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OFFICE OF FEDERAL
PROCUREMENT POLICY

MEMORANDUM FOR CHIEF ACQUISITION OFFICERS
SENIOR PROCUREMENT EXECUTIVES

FROM: Joseph G. Jordan
Administrator

SUBJECT: Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)

Gaining efficiencies, reducing redundancy, and supporting innovation in all areas of government are key components of the Administration's management initiatives. Having skilled, competent, and professional program and project managers (P/PMs) is essential to the success of critical agency missions. P/PMs ensure that requirements are appropriately written, performance standards are established, and contractors deliver what they promise. P/PMs develop requirements, lead integrated project teams (IPTs), and oversee budgeting and governance processes, all of which are critical to ensuring that agency mission needs are filled and expected outcomes achieved. Establishing rigorous professional development requirements for this critical workforce in civilian agencies will better position the government for success in its efforts to acquire and manage goods and services.

Developing and maintaining professional, effective, and capable P/PMs requires an investment in their training and development, which is the focus of this update of the Federal Acquisition Certification (FAC) for P/PMs. The initial FAC for P/PMs was issued in April 2007 and while many important steps toward strengthening P/PMs have been taken since then, more work remains. The revised program is designed to strengthen civilian agency P/PMs to improve program outcomes, and reflects the need to improve the management of high-risk, high-impact programs.

As part of the Office of Federal Procurement Policy's (OFPP) October 2009 Acquisition Workforce Development Strategic Plan for Civilian Agencies,¹ a multi-agency Functional Advisory Board (FAB)² was established to refresh the P/PM competencies and recommend improvements to the certification standards. This updated FAC-P/PM reflects the recommendation from the FAB and input from the Chief Acquisition Officers (CAO) Council, Chief Information Officers Council, the Federal Acquisition Institute (FAI), and other stakeholders. OFPP will work with the FAB to identify additional classroom training and development opportunities to continuously improve this FAC-P/PM.

¹ Available at

http://www.whitehouse.gov/sites/default/files/omb/assets/procurement_workforce/AWF_Plan_10272009.pdf

² You can find information about the PM FAB at http://www.fai.gov/drupal/sites/default/files/PPM_Charter.pdf.

While P/PMs are important for all Federal programs, OMB’s Office of E-government and Information Technology has highlighted, through its policies, the importance of strong P/PMs in managing Information Technology (IT) programs. As a result, OMB worked with the Office of Personnel Management to add the title “IT Program Manager” to the Job Family Standard for Information Technology, and to develop IT Program Manager competencies and the “IT Program Management Career Path Guide.”³ The FAC-P/PM builds upon this good work and adds core-plus specialized certifications, the first one being in the area of IT. Other core-plus specialized certifications are being considered by OFPP.

In this refreshed FAC-P/PM, the following chart details the changes that have been made to strengthen the P/PM workforce.

FAC-P/PM of April 25, 2007	Refreshed FAC-P/PM
Applicability:	
At a minimum, P/PMs assigned to programs considered major acquisition must be senior-level certified.	All acquisition P/PMs must be certified at the appropriate level, as determined by their agency. Considerations for determining the appropriate level have been added.
Allowability of Waivers:	
The CAO could waive all or part of the FAC-P/PM requirements.	Extensions to the required certification date by the CAO are allowed, but waivers are not.
Competencies:	
Competencies were provided for each certification level.	Competencies have been updated for each of the three certification levels, and performance outcomes for competencies at each level have been defined, which better describes the required knowledge, skills and abilities needed for successful performance.
Training Requirements:	
Inflexible minimum hours of training and learning outcomes areas were tied to various functional areas.	Training requirements are more flexible with requirements ranging from approximately 80 - 120 hours collectively for each of the three levels, depending upon the instructional design and method of training delivery. Training can be tailored more to the individual and his/her competency gaps. Performance outcomes have been added.
Training Classes:	
FAI developed a P/PM training blueprint to guide P/PM candidates to appropriate training vendors and classes.	FAI has developed and identified more certification training making it easier for agencies and P/PM candidates to determine which classes are available. Sample curricula

³ For more information on these efforts, see http://www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/25-point-implementation-plan-to-reform-federal-it.pdf, <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/standards/2200/g2200a.pdf>, <http://www.chcoc.gov/transmittals/TransmittalDetails.aspx?TransmittalID=4058>, and http://archive.opm.gov/hrd/lead/Career_Path_IT_Management.pdf.

