

U.S. DEPARTMENT OF AGRICULTURE  
WASHINGTON, DC 20250

<b>DEPARTMENTAL REGULATION</b>	Number: DR 3130-011
SUBJECT: Information Technology Program and Project Manager Certification Requirements	DATE: February 4, 2016
	OPI: Office of the Chief Information Officer – Information Resource Management

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1. PURPOSE

- a. This Departmental Regulation (DR) implements policy requirements of the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) as defined in the Office of Federal Procurement Policy (OFPP) Memorandum, [\*Revisions to the Federal Acquisition Certification for Program and Project Managers \(FAC-P/PM\)\*](#) dated December 16, 2013, which became effective on March 31, 2014.
- b. This DR establishes United States Department of Agriculture (USDA) policy, standards, certification requirements, roles and responsibilities, and authorities for the USDA information technology (IT) program and project managers (P/PMs) of USDA's major and non-major IT investments.

- c. This DR establishes policy that incorporates those management oversight controls and processes that are consistent with the *Federal Information Technology Acquisition Reform Act* ([FITARA](#)), P.L. 113-291, Title VIII, Subtitle D, Sections 831-837.

## 2. BACKGROUND

USDA IT P/PMs are accountable for the planning, programming, budgeting, and acquisition of USDA major IT investments, as defined in [DR 3130-008](#), *Definition of Major Information Technology Investments*, and non-major IT investments that compose the USDA IT portfolio. Skilled IT P/PMs, as part of the USDA acquisition workforce, are critical in developing accurate Government requirements, defining measurable performance metrics, and managing acquisition activities to ensure that intended USDA business and technical outcomes are achieved. To that end, FAC-P/PM certification provides a structured approach to developing the career of USDA IT P/PMs.

The *Services Acquisition Reform Act* ([SARA](#)) of 2003 (41 United States Code (U.S.C.) § 1903) expanded the definition of acquisition to include key functions performed by both P/PMs, including requirements development, performance management, and technical direction. [OFPP Policy Letter 05-01](#), *Developing and Managing the Acquisition Workforce*, provided a broader definition of acquisition workforce and required the Federal Acquisition Institute (FAI) to make recommendations for a P/PM certification program.

The Office of Management and Budget's (OMB) [Capital Programming Guide, Version 3.0](#), emphasizes how Federal agencies have improved the way IT portfolios are managed, and have capitalized on opportunities to leverage both IT and non-IT assets across the Government, when managed by well trained and certified P/PMs.

In issuing IT-specific program and project management qualification guidance for P/PMs, OMB [Memorandum 04-19](#), *Information Technology (IT) Project Manager (PM) Qualification Guidance*, states: "Qualified federal IT Project Managers are our first line of defense against the cost overruns, schedule slips and poor performance that threaten agencies' ability to deliver efficient and effective services to citizens."

The *Clinger-Cohen Act of 1996*, [40 U.S.C. 1401 et seq.](#), requires Federal agencies to assess "the requirements established for agency personnel regarding knowledge and skill in information resources management and the adequacy of those requirements for facilitating the achievement of the performance goals established for information resource management."

In June 2015, OMB issued guidance to implement FITARA requirements. [OMB Memorandum M-15-14](#), *Management and Oversight of Federal Information Technology*, takes Clinger-Cohen a step further and instructs Federal agencies "to develop a set of competency requirements for IT staff including IT leadership

positions and develop and maintain a workforce planning process to ensure the department/agency can (a) anticipate and respond to changing mission requirements, (b) maintain workforce skills in a rapidly developing IT environment, and (c) recruit and retain the IT talent needed to accomplish the mission.”

### 3. SPECIAL INSTRUCTIONS/CANCELLATIONS

None.

### 4. SCOPE

- a. This DR applies to all USDA agencies and staff offices conducting business for or on behalf of the USDA when using USDA IT resources.
- b. This DR sets forth a structured competency development model for all USDA IT P/PMs included in the USDA’s IT acquisition workforce serving as P/PMs.
- c. This DR applies to all USDA agencies and staff offices that manage major IT investments as defined in DR 3130-008; non-major IT investments as presented in the [\*USDA Information Technology Capital Planning and Investment Control Guide\*](#); and investments owned or operated by USDA.
- d. This DR covers all IT investments under development, modernization, and enhancement (DME) and those in operations and maintenance (O&M) that are reported by the USDA in the annual OMB A-11 budget submission.
- e. This DR applies to the above-listed investments throughout their entire life cycle, regardless of funding source.
- f. This DR applies to USDA IT P/PMs that are involved in the acquisition or management of USDA major and non-major IT investments where they have:
  - (1) Direct program or project management responsibility in one or more phases of the USDA life cycle (i.e., initiation, investment, requirements analysis, design, development and test, implementation, and operations, maintenance, and disposition);
  - (2) Authority and responsibility for overseeing multiple phases of the acquisition investment process; and
  - (3) Responsibility for leading or participating on a cross-agency or acquisition investment program for a major portion or all of the investment lifecycle.
- g. USDA IT P/PMs assigned to USDA major IT investments must also meet the requirements of the [\*Federal IT Project Manager Guidance Matrix\*](#); and

- h. USDA IT P/PMs certified under the FAC-P/PM program are considered to have the general competencies and experience needed for identifying qualified IT P/PMs. Private industry or contractors are not eligible for FAC-P/PM certification.

