT programs, shall at a minimum possess a mid-level FAC-P/PM with an IT specialization. Program/project managers possessing a mid-level FAC-P/PM-IT specialization seeking to advance to a senior-level FAC-P/PM, automatically carry their IT specialization to the higher level if the continuous learning requirements are met.

### 3.4 Competencies

FAI developed a Competency Model for the FAC-P/PM-IT specialization that identifies the minimum competencies required for the core-plus specialization in IT. The essential FAC-P/PM-IT core-plus specialization competencies are summarized in Table 3 FAC-P/PM-IT Competencies. The detailed FAC-P/PM-IT Competency Model, which includes proficiency descriptions for each competency and their associated performance outcomes, is available on FAI's website at: [www.fai.gov](http://www.fai.gov) under the certification tab. It is also replicated at Appendix B-2 for use as a self-assessment tool.

To obtain the FAC-P/PM-IT core-plus specialization, program/project managers must demonstrate the following additional competencies with at least mid-level proficiency; that is, capable of handling most day-to-day assignments involving this competency but may seek expert assistance in difficult or new situations:

Table 3 FAC-P/PM-IT Competencies

<b>FAC-P/PM-IT Competencies (IT-Specific Core-Plus to FAC-P/PM)</b>		
<ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Enterprise Architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Configuration Management</li> <li>• Information Assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Data Management</li> <li>• Information Management</li> </ul>
<ul style="list-style-type: none"> <li>• Information Resources Strategy and Planning</li> <li>• IT Architecture</li> <li>• Infrastructure Design</li> </ul>	<ul style="list-style-type: none"> <li>• Information Systems Security Certification</li> <li>• IT Performance Assessment</li> <li>• Operations Support</li> </ul>	<ul style="list-style-type: none"> <li>• Information Systems/Network Security</li> <li>• IT Program Management</li> <li>• Technology Awareness</li> </ul>
<b>FAC-P/PM-IT Competencies (General Core-Plus to FAC-P/PM)</b>		
<ul style="list-style-type: none"> <li>• Acquisition Strategy</li> <li>• Change Management</li> <li>• Cost-Benefit Analysis</li> <li>• Product Evaluation</li> <li>• Requirements Analysis</li> <li>• Systems Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Business Process Engineering</li> <li>• Compliance</li> <li>• Financial Analysis</li> <li>• Project Management</li> <li>• Risk Management</li> <li>• Systems Life Cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Planning and Investment Assessment</li> <li>• Contracting/Procurement</li> <li>• Financial Management</li> <li>• Quality Assurance</li> <li>• Stakeholder Management</li> <li>• Systems Testing and Evaluation</li> </ul>

### 3.5 Training

The primary outcome of training is not to require a specific number of hours, but to provide an instructional approach best suited to deliver the learning outcomes that align to the competencies. Training plans for the FAC-P/PM-IT that can assist individuals in determining their training and development needs are maintained by FAI at [www.fai.gov](http://www.fai.gov). Table 4 IT Core Plus Required Training outlines required training for IT specialization.

Table 4 IT Core Plus Required Training

<b>Level</b>	<b>IT Core Plus</b>
<b>Experience/Certification</b>	Current Mid-Level Certified P/PM or Current Senior-Level Certified P/PM
<b>Required Training</b>	FPM 511 - 32 CLPs FPM 512 – 32 CLPs FPM 513 – 32 CLPs

### 3.6 Experience

To obtain a core-plus specialization in IT, a program/project manager must possess a minimum of two years of experience managing IT programs and/or projects. This experience may include any IT experience used to obtain a FAC-P/PM or may be in addition to that experience. However, experience used to meet the FAC-P/PM-IT must include, at a minimum: identification of IT system requirements; the use or knowledge and familiarity of modular development methodologies; system integration into an Enterprise Architecture; and IT system testing and evaluation and other experience that results in gaining the FAC-P/PM-IT competencies. Recommended developmental opportunities are identified in appropriate career path documents such as OPM’s [IT Program Management Career Path Guide](#).

### 3.7 Continuous Learning

As part of maintaining a FAC-P/PM certification, program/project managers are required to earn 80 Continuous Learning Points (CLPs) every two years. To maintain a



FAC-P/PM-IT 20 of the 80 required CLPs must be obtained in professional activities as defined in Appendix C, Figure C-1 related to the IT specialization, with emphasis directed toward key issues affecting IT Program and Enterprise Architectural success as identified by the Chief Information Officer.

PMI PMP Program Development Units (PDU) do not have CLP equivalency, therefore PDUs obtained in order to maintain PMI status cannot be used to earn CLPs.