FAC-P/PM of April 25, 2007	Refreshed FAC-P/PM
	are provided along with various training options from FAI, DAU, the VA Acquisition Academy and commercial vendors.
Senior-Level Experience:	
Senior/expert P/PMs were required to have four years of program and project management experience on Federal projects and/or programs.	Senior-level P/PMs are required to have four years of program and project management experience, which shall include a minimum of one year of experience on Federal programs and/or projects, within the last ten years. This experience can be obtained as either a Federal employee or a contractor.
Core-plus Specialized Certification:	
None available	General core-plus requirements have been added to the core FAC-P/PM certification along with specific requirements for a core-plus IT certification.
Management Information System:	
The Acquisition Career Management Information System (ACMIS) was the official system of records for the FAC-P/PM program.	The Federal Acquisition Institute Training Application System (FAITAS) is the official system of records for the FAC-P/PM program. All acquisition P/PMs are required to be registered in FAITAS by January 1, 2014 ⁴ .

This revised FAC-P/PM program is effective March 31, 2014. At that time, current P/PMs certified under the previous FAC-P/PM shall be grandfathered in at their current level of certification, as long as their continuous learning requirements are up-to-date. For those grandfathered P/PMs seeking a higher level certification after this date, the new requirements must be met.

The FAC-P/PM is only one component of strengthening the P/PM function. Equally important is selecting the right individuals with appropriate experience and leadership skills who will effectively collaborate and communicate with other members of the acquisition team and other stakeholders within the organization. If you have questions regarding the FAC-P/PM program or suggestions for other core-plus specializations, please contact Joanie Newhart at (202) 395-4821 or jnewhart@omb.eop.gov.

Attachment

cc: Chief Information Officers
Chief Human Capital Officers
Chief Financial Officers
Acquisition Career Managers

⁴ Available at: <http://www.whitehouse.gov/sites/default/files/omb/procurement/memo/increasing-efficiencies-in-the-training-development-and-management-of-the-acquisition-workforce.pdf>

Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)

- 1. Purpose.** The purpose of the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) is to establish general training, experience and development requirements for program and project managers (P/PMs) in civilian agencies based upon core competencies needed to successfully manage programs. This certification program will promote continued development of essential knowledge, skills and abilities for P/PMs to improve program outcomes.
- 2. Effective Date.** The revised FAC-P/PM program is effective March 31, 2014.
- 3. Authority.** The FAC-P/PM is issued pursuant to the Office of Federal Procurement Policy (OFPP) Act, 41 U.S.C. § 1101 et. seq., and OFPP Policy Letter 05-01, which established a requirement for Federal acquisition certification programs.
- 4. Background.** 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 and business case development, technical direction, and life-cycle management. In April 2007, OFPP issued the first FAC-P/PM,⁵ and in October 2009, OFPP issued the Acquisition Workforce Development Strategic Plan,⁶ which established a multi-agency Functional Advisory Board (FAB) to improve the FAC-P/PM program and make ongoing recommendations to more effectively manage the P/PM workforce. This FAC-P/PM revision, which refreshes the original program, is part of the continuous improvement of the P/PM function.
- 5. Applicability.** The FAC-P/PM program applies to all executive agencies, except the Department of Defense (DOD).⁷ This is a certification program for Federal acquisition workforce members, and as such, the certification shall be accepted by all civilian agencies as evidence that an employee meets core training and experience requirements to perform P/PM functions, though authorization to perform P/PM functions must be in accordance with agency policy.⁸ Agencies may require additional competencies and experience if needed for their agency-specific projects and programs.

The FAC-P/PM is mandatory for all P/PMs described in the definitions provided in Attachment 2. Program managers assigned to programs considered major acquisitions by their agency, and as defined by 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 (see paragraph below). Project managers assigned to lead projects within these major acquisitions

⁵ Available at http://www.whitehouse.gov/sites/default/files/omb/assets/omb/procurement/workforce/fed_acq_cert_042507.pdf.

⁶ Available at http://www.whitehouse.gov/sites/default/files/omb/assets/procurement_workforce/AWF_Plan_10272009.pdf.

⁷ Department of Defense (DOD) will continue to follow DOD policy.

⁸ As necessary, civilian agencies covered by this FAC-P/PM program may require additional training and experience, beyond the core FAC-P/PM requirements.

must be, at a minimum, mid-level certified. Additionally, it is recommended that the assigned leads of primary integrated project teams (IPTs) supporting agency major acquisitions are mid-level certified. Other P/PMs should be certified at an appropriate level as determined by their agency. The completion date for these certifications is 12 months from the date of assignment to the program or project.