## 5. POLICY

- a. Agencies and staff offices shall comply with the guidance contained in this DR.
- b. An agency and staff office will be allowed to develop specific policy for their IT P/PMs, but that policy may not be less restrictive or less comprehensive as defined in this DR.
- c. This DR shall be incorporated by reference into applicable contract language or memoranda of agreement under separate cover, as appropriate.
- d. All IT P/PMs assigned to acquisitions of major IT investments must be senior-level certified as described in the FAC-P/PM revision memo and as determined by the USDA Chief Information Officer (CIO) and the Chief Acquisition Officer (CAO).
- e. All IT P/PMs assigned to acquisitions of non-major IT investments must be mid-level certified as determined by the USDA CIO and the CAO.
- f. In the event that all FAC P/PM senior level certification requirements have not been completed prior to selection or assignment to a major IT investment or acquisition, the IT P/PM has 12 months from the date of assignment to complete all certification requirements.
- g. Certification Waivers, Extensions, and Compliance
  - (1) Certification requirements may not be waived; however, the timeframe to meet certification requirements may be extended on a case-by-case basis by the USDA CIO and the CAO;
  - (2) USDA FAC-P/PM certification is valid Departmentwide for employees transferring to another USDA agency or staff office;
  - (3) The USDA CIO and CAO will review all written extension requests and determine whether granting the extension is in the best interest of the USDA; and

- (4) Failure to attain within the 12 month period the required certification shall be grounds for removal as an IT P/PM for major and non-major IT investments.

#### Cross-Agency Applicability

- (1) FAC-P/PM certification is transferable to other Federal civilian agencies. USDA shall accept FAC-P/PM certifications from other civilian agencies as evidence that an IT P/PM meets and has maintained the core project management training and experience;
- (2) In order to be accepted, a transferring employee's active certification must be documented and accurately recorded in the FAI Training Application System (FAITAS);
- (3) USDA shall adhere to FAI guidelines to determine if non-Federal Government credentials will be eligible for full or partial consideration under this DR. Additional training may be required for issuance of USDA-specific FAC-P/PM certification;
- (4) See Appendix B for the USDA P/PM certification levels, requisite training requirements, and IT investment funding thresholds; and
- (5) See Appendix C for a sample USDA IT P/PM resume template that illustrates needed input for FAC-P/PM certification review and determination. This resume template can be used as a handy reference tool by IT P/PMs to keep a record of their relevant certification courses and experience.

## 6. ROLES AND RESPONSIBILITIES

### a. The USDA CIO shall:

- (1) Be responsible for IT-related FAC-P/PM program administration through the issuance of policy and guidance in concert with the CAO;
- (2) Have an active role in defining an USDA-wide process to advise on planning program management as presented in FITARA requirements C1 and C2;
- (3) Review and render decisions on waivers and extensions in concert with the CAO;

- (4) Shall review and remove IT P/PMs that fail to attain a required certification in coordination with the CAO;
- (5) Be responsible for the periodic review of agencies and staff offices' IT-specific FAC-P/PM certifications and maintenance records to ensure compliance with USDA and Federal policies and guidance; and
- (6) Shall regularly assess USDA IT P/PMs using competencies from the FAC P/PM competency model and other USDA-related IT competencies; determine competency strengths and weaknesses among FAC P/PMs; and develop strategies, including Departmentwide FAC P/PM training programs to close gaps.

b. The USDA CAO shall:

- (1) Be responsible for the FAC-P/PM program administration through the issuance of policy and guidance for acquisitions;
- (2) Appoint the USDA Acquisition Career Manager (ACM);
- (3) Be responsible for the periodic review of agency and staff office FAC-P/PM certifications and maintenance records;
- (4) May review and remove FAC-P/PMs that fail to attain a required certification;
- (5) Establish FAC-P/PM training requirements; and
- (6) Develop and maintain an acquisition management career program to ensure USDA has a competent, professional workforce to accomplish its mission.

c. The USDA ACM shall:

- (1) Manage the P/PMs acquisition workforce, including identifying training requirements and other workforce development strategies;
- (2) Administer the Department's FAC-P/PM certification program;
- (3) Develop and maintain Departmental policies and procedures for workforce management consistent with those established by OFPP, as appropriate;
- (4) Recommend extensions to the FAC-P/PM requirements to the CAO, as needed, and in accordance with the qualification standards; and
- (5) Ensure that continuous learning requirements are monitored.