**END OF SECTION**

## 4 ASSIGNMENT AND APPLICATION PROCESS

### 4.1 Assignment Process

Assignments of a program or project manager shall be made for all programs and projects at the appropriate P/PM certification level to ensure successful program/project outcomes. Per the OFPP policy memorandum of December 2013, “Program managers assigned to programs considered major acquisitions by their agencies (in DOC, these are high-profile programs and projects defined in the Department’s mission critical list subject to, DAO 208-16) and as defined by the Office of Management and Budget (OMB) circular A-11 (IT and non-IT), must be senior- level certified unless an extension is granted by the appropriate agency official. Project managers assigned to lead projects within these major acquisitions must be, at a minimum, mid-level certified.” Applying these policy mandates, each Bureau shall determine the appropriate P/PM certification level based on section 1.6.1-1.6.3 of this policy. Table 5 Considerations for Determining the Appropriate Level Needed for P/PM describes the factors to be considered when determining which level of P/PM certification is required for a project or program.

*Table 5 Considerations for Determining the Appropriate Level Needed for P/PM*

<b>Consideration:</b>	<b>Business Risk</b>	<b>Technical Risk</b>	<b>Criticality of the program/project</b>	<b>Level of Stakeholder Interest</b>	<b>Complexity of the program/project</b>	<b>Whether the program/project is a major acquisition</b>
<b>Elaboration:</b>	As it relates to cost and schedule	As it relates to the performance attributes that current technology can deliver	As it relates to the agency mission	N/A	N/A	As it relates to the definition provided by the Department and OMB

The program official shall appoint a P/PM based on the individual’s experience and training by issuing an assignment memorandum. Appointment shall be made at program/project inception to ensure that the program/project manager is involved in acquisition planning and all phases of the program/project are managed effectively.

If a project/program manager is assigned to program/project on the basis of a waiver, then the project/program manager shall complete all requirements for their required certification level within 24 months from date of assignment to the program or project. Further, individuals who are primarily responsible for the acquisition of IT investments are required to obtain a specialization within 12 months from the date of assignment to a program or project that requires a FAC-P/PM-IT.

In addition, program or project managers who perform pre-award or post-award tasks relating to contract actions may be required to complete a Confidentiality Certificate, Conflict of Interest Certificate, and Source Selection Non-Disclosure Agreement and Statement of Financial Interest. Program or project managers should contact their cognizant contracting officers to obtain more information on whether these are required for their activities. The program or project manager may also be requested to complete an OGE-450, Confidential Financial Disclosure Report or SF-278, Public Financial Disclosure Report, which are maintained by the Department of Commerce Office of General Counsel, Ethics Law and Programs Division. Program or project managers should contact the Ethics Law and Programs Division to obtain more information on whether these reports are required for their activities.

## **4.2 Certification Application Process**

Employees are responsible for producing certificates, transcripts, and records that provide evidence that they satisfy the requirements of the program. Employees must initiate and prepare their applications for FAC-P/PM certification and/or FAC-P/PM-IT specialization and submit each application through CSOD to their supervisor for endorsement. All FAC-P/PM and FAC-P/PM-IT specialization applications must be completed and routed in CSOD. Instructions on using CSOD are available under the Help tab on the CSOD website. Program officials designated by the program official shall identify competent candidates for the Program and Project Management Certification program.

Application packages for certification shall include:

- a. Application for certification through CSOD (instructions at Help tab on the CSOD website);
- b. FAC-P/PM Competencies Employee Self-Assessment (Appendix B1 as required) to document training or demonstrated knowledge, skills, and abilities (i.e., certificates, transcripts, and/or essays);
- c. Completed Project Manager Summary of Experience (Appendix D);
- d. Completed Federal Acquisition Certification Application Form (Appendix E);
- e. Resume; and
- f. Any previously issued FAC-P/PM or DAWIA certifications (if applicable) uploaded into CSOD (see Section 2.6).

OAM PMD will review the application for each FAC-P/PM certification request. If updates are required to be made in the application OAM PMD will work with the BCM or applicant to document the required changes. OAM PMD will review each IT Specialization package and either recommend approval of the request to the SPE or return it to the employee with feedback.