While obtaining the FAC-P/PM certification may qualify an individual for a P/PM position, selection and assignment to that position is an agency decision. This certification program provides a structured approach to developing program and project managers and is not intended to govern how agencies assign personnel to programs and projects.

6. Certification Program Administration.

a. General. The Chief Acquisition Officer (CAO)⁹ is responsible for developing workforce policies that apply the FAC-P/PM requirements as necessary to ensure agency P/PMs have essential program and project management competencies. The P/PM competency-based model serves as a foundation. Agencies may build on these requirements by adding additional technical and/or management performance outcomes for particular functional areas or agency programs. As such, the certification process shall be managed by each agency. The CAO may delegate implementation authority and functional responsibilities to other senior leaders, such as the Senior Procurement Executive (SPE) or Chief Information Officer (CIO), as appropriate for the agency.

b. Extension Authority. The agency's CAO, or his/her designee, may extend in writing, on a case-by-case basis, the date upon which a P/PM must be certified by an additional 12 months, if it is in the best interest of the agency. Written justification shall be provided that includes the reason for and conditions of the extension, and the agency's Acquisition Career Manager (ACM) or designee shall maintain all supporting documentation.

c. Oversight and Continuous Improvement. The OFPP Associate Administrator for Acquisition Workforce Programs, in consultation with the Chief Acquisition Officers Council (CAOC), the Chief Information Officers Council (CIOC), the Federal Acquisition Institute (FAI), the FAI Board of Directors, the Interagency Acquisition Career Management Council (IACMC), the P/PM FAB and other organizations, as appropriate, shall:

- provide general program oversight and direction,
- periodically revalidate the P/PM competencies and certification standards,
- identify additional training and development opportunities, and
- recommend improvements to this FAC-P/PM to the Administrator for Federal Procurement Policy to ensure the program reflects the needs of all civilian agencies.

Upon agency or OFPP request, FAI will review existing agency programs against the requirements contained in this document to identify the extent to which an agency's certification program meets the FAC-P/PM guidelines. In addition, FAI will periodically review agencies'

⁹ For agencies without a CAO, the Senior Procurement Executive shall be responsible for managing the FAC-P/PM at the agency.

implementation of this guidance to ensure the program remains rigorous and the standards for certification training, experience and continuous learning are consistently applied by all civilian agencies.

Specific FAI responsibilities for administration of the FAC-P/PM are to:

- develop, review, and revise competencies and certification standards,
- collaborate with agency ACMs on acquisition workforce development,
- collaborate with agency acquisition training organizations on training development and delivery,
- manage the Federal Acquisition Institute Training Application System (FAITAS)(see paragraph 8),
- review agency certification programs,
- analyze acquisition workforce and human capital information, and
- in collaboration with civilian agencies, develop training standards to be used by agencies, vendors, or other organizations in assessing existing courses against these standards or developing new courses to satisfy the requirements of the FAC-P/PM.

Changes to the program will be made through updates to this document. FAI will issue guidance and other information through its website¹⁰.

The certification process, including assessment of applications, will be managed by each agency. The agency ACM, appointed by the CAO or designee under Policy Letter 05-01, is responsible for administering the agency certification program in accordance with this guidance and any subsequent guidance provided by OFPP or FAI. Authority for overseeing the agency FAC-P/PM program, resolving disputes, and granting certifications will be at the CAO or designee level. Essential agency responsibilities for program administration are to:

- ensure all P/PMs are registered in FAITAS,
- identify and assess the qualifications of the agency's acquisition P/PM workforce,
- develop the P/PM workforce in accordance with the standards in this program,
- determine appropriate certification levels and issue FAC-P/PM certifications,
- issue agency FAC-P/PMs as appropriate, and
- manage the continuous learning process.

FAITAS and tools on the FAI website at www.fai.gov can assist agencies with all of these responsibilities.