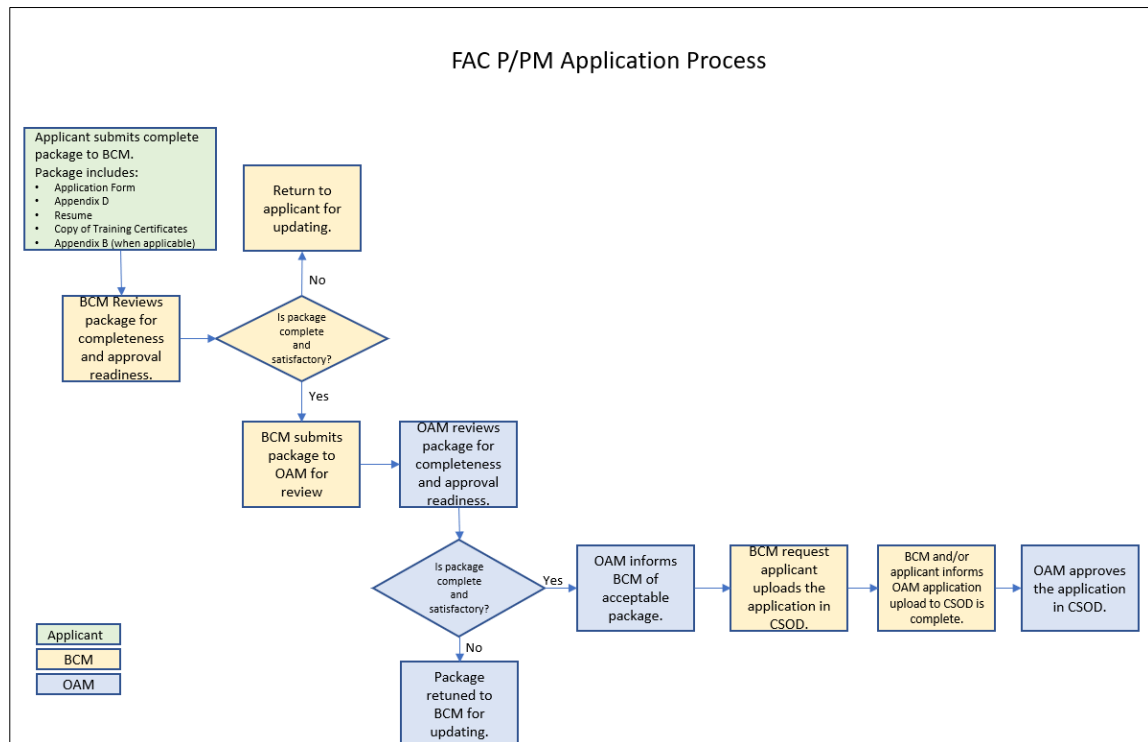


Figure 1 Application Process

### 4.3 Certification Review & Approval

The SPE has final authority for approving and issuing certifications. Whenever the SPE determines that an employee does not meet the established criteria for the level of certification requested, the SPE will furnish the employee a written explanation of the reasons the request was denied. The employee’s immediate supervisor shall develop a strategy that will assist the individual in obtaining certification by planning the employee’s work assignments and training to gain competency in deficient areas. The strategy shall be documented in the employee’s IDP.

### 4.4 Documenting Training & Certification Requirements

Bureaus are responsible for establishing policies for maintaining official training, experience, and certification records for their program/project manager workforce. Training records must be available for inspection by the Office of Acquisition Management upon request.

Employees are responsible for maintaining all training certificates for their records. Upon completion of training or relevant coursework, the employee is responsible for submitting proof of successful completion to their supervisor and updating their information in CSOD. Supervisors are responsible for maintaining the employee’s course completion information in accordance with bureau policies. Supervisors are responsible for ensuring that official training, experience, and certification records are maintained.

**END OF SECTION**

## APPENDIX A – DEFINITIONS

**Acquisition** – The conceptualization, initiation, design, development, testing, contracting, production, deployment, logistics support, modification, and disposal of systems, supplies, or services (including construction) to satisfy formal agency needs. Acquisitions result from investment decisions, respond to approved requirements, align to strategic direction, and are guided by approved baselines.

**Acquisition Workforce** – Employees performing acquisition-related work. The acquisition workforce includes permanent civilian employees who occupy acquisition positions.

**CAPM** – Certified Associate in Project Management.

**Chief Acquisition Officer (CAO)** – The Department’s Executive-level non-career employee designed pursuant to the Services Acquisition Reform Act (SARA) to advise and assist the head of the agency and other agency officials to ensure the mission of the agency is achieved through the management of the agency’s acquisition activities.

**Competencies** – Observable, measurable patterns of skills, knowledge, abilities, behaviors, and other characteristics that an individual is needed to perform in occupational functions.

**Core-Plus Specialization** – An area for additional training, experience and continuous learning requirements for FAC-P/PM certified personnel who manage specific investments requiring specialized knowledge, skills, and abilities.

**Continuous Learning Points (CLP)** – Continuing education or training opportunities such as agency- sponsored training and management/executive seminars, special job and/or professional association related projects and/or participation in seminars/workshops, or other appropriate developmental activities to remain current in the acquisition field.

**Core Training** – A course of study that meets FAC-P/PM competencies requirements for a certification level.

**Critical Skills** – Business and technical skills that are needed by a member of the acquisition workforce to sufficiently perform their duties.

**Earned Value Management (EVM)** – A project management tool that effectively integrates the project scope of work with cost, schedule and performance elements for optimum project planning and control.

**Equivalency** – (a) Course Equivalency: Exists between two or more specific acquisition-related courses if the learning objectives and assessment methodology for the courses being compared are equal. For example, when comparing acquisition course X101 with acquisition course Y001, regardless of training provider, course name or designation code, if the learning objectives and the assessment methodology are the same for the courses being compared, they are said to be equivalent.

(b) **Certification Equivalency:** The degree of equivalency between the certifying standards (training, education, and experience criteria) among different certification-granting organizations. Determination of certification equivalency usually occurs when an acquisition professional possesses a certification issued by a different certifying organization or institution, such as the Department of Defense or the Project Management Institute and wishes to use this certification as evidence of completing all or a portion of the FAC-P/PM certification standards.

**Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)** – A certification program establishing core requirements for experience and training, for P/PM professionals in civilian agencies.

**Fulfilment** – A process of providing detailed, verifiable accounts of an individual's project management-related experience as evidence of demonstrated competence, in lieu of successful completion of the learning outcomes of specific training courses.

**Individual Development Plan (IDP)** – Document used to plan an employee's education, training, experience, and other developmental activities for progression in the procurement career field. Developing the plan is a joint effort of the employee, supervisor, and possibly other knowledgeable persons in the training and/or acquisition fields.

**Integrated Project or Product Team (IPT)** – A multi-disciplinary team led by a project or program manager responsible and accountable for planning, budgeting, procurement, and life-cycle management of the investment to achieve its cost, schedule, and performance goals. Team skills include budget, finance, capital planning, procurement, user needs, program needs, architecture, earned value management, security, and other skills as needed.

**Major Acquisition** – Capital assets that require special management attention because of the importance of the agency mission; high development, operating, or maintenance costs; high risk; high return; or their significant role in the administration of agency programs, finances, property, or other resources (as defined in OMB Circular A-11).

**Major Investment**<sup>7</sup> – A high-profile program or project designated for oversight by the Milestone Review Board or an Operating Unit through delegation which meets one or more of the following criteria:

- i. Warrants special management attention or is deemed high risk due to its:
  - a) **Criticality:** Key to mission goals and objectives and to achieving the objectives in the DOC Balanced Scorecard.
  - b) **Complexity:** Multiple organizations' involvement and interfaces; complex and/or rare skills requirements; analogous characteristics to other challenged programs.
  - c) **Technology:** Challenges identified requiring probable research, development, and/or demonstration.
  - d) **Visibility:** Subject to external review and extraordinary media or political attention; potential to damage the reputation of the DOC if unsuccessful.
- ii. Entails expenditure of significant levels of resources:

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<sup>7</sup> See DAO 208-16 (dated May 26, 2015), Acquisition Project Management, or memo dated November 6, 2012, [Policy on Commerce Acquisition Project Management](#)

- a) Any program/project: Development costs, valued in current year dollars, of more than \$75M or lifecycle costs, valued in current year dollars, of more than \$250M.
  - b) IT programs/projects: Lifecycle costs, valued in current year dollars, of more than \$75M or annual cost (all funding from all sources allocated to the project or program in a given fiscal year) exceeding \$30M.
  - c) Real property and facilities: Lifecycle costs, valued in current year dollars, of more than \$40M.
- iii. Is nominated as a high-profile program or project by an MRB member and such nomination is approved by the Deputy Secretary.

**PMP** – Project Management Professional.

**Program** – Acquisitions that provide new, improved, or continuing systems or services in response to an approved need. Programs are divided into levels established to facilitate decision-making, execution, and compliance with statutory and regulatory requirements and may be composed of multiple projects, services contracts, interagency agreements, and other types of acquisitions. With a systems or services capability focus, programs usually tie together an agency’s higher-level programming and budgeting process with the agency strategic plan.