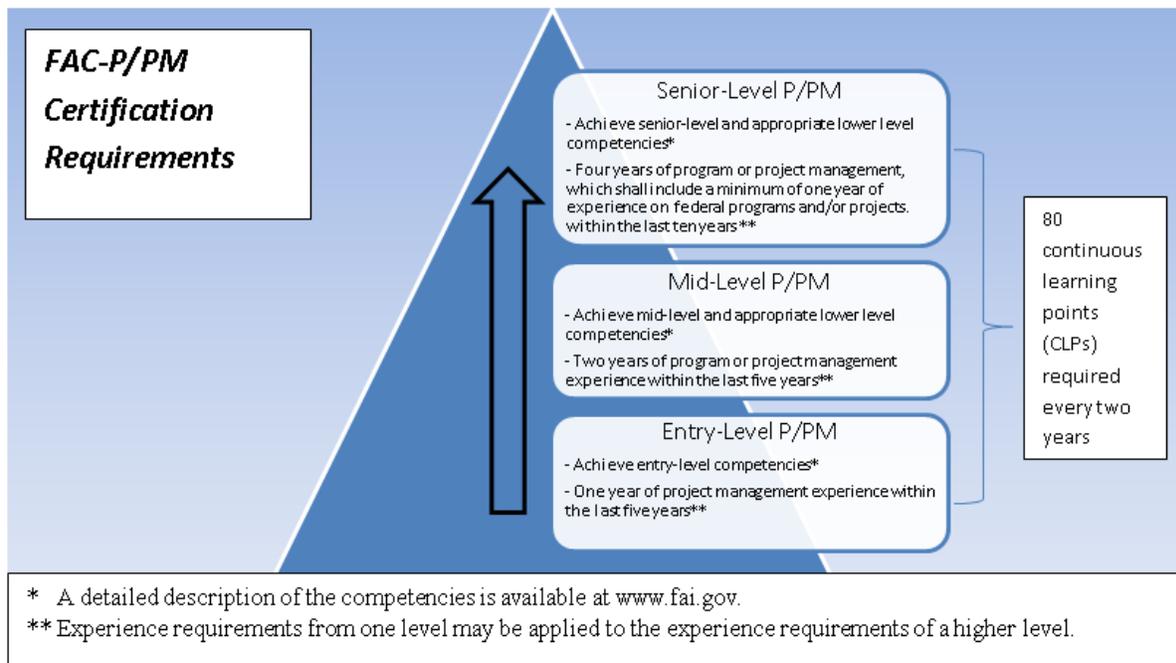
7. Certification Requirements for P/PMs.

a. General. The FAC-P/PM is founded on (1) core competencies that are considered essential for successful program and project management, (2) experience requirements, and (3) continuous learning to maintain skills currency. FAC-P/PM contains three levels of certification: entry-, mid- and senior-level. FAC-P/PM-required knowledge, skills, and experience at each of the

¹⁰FAC-P/PM guidance and other information will be available at www.fai.gov under the Certification tab.

levels are detailed in Attachment 3. The FAC-P/PM Competency Model with descriptions of each certification level, a list of the competencies, and performance outcomes for each competency at each level is available at www.fai.gov. Achieving each certification level in progression from entry- through senior-level is not required; however, P/PMs may only be certified at a certain level after they achieve all competencies for that certification level. In addition, lower level competencies needed to perform at the level being certified must be demonstrated to the satisfaction of the certifying agency. Templates to assist agencies in validating the certification requirements are available at www.fai.gov.

FAC-P/PM certification requirements are detailed in the following chart:



b. Transition of Current P/PMs. Absent agency action, current P/PMs shall be grandfathered in on the effective date at their current level of certification, as long as the P/PM's continuous learning requirements are current. For those grandfathered P/PMs seeking a higher level certification after this date, the new requirements must be met. Additionally, when meeting the 80 hour continuous learning point (CLP) requirement, it is recommended that grandfathered P/PMs take newly required/recommended classes not previously taken to maintain skills currency.

c. Competencies for P/PMs. The establishment of core competencies ensures the program and project management community possesses common skills and experiences. The objective of the FAC-P/PM is to align the essential competencies across the Federal Government's acquisition workforce. An applicant can satisfy the competency requirements through successful completion of certification or equivalent training, completion of comparable education or certification programs, or demonstration and documentation of knowledge, skills, and abilities through the process of fulfillment. Some agencies may have additional competencies associated with

essential mission areas that overlay these common elements. The current competency model for P/PMs is maintained by FAI at www.fai.gov. These essential competencies will be revalidated periodically by the P/PM FAB and the P/PM certification program will be updated as needed to meet current and future acquisition workforce requirements and to reflect emerging trends in the government's acquisition practices.

d. Appropriate Level of Certification. The appropriate level of P/PM certification needed to lead a project or program is determined by the agency. In determining the appropriate level, agencies should consider:

- (1) business risk (as it relates to cost and schedule of the project or program),
- (2) technical risk (which relates to the performance attributes of the acquired item that current technology can deliver),
- (3) criticality of the project or program to the agency mission,
- (4) level of stakeholder interest and oversight, and
- (5) complexity of the project or program.

e. 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. With this approach, training vendors are expected to provide an instructional method best-suited to deliver the learning outcomes that align to the competencies. While a specific curriculum is not articulated, training options that can assist agencies and individuals in determining their training and development needs are maintained by FAI at www.fai.gov under the certification tab.

f. Experience. Experience requirements for each level of certification are:

- **Entry-Level P/PM** – one year of project management experience within the last five years.
- **Mid-Level P/PM** – two years of program or project management experience within the last five years.
- **Senior-Level P/PM** – four years of program or project management experience, which shall include a minimum of one year of experience on Federal programs and projects, within the last ten years.¹¹

Experience requirements from one level may be applied to the experience requirements of a higher level.

g. Continuous Learning. To maintain a FAC-P/PM, certified professionals are required to earn 80 CLPs of skills currency every two years. The two-year anniversary is set by the date the individual is certified. Further information on CLPs is maintained by FAI at www.fai.gov. Individuals and their supervisors are responsible for maintaining continuous learning records through FAITAS, which is available on FAI's website. Agency ACMs, or their designees, will manage continuous learning requirements to ensure certifications remain active. If an individual does not meet the 80 hour CLP requirement, his or her certification will lapse and the agency

¹¹ The one year of experience on Federal programs and/or projects can be as a Federal employee or as a contractor.

may remove the manager from the program or project. In order to reinstate the certification, at a minimum, he or she must complete 80 hours of continuous learning within a two year period¹².

h. Reciprocity With Other Certifications: Individuals certified as mid-level FAC-P/PMs are considered to have met the FAC-COR requirements for Level II. Individuals certified as senior-level FAC-P/PMs are considered to have met the FAC-COR requirements for Level III. These individuals must provide their FAC-P/PM certificates and continuous learning documents¹³ to their ACMs or designees for FAC-COR certification. Conversely, however, an individual with FAC-COR certification does not necessarily meet the requirements for the FAC-P/PM.

8. Federal Acquisition Institute Training Application System (FAITAS). For all civilian agencies, FAITAS will be the official system of records for the FAC-P/PM program. Agencies and individuals are responsible for maintaining certification supporting documentation for quality assurance purposes. All acquisition P/PMs¹⁴ are required to be registered in FAITAS by January 1, 2014.

9. Certification by Other Organizations. Agencies will follow the guidance and recommendations of FAI regarding certification equivalency to the FAC-P/PM for certifications sponsored by other Federal or non-Federal organizations, such as the Department of Defense, or the Project Management Institute (PMI). Certification sponsors or organizations are encouraged to contact FAI for details regarding obtaining certification equivalency.

10. Core-Plus Specialization.

a. General. 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 personnel who manage specific investments requiring specialized knowledge, skills and abilities. The first core-plus area to be addressed in this certification program is for information technology (FAC-P/PM-IT), the details of which are at Attachment 4. This new core-plus specialization for IT P/PMs was developed in collaboration with OMB's Office of E-government and Information Technology. New core-plus areas will be recommended by the P/PM FAB, approved by OFPP, and maintained by FAI at www.fai.gov.

b. Assignment. Specialization is not mandatory for all P/PMs; however, at a minimum, it must be held by P/PMs assigned to those programs within an established FAC-P/PM core-plus area. P/PMs managing specialty investments determined to be major acquisitions as described in the core FAC-P/PM must hold senior level FAC-P/PM certification in addition to the specialization.

¹² In order for the certification to be reinstated, the individual must complete the required hours to meet the previous 80 hour requirement. Following reinstatement, the individual must complete the next 80 hour continuous learning (CL) requirement in the existing CL period; i.e., the two year anniversary date does not change. For example, PM Paul was certified on August 20, 2007. He maintained CL requirements through the anniversary periods from 2007 through 2011. From August 21, 2011 through August 20, 2013, Paul only obtained 60 hours of CLPs. His certification has lapsed. In September 2013, Paul attends a 40 hour training course. Twenty hours of the course can now be used for the previous two year cycle in order to be reinstated, the remaining 20 hours counts toward the 80 hour requirement for August 21, 2013 through August 20, 2015.

¹³ Or the electronic equivalent of this process, if applicable.