**Program Manager** – The acquisition workforce member with responsibility and relevant discretionary authority, who is uniquely empowered to make final scope-of-work, capital-investment, and performance acceptability decisions on assigned acquisition programs. The program manager is also responsible for meeting program objectives or production requirements through the acquisition of any mix of in-house, contract, or reimbursable support resources. Program managers are responsible to stakeholders for management and oversight of subordinate projects within the scope of the overall program, as well IPTs. The program manager is ultimately responsible for effectively managing all business and technical risks of the program to ensure effective systems and services are delivered to the end user on schedule, within budget, and at the required levels of performance.

**Project** – A planned acquisition undertaking with a definite beginning and clear termination point which produces a defined capability. A project is an individually planned, approved, and managed basic building block related to a program. A project is not constrained to any specific element of the budget structure; however, basic research, maintenance of equipment and facilities, and operations are not considered projects.

**Project Manager** – The acquisition workforce member assigned responsibility for accomplishing a specifically designated work effort or group of closely related efforts established to achieve stated or designated objectives, defined tasks, or other units of related effort on a schedule, within cost constraints and in support of the program mission or objective. The project manager is responsible for the planning, controlling, and reporting of the project, and for the management of required functions, including acquisition planning, definition of requirements, business case development, performance of the schedule, and formulation, justification, and execution of the budget. The project manager is responsible for effectively managing project risks to ensure effective systems and services are delivered through a total life-cycle approach to the end user on schedule, within budget, and at the required levels of performance.

A program manager may also serve as project manager for projects within the scope of the program.

**Senior Procurement Executive (SPE)** – The official appointed pursuant to Executive Order 12931 and the Services Acquisition Reform Act (SARA) to carry out the responsibilities identified in both the Executive Order and SARA.

**Skills Currency** – Federal Acquisition Certification for Program and Project Managers requires at least 80 hours of continuing education or training every two years to maintain certification.



**APPENDIX B1 – FAC-P/PM COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

	Competency:	Competency Achieved?		Description of how Competency was achieved:
		Yes	No	
1	<p><b>REQUIREMENTS DEVELOPMENT AND MANAGEMENT PROCESSES:</b> Requirements development and management processes include: (1) knowledge of government- wide and agency-specific investment management requirements, filling gaps in capability needs, acquisition policies, and program management strategies that support assigned missions and functions; (2) understanding how to manage risk and the myriad of factors that influence cost, schedule, and performance; (3) attention to lessons learned; and (4) an understanding of the metrics needed to manage programs and projects that deliver quality, affordable, supportable, and effective systems/products.</p>			
2	<p><b>SYSTEMS ENGINEERING:</b> The recognition of scientific, management, engineering and technical skills used in the performance of system planning, research, and development, with an emphasis on performing and managing technical processes as well as the technical management process itself. This includes</p>			

	<p>knowledge of the nature of the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management.</p>			
3	<p><b>TEST AND EVALUATION:</b> Knowledge of efficient and cost-effective methods for planning, monitoring, conducting, and evaluating tests of prototype, new or modified systems equipment or material, including the need to develop a thorough strategy to validate system performance through measurable methods that relate directly to requirements and to develop metrics that demonstrate system success or failure.</p>			
4	<p><b>LIFE CYCLE LOGISTICS:</b> The planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy. Life cycle logistics encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal. Life cycle logistics translates performance specifications for availability and readiness into tailored product support.</p>			

5	<p><b>CONTRACTING:</b>          Knowledge of the supervision, leadership and management processes and procedures involving the procurement of capital assets, supplies and services, including construction, research and development, and science and engineering technical services as governed by the Federal Acquisition Regulation (FAR) and associated agency-specific additions to the FAR. Contracting involves acquisition planning to include: performance-based considerations; cost and price analysis; solicitation and selection of sources; preparation, negotiation and award of contracts; all phases of contract administration; termination options and processes for closeout of contracts; and legislation, policies, regulations, methods used and business and industry practices.</p>			
6	<p><b>BUSINESS, COST, AND FINANCIAL MANAGEMENT:</b>          Knowledge of the forms of cost estimating, cost analysis, reconciliation of cost estimating, government, and industry financial planning, formulating financial projects and budgets, budget analysis/execution, cost- benefit analysis, Earned Value Management (EVM), business case analysis, and other methods</p>			

	of performance measurement.			
7	<p><b>LEADERSHIP:</b> Leadership and professional acumen includes those attributes targeted toward leading and managing a multi- functional project team to satisfactory achievement of program goals, as well as influencing both horizontal and vertical stakeholder relations. Leaders take a long-term view and build a shared vision with others, acting as a catalyst for organizational change. Leaders influence others to translate vision into action and inspire team commitment, spirit, pride, and trust. Leaders develop networks and build alliances while collaborating across boundaries to build strategic relationships and achieve common goals. Leaders foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Leaders hold themselves and others accountable for measurable high-quality, timely, and cost-effective results.</p>			