¹⁴ See definition of acquisition in Attachment 2.

The required completion date for a specialization is one year from the date of assignment to a program or project requiring a FAC-P/PM core-plus P/PM, or 18 months from establishment of the specialty, whichever is later. Obtaining a FAC-P/PM core-plus specialization is not intended to confer qualification for any specific assignment. Assignment of personnel remains an agency-specific function, and certification as a FAC-P/PM or FAC-P/PM core-plus constitute one aspect for agencies to consider in the assignment of P/PMs.

c. Competencies. FAI shall identify the competencies required for a FAC-P/PM core-plus specialization based upon the FAC-P/PM core-plus model. As with FAC-P/PM, an applicant can satisfy the core-plus competency requirements through training, education, other relevant certification programs, or demonstration and documentation through fulfillment of knowledge, skills, and abilities. The competencies for a FAC-P/PM core-plus specialization shall be maintained by FAI at www.fai.gov. Core-plus competencies will be updated periodically to meet current and future acquisition workforce requirements and to reflect emerging trends in the government's acquisition practices. To obtain a FAC-P/PM core-plus specialization, some agencies may require additional competency requirements beyond the core competencies established by FAI for a given core-plus area.

d. Certification Levels. P/PMs requiring FAC-P/PM core-plus specialization must also be core FAC-P/PM certified as described below. The ability to specialize implies a demonstrated level of skill beyond the entry level. For this reason, a FAC-P/PM core-plus specialization will only be granted to holders of mid- and senior-level FAC-P/PMs. For those P/PMs having a core-plus specialization, advancing from mid-level to the senior-level core FAC-P/PM certification carries with it the core-plus specialization, assuming the core-plus continuous learning requirements have been met.

e. Training. Training that is current and results in gaining the required P/PM core-plus competencies is strongly recommended, as technology and best practices in these specialty areas may evolve rapidly. 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. While a specific curriculum is not articulated, training plans for FAC-P/PM core-plus specializations that can assist agencies and individuals in determining their training and development needs will be maintained by FAI at www.fai.gov.

f. Experience. At least two years of program or project management experience supporting projects and/or programs within the given core-plus area is required to obtain the FAC-P/PM Core-Plus specialization. Core-plus experience can be considered in obtaining core FAC-P/PM certification, or it may be in addition to that experience. Specific experience requirements for future core-plus areas will accompany the core-plus competency models and be available on www.fai.gov.

g. Continuous Learning. As required by core FAC-P/PM, FAC-P/PM core-plus professionals are required to earn 80 CLPs of skills currency every two years. Maintenance of CLPs is shared between the core-plus area and the core FAC-P/PM continuous learning requirement. At least 20 of the 80 CLPs required must be dedicated to continuous learning in topics associated with the core-plus area. If an individual fails to obtain the 80 CLP requirement, the core FAC-P/PM and core-plus specialization will simultaneously lapse. To regain certification status after a

certification has lapsed, the 80 CLP requirement must be completed within the two year period, including the requirement for 20 of the 80 CLPs dedicated to continuous learning in topics associated with the core-plus area.¹⁵

¹⁵ See footnote 12 on page A-6 for an example.

Definitions¹⁶

1. **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.

2. **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. A determination of certification equivalency usually occurs when acquisition professionals possess a certification issued by a different certifying organization or institution, such as DOD or PMI, and wish to use this certification as evidence of completing all or a portion of the FAC-P/PM certification standards.

3. **Fulfillment**: a process of providing detailed, verifiable accounts of an individual's acquisition-related experience as evidence of demonstrated acquisition competence, in lieu of successful completion of the learning outcomes of specific acquisition certification training courses.¹⁷

4. **Integrated Project Team (IPT)**:¹⁸ 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.

5. **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.

¹⁶ Definitions for acquisition, project, program, project manager and program manager are from DHS Acquisition Management Directive 102.

¹⁷ The PM FAB will provide helpful tools to assist agencies with the fulfillment process.

¹⁸ For more information on IPTs, see OMB's Capital Programming Guide and Guidance on Exhibit 300, "Planning, Budgeting, Acquisition, and Management of IT Capital Assets."

6. Program: directed, funded 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.

7. 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, definitization 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 insure 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.

8. Program Manager: the acquisition workforce member with the 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 insure effective systems and services are delivered to the end user on schedule, within budget and at the required levels of performance.

FAC-P/PM-Required Knowledge, Skills and Experience

Entry Level	
Knowledge and Skills	Experience
<p>The knowledge, comprehension and foundational application of general project management tenets, including:</p> <ul style="list-style-type: none"> • knowledge and skills to contribute as an IPT member; • ability to manage cost, schedule and performance attributes of low risk and relatively simple projects or manage more complex projects under the 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 an agency's requirements development and life-cycle management processes; and • ability to define and construct various project documents with appropriate mentoring and supervision. 	<p>At least one year of project management experience within the last five years including:</p> <ul style="list-style-type: none"> • being a contributing member of an acquisition IPT; • constructing a work breakdown structure; • preparing project analysis documents and tailoring acquisition documents to ensure that quality, effective, efficient systems or products are delivered; • analyzing and/or developing requirements; • monitoring performance and assisting with quality assurance; and • analyzing and/or developing budgets.

Mid-Level	
Knowledge and Skills	Experience
<p>The demonstrated application and fundamental analysis skills and abilities in the general program management tenets, including:</p> <ul style="list-style-type: none"> • 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; 	<p>At least two years of program or project management experience within the last five years, including:</p> <ul style="list-style-type: none"> • leading IPTs; • performing market research and analysis; • developing documents for risk and opportunity management; • developing and applying technical processes and technical management processes; • performing or participating in source selection; • planning and preparing acquisition

Mid-Level	
Knowledge and Skills	Experience
(continued) <ul style="list-style-type: none"> • 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. 	(continued) <ul style="list-style-type: none"> strategies; • applying performance-based business processes; • developing and managing a project budget; • preparing and presenting a business case; and • contributing to program strategic planning.

Senior Level	
Knowledge and Skills	Experience
The knowledge and skills to manage and evaluate moderate to high-risk programs or projects that require significant acquisition investment and agency collaboration, including: <ul style="list-style-type: none"> • 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 	At least four years of program or project management experience, which shall include a minimum of one year of experience on Federal programs and project, within the last ten years ¹⁹ , including: <ul style="list-style-type: none"> • synthesizing and evaluating the efforts and products of functional working groups and IPTs; • managing and evaluating acquisition investment performance; • developing and managing a program budget; • building and presenting a successful business case; and • reporting program results, strategic planning, and high-level communication with internal and external stakeholders.

¹⁹ The one year of experience on Federal programs and/or projects can be as a Federal employee or as a contractor.

Senior Level	
Knowledge and Skills	Experience
(continued) functional domains of program management; and <ul style="list-style-type: none">• 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 Core-Plus Specialization in Information Technology (FAC-P/PM-IT)

1. **General.** The Office of Federal Procurement Policy (OFPP) introduced the concept of a core-plus certification for Information Technology (IT) acquisition professionals in its *Guidance for Specialized Information Technology Acquisition Cadres* dated July 13, 2011²⁰. In addition, the Office of Personnel Management (OPM) released the *Competency Model for IT Program Management* on July 12, 2011²¹.
2. **Effective Date.** The FAC-P/PM core-plus IT specialization is effective March 31, 2014.
3. **Applicability.** The FAC-P/PM core-plus specialization in information technology (FAC-P/PM-IT) is for those P/PMs primarily responsible for the acquisition of IT investments.
4. **Assignment.** P/PMs managing IT programs that support, or have key integration functions with, major non-IT programs shall be at least mid-level certified in FAC-P/PM-IT. Other IT P/PMs will be certified at an appropriate level as determined by their agency. In addition to programs identified as IT investments, agencies shall determine the need for FAC-P/PM-IT certified P/PMs for those programs which contain a mixed investment of IT and non-IT functional components. The required date for a specialization is one year from the date of assignment to a program or project requiring a FAC-P/PM-IT P/PM or 18 months from the effective date of this core-plus specialization, whichever is longer.
5. **Certification Levels.** P/PMs managing major IT investments shall hold senior level FAC-P/PM-IT specialization. The ability to specialize implies a demonstrated level of skill beyond the entry level, so the FAC-P/PM-IT specialization will only be granted to holders of mid- and senior-level FAC-P/PMs. Mid-level FAC-P/PM-IT specialization holders advancing to a senior-level FAC-P/PM carry their IT core-plus specialization to the higher level as long as the continuous learning requirements have been met.
6. **Competencies.** The competency model for the FAC-P/PM-IT is available on FAI's website at www.fai.gov. An applicant can satisfy the core-plus competency requirements through training, education, other relevant certification programs, or demonstration and documentation through fulfillment of knowledge, skills, and abilities. To obtain a FAC-P/PM-IT, some agencies may require additional competency requirements beyond the competencies established by FAI.
7. **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. While a specific curriculum is not articulated, training plans for the FAC-P/PM-IT that can assist agencies and individuals in determining their training and development needs are maintained by FAI at www.fai.gov.
8. **Experience.** At least two years of program or project management experience supporting IT projects and programs is required. This experience may be included in the experience requirements for FAC-P/PM or may be in addition to that experience. This experience must include, as a