**APPENDIX B2 – FAC-P/PM-IT COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

	Competency:	Competency Achieved?		Description of how Competency was achieved:
		Yes	No	
1	<b>ACCESSIBILITY:</b> Select tools, equipment, and technologies used to assist individuals with disabilities to use computer equipment and software.			
2	<b>CONFIGURATION MANAGEMENT:</b> Determine the principles and methods for planning or managing the implementation, update, or integration of information systems components.			
3	<b>DATA MANAGEMENT:</b> Operationalize the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes.			
4	<b>ENTERPRISE ARCHITECTURE:</b> Comprehend the principles, concepts, and methods of enterprise architecture to align information technology (IT) strategy, plans, and systems with the mission, goals, structure, and processes of the organization.			
5	<b>INFORMATION ASSURANCE:</b> Apply methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.			
6	<b>INFORMATION MANAGEMENT:</b> Identify the need for and know where or how to gather information; organize and maintain information residing on information management systems.			
7	<b>INFORMATION RESOURCES STRATEGY AND PLANNING:</b> Administer the principles, methods, and techniques of information technology			

	(IT) assessment, planning, management, monitoring, and evaluation, such as IT baseline assessment, interagency financial analysis, contingency planning, and disaster recovery.			
8	<b>INFORMATION SYSTEMS SECURITY CERTIFICATION:</b> Implement principles, methods, and tools for evaluating information systems security features against a set of specified security requirements. Includes developing certification and accreditation plans and procedures, documenting deficiencies, reporting corrective actions, and recommending changes to improve the security of information systems.			
9	<b>INFORMATION SYSTEMS/ NETWORK SECURITY:</b> Demonstrate methods; select tools and procedures, including development of information security plans, to prevent information systems vulnerabilities and provide or restore security of information systems and network services.			
10	<b>IT ARCHITECTURE:</b> Employ architectural methodologies in the design and development of information systems, including the physical structure of a system's internal operations and interactions with other systems.			
11	<b>IT PERFORMANCE ASSESSMENT:</b> Select the principles, methods, and tools (for example, surveys, system performance measures) to assess the effectiveness and practicality of IT systems.			
12	<b>IT PROGRAM MANAGEMENT:</b> Implement the principles, methods, and tools for the coordinated management of an IT program to include providing oversight of multiple IT projects, integrating dependent schedules and deliverables, and related activities (for example, benefits management, life cycle management, and program governance).			

13	<p><b>INFRASTRUCTURE DESIGN:</b> Comprehend the architecture and typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another and with associated controlling software.</p>			
14	<p><b>OPERATIONS SUPPORT:</b> Establish procedures to ensure production or delivery of products and services including tools and mechanisms for distributing new or enhanced software.</p>			
15	<p><b>TECHNOLOGY AWARENESS:</b> Discover and implement new developments and applications of IT (hardware, software, and telecommunications), emerging technologies and their applications to business processes, and applications and implementation of information systems to meet organizational requirements.</p>			
16	<p><b>ACQUISITION STRATEGY:</b> Apply principles and methods for developing an integrated acquisition management plan that describes the business, technical, and support strategies, including the relationship among acquisition phases, work efforts, and key program events (for example, decision points, contract awards, and test activities). Comprehend and apply principles of modular development to support IT development and delivery.</p>			
17	<p><b>BUSINESS PROCESS REENGINEERING:</b> Implement methods, metrics, tools, and techniques of Business Process Reengineering. Distinguish between automation and Business Process Reengineering and identify/apply when each is the most appropriate/cost-effective IT solution.</p>			
18	<p><b>CAPITAL PLANNING AND INVESTMENT ASSESSMENT:</b></p>			

	Demonstrate the principles and methods of capital investment analysis or business case analysis, including return on investment analysis. Comprehend current Federal IT-specific planning and guidance (e.g., Annual Guidance on IT Portfolio updates and Federal CIO's IT Reform Plan).			
19	<b>CHANGE MANAGEMENT:</b> Employ change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization. Develop both systematic/design and work force change management strategies integrated with Business Process Reengineering efforts.			
20	<b>COMPLIANCE:</b> Access, evaluate, and monitor programs or projects for compliance with Federal laws, regulations, and guidance. Correlate additional Federal IT-specific guidance and requirements.			
21	<b>CONTRACTING/PROCUREMENT:</b> Distinguish among the various types of contracts and techniques for contracting and participate in contract negotiation and administration. Apply principles of modular contracting to support system development; identify the best contract strategies to support project and key Federal IT strategic goals (e.g., Cloud Computing, Data Center Consolidation, IT as a Service, etc.).			
22	<b>COST-BENEFIT ANALYSIS:</b> Apply the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits. Demonstrate the ability to construct and quantify strategic IT benefits to customers and management along with costs of inaction with regard to IT (e.g., long-term costs of not upgrading, failing to maintain compatibility, etc.).			
23	<b>FINANCIAL ANALYSIS:</b>			