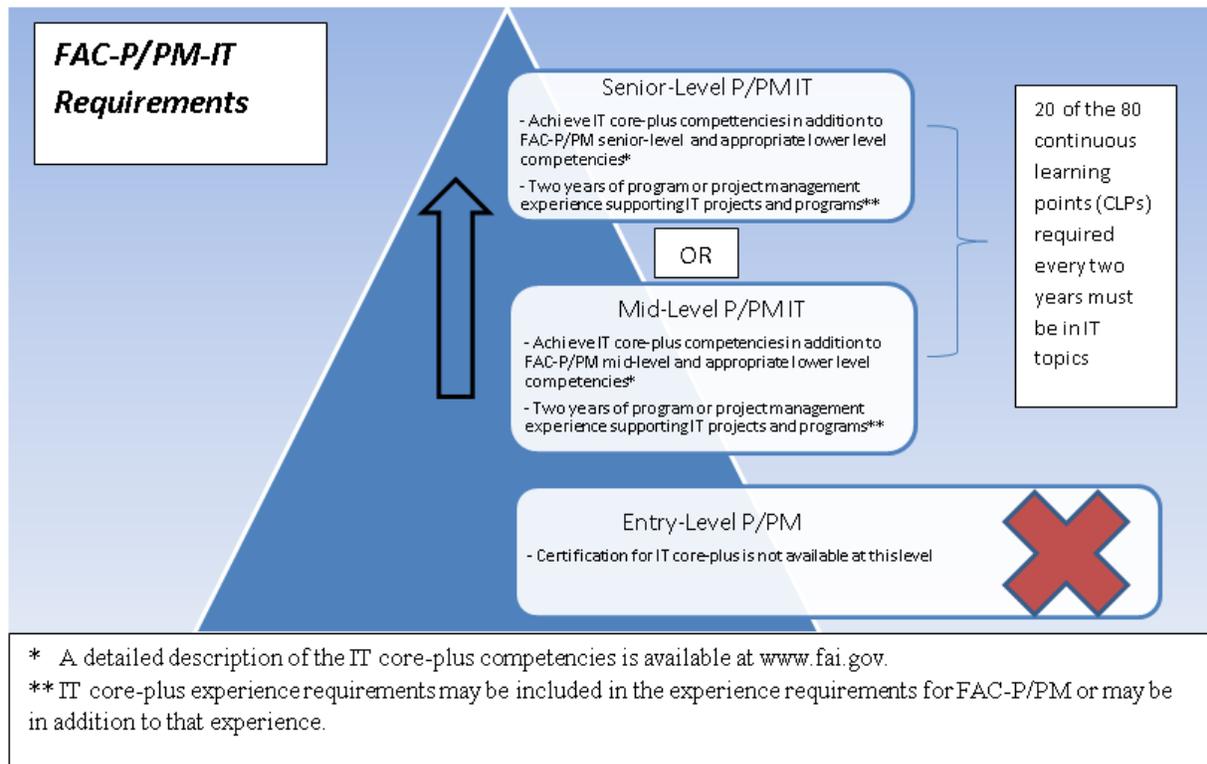
²⁰ Available at <http://www.whitehouse.gov/sites/default/files/omb/procurement/memo/guidance-for-specialized-acquisition-cadres.pdf>.

²¹ Available at <http://www.chcoc.gov/transmittals/TransmittalDetails.aspx?TransmittalID=4058>.

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* of November 2011²², or agency-specific guidance.

9. Continuous Learning. When selecting continuous learning activities for the 20 CLP specialization requirement as part of the overall 80 CLP requirement, emphasis should be directed toward key issues affecting IT Program and Enterprise Architectural success as identified by the Federal and Agency Chief Information Officers.

10. Specialization Requirements. The requirements for obtaining the FAC-P/PM-IT are detailed below.



²² Available at http://www.opm.gov/hrd/lead/Career_Path_IT_Management.pdf.