	Comprehend the principles, methods, and techniques of financial analysis, forecasting, and modeling to interpret quantitative and qualitative data; includes data modeling, earned value management, and evaluation of key financial indicators, trends, and historical data.			
24	<b>FINANCIAL MANAGEMENT:</b> Prepare, justify, and administer the budget for program areas; plan, administer, and monitor expenditures to ensure cost- effective support of programs and policies; assess the financial condition of an organization. Implement a budget to support modular IT development; demonstrate the ability to forecast impacts of budgetary decision on modular development delivery.			
25	<b>PRODUCT EVALUATION:</b> Distinguish methods for researching and analyzing external products to determine their potential for meeting organizational standards and business needs. Identify and analyze COTS technology solutions and evaluate associated business process reengineering efforts to adapt the organization to COTS solutions.			
26	<b>PROJECT MANAGEMENT:</b> Operationalize the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring, and inspecting costs, work, and contractor performance. Apply modular development project management principles to support rapid delivery schedules; integrate IT projects with larger IT architecture initiatives.			
27	<b>QUALITY ASSURANCE:</b> Comprehend the principles, methods, and tools of quality assurance and quality control used to ensure a product fulfills functional requirements and			

	standards. Integrate quality assurance practices into the modular development cycle.			
28	<p><b>REQUIREMENTS ANALYSIS:</b> Identify, analyze, specify, design, and manage functional and infrastructure requirements; includes translating functional requirements into technical requirements used for logical design or presenting alternative technologies or approaches. Correlate requirements to support prioritization, modular development, identification of COTS solutions, and timely delivery schedules.</p>			
29	<p><b>RISK MANAGEMENT:</b> Demonstrate methods and tools used for risk assessment and mitigation, including assessment of failures and their consequences. Manage the risks associated with modular development practices and enterprise architecture's effect on program and project risk.</p>			
30	<p><b>STAKEHOLDER MANAGEMENT:</b> Identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort, including those actively involved, those who exert influence over the process and its results, and those who have vested interest in the outcome (positive or negative). Translate IT enterprise program and project initiatives into business terms for stakeholders.</p>			
31	<p><b>SYSTEMS ENGINEERING:</b> Integrate multiple technical disciplines as part of a structured development process throughout a system's life cycle. Incorporate systems engineering practices into a modular development framework.</p>			
32	<p><b>SYSTEMS LIFE CYCLE:</b> Illustrate systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.</p>			

	Formulate plans to support a systems life cycle using modular development techniques.			
33	<b>SYSTEMS TESTING AND EVALUATION:</b> Apply principles, methods, and tools for analyzing and developing systems testing and evaluation procedures of the technical characteristics of IT systems, including identifying critical operational issues. Incorporate testing and evaluation into modular system development efforts.			

## APPENDIX C – GUIDANCE ON MEETING THE REQUIREMENTS FOR CONTINUOUS LEARNING POINTS

### **Guidance on Meeting the Requirements for Continuous Learning Points (CLPs)**

These guidelines reflect best-in-practice recommendations for continuous learning. Agencies retain flexibility and supervisors remain responsible for working with program and project managers to identify those activities and opportunities of greatest benefit to the professional development of an individual. The training, professional activities, education, and experience that are used to meet the CLP requirements must be job related.

#### **A. Training**

1. 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. 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. 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.
5. Mentoring: Helping others to learn and become more productive workers or managers benefits the agency and the individuals involved.

#### **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 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. 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 program/project management 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: Supervisors 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 CLPs 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 program/project management function.

**Table C-1 Sample Activities & Hours<sup>8</sup>**

<b>Sample Activities</b>	<b>Recommended Number of Hours</b>
Active association leadership (in relevant subject area or program/project management association)	5 hours for an active leadership position per year OR 1 hour for each 60 minutes of activity attended during the year, up to 5 hours
Publication of program/project-related articles, technical papers, etc.	Up to 20 hours for an article Up to 25 hours for a technical paper
Formal rotational assignments	Up to 40 hours per assignment
Conference presentations, training, or seminar delivery	2 hours for 60 minutes of first-time presentation; (1 for presentation, 1 for preparation, 0.5 credit for repeat delivery of same material)
Team leadership of an integrated product/ project team for new products/activities	1 hour for every 60 minutes of leadership participation, up to 15 hours per year
Formal education	1 hour for each hour of instruction up to 36 hours for a 3-credit course or American Council on Education (ACE) recommendation
Professional examination, license, or certification	40 hours in the year obtained
1 Continuing Education Unit (CEU)	10 hours or 10 CLPs
1 Continuous Learning Point (CLP), Professional Development Unit (PDU), or Professional Development Hour (PDH)	1 hour
1 credit hour (college course or ACE recommendation)	10-12 hours depending on ACE recommendation
Conference attendance	1 hour for each 50-minute presentation attended

**D. Experience**

Experience includes on-the-job experiential 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.

<sup>8</sup> All activities may earn points only in the year accomplished, awarded, or published. Additionally, absent CLP/CEU/PDU value provided on a certificate or course description, a course will be granted 6 CLPs for 1 training day.

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 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 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.

**Table C-2 Creditable Activities & Point Credits**

<b>Creditable Activities</b>	<b>Point Credit</b>
<b>Experience:</b>	
On-the-Job Experiential Assignments	Maximum of 20 points per year
Integrated Product/Project Team (IPT) Leader or Special Project Leader	Maximum of 15 points per year
Mentor	Maximum of 5 points per year
<b>Assignment Length (rotational assignments or training with industry)</b>	<b>Recommended Points:</b>
12 Months	80
9 Months	60
6 Months	40
3 Months	15
2 Months	10
1 Month	5

## APPENDIX D – PROJECT MANAGER SUMMARY OF EXPERIENCE

### APPENDIX D – PROJECT MANAGER SUMMARY OF EXPERIENCE

Information about yourself			
<u>Name</u>	<u>Series and Grade</u>	<u>Position Title</u>	<u>Operating Unit</u>
<u>Degree(s)</u>	<u>Year</u>	<u>Area of Concentration</u>	
<u>Certification(s) (PMP, CQTR, DAWIA, etc.)</u>			
Self-assessment of project management qualifications: Based on the "DOC FAC-P/PM Guidelines," tell us where you see yourself as a program/project manager (entry-, mid-, or senior-level). Include a narrative description of your experience or education/training that you feel qualifies you at this level.			

### Information about your experience on projects

In this section, tell us about your experience working on projects, either as a project team member, a project manager, or a program manager overseeing a number of related projects. Beginning with your current (or most recent) project, complete a Project Table for each project you have worked on, but please limit your resume to the past 10 years of project experience. Add or delete tables as appropriate to the number of projects you have worked.

#### Project #1

<u>Project Name</u>		<u>Agency/Company</u>		
<u>MO/YR Started</u>	<u>MO/YR Completed</u>	<u>% Time Dedicated</u>	<u>Project Life Cycle Cost</u>	<u>No. People Managed</u>
Describe the project, including its strategic intent and significant deliverables.				
Describe, in your own words, what you did on this project. Also characterize your role on the project (team member, project manager, etc.).				

## APPENDIX E – FEDERAL ACQUISITION CERTIFICATION APPLICATION FORM

### Department of Commerce Federal Acquisition Certification Application Form

Applicant Name:

Applicant Email:

Applicant Series, Grade:

Are you currently FAC certified?  
(FAC-COR, FAC-C, FAC-P/PM)

YES

NO

Current Certification(s) & Level

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Requested Certification:

Level:

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In support of my certification request, I have included the following for your review:

1. Resume
2. Required Program Management training certificates
3. Appendix B (as applicable)
4. Appendix D

Visit the [Office of Acquisition Management \(OAM\)](#) website to find certification policies, which explain the certification's specific education, training, and experience requirements. Additionally, your Bureau Career Manager (BCM) may be able to provide additional guidance on what must be included with this form.

I certify that the information contained in this package represents a true and accurate record of my experience.

Applicant Name and Signature

Date

#### Supervisor Endorsement:

I have reviewed the attached supporting documents and the information is accurate to the best of my knowledge. I understand the requirements to earn this certification/specialization and the applicant has the appropriate years of experience (progressively responsible work experience that builds on experiences gained as part of any previously awarded certification level) and has attained the depth and breadth of knowledge necessary to be awarded this certification/specialization. The applicant is fully qualified to perform at this level. Therefore, I recommend certification.

Supervisor Name and Signature

Date

#### Bureau Review:

Applicant meets the certification/specialization requirements.

Bureau Career Manager Name and Signature

Date

BCM Remarks (Optional)