- d. The USDA Associate CIO for Information Resource Management (IRM) shall:
  - (1) Support and monitor the IT P/PMs certification process, policy, and guidance;
  - (2) Appoint an IT ACM Designee; and
  - (3) Ensure compliance with provisions contained in this DR.
- e. The USDA IT ACM Designee shall:
  - (1) Assist all USDA IT P/PMs in reviewing their qualifications against requisite P/PM certification levels and training requirements provided in this DR;
  - (2) Assist all USDA IT P/PMs in submitting appropriate documentation for determining proper FAC-P/PM certification level.
- f. USDA Agency and Staff Office CIOs shall:
  - (1) Ensure that P/PMs are FAC-P/PM certified at the appropriate level for major and non-major IT investments; and
  - (2) Ensure that training information for P/PMs is validated via supporting documentation, in accordance with this DR, and is maintained in FAITAS.
- g. USDA IT P/PMs shall:
  - (1) Possess and maintain the requisite FAC-P/PM certification level required to manage a major or non-major USDA IT investment;
  - (2) Participate in regular assessments to determine individual competency strengths and weaknesses; identify strategies to strengthen their weaknesses; and if applicable, populate their individual development plans (IDP) with identified competencies and developmental needs to facilitate discussion with supervisors to ensure developmental needs are met per [DR 4040-410](#), *Creating Individual Development Plans (IDP)*;
  - (3) Submit the appropriate documentation for certification and maintenance, to include updates and annual reporting of training, professional activities, education and experience that are used to meet Continuous Learning Points (CLP) in FAITAS.

## 7. ACRONYMS AND ABBREVIATIONS

ACIO Associate Chief Information Officer

ACM	Acquisition Career Manager
CAO	Chief Acquisition Officer
CIO	Chief Information Officer
CLP	Continuous Learning Points
DME	Development, Modernization, and Enhancement
DR	Departmental Regulation
FAC	Federal Acquisition Certification
FAI	Federal Acquisition Institute
FAITAS	Federal Acquisition Institute Training Application System
FITARA	Federal Information Technology Acquisition Reform Act
IDP	Individual Development Plan
IRM	Information Resource Management
IT	Information Technology
OCIO	Office of the Chief Information Officer
O&M	Operations and Maintenance
OFPP	Office of Federal Procurement Policy
OMB	Office of Management and Budget
PMP	Project Management Professional
P/PM	Program and Project Manager(s)
SARA	Services Acquisition Reform Act
U.S.C.	United States Code
USDA	United States Department of Agriculture

## 8. REFERENCES AND AUTHORITIES

- a. *Clinger-Cohen Act of 1996*, [40 U.S.C. 1401 et seq.](#)
- b. FAI, [FAC-P/PM – Information Technology \(IT\) Core-Plus Competency Model](#), version 2.4, September 26, 2013
- c. FAI, [FAC-P/PM Training Crosswalk](#), January 8, 2013
- d. *Federal Information Technology Acquisition Reform Act (FITARA)*, P.L. 113-291, Title VIII, Subtitle D, Sections 831-837, December 19, 2014
- e. [Federal IT Project Manager Guidance Matrix](#), retrieved from [www.cio.gov](http://www.cio.gov)
- f. OMB, [Capital Programming Guide](#), V3.0, 2014
- g. OMB, Circular A-11, Preparing, Submitting, and Executing the Budget, current year
- h. OMB, [Memorandum 04-19, Information Technology \(IT\) Project Manager \(PM\) Qualification Guidance](#), July 21, 2004

- i. OMB, [Memorandum 15-14](#), *Management and Oversight of Federal Information Technology*, June 10, 2015
- j. OMB, Office of Federal Procurement Policy (OFPP) Memorandum, [Revisions to the Federal Acquisition Certification for Program and Project Managers \(FAC-P/PM\)](#), December 16, 2013
- k. OMB, OFPP [Policy Letter 05-01](#), *Developing and Managing the Acquisition Workforce*, April 15, 2005
- l. *Services Acquisition Reform Act (SARA) of 2003*, [41 U.S.C. § 1903](#) (2014)
- m. USDA, [DR 3130-008](#), *Definition of Major Information Technology Investments*, February 27, 2015
- n. USDA, DR 3130-xxx, *Non-Major Information Technology (IT) Investments*, [date]
- o. USDA, [DR 4040-410](#), *Creating Individual Development Plans (IDP)*, February 7, 2011
- p. USDA, [USDA Information Technology Capital Planning and Investment Control Guide](#), May 1, 2013
- q. USDA, [USDA Integrated IT Governance Framework: Guidebook](#), version 3.2, April 1, 2014

9. INQUIRIES

Direct all questions concerning this DR to the USDA ACM at [procurement.policy@dm.usda.gov](mailto:procurement.policy@dm.usda.gov).

-END-

## APPENDIX A

### DEFINITIONS

*Definitions for this Appendix come from OMB OFPP Memorandum Revisions FAC-P/PM*

- a. 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.
- b. 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.
- c. 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.
- d. Project Manager: An 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, requirements definition, business case development, schedule performance, 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.
- e. Program Manager: An 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 as established integrated project teams. 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.

APPENDIX B

IT P/PMs Certification Levels, Training Requirements, and Thresholds

Entry (Level I)	Mid-level (Level II)	Senior (Level III)
<p><b>Experience:</b> At least 1 year of project management experience within the last 5 years.</p> <p>Minimum experience should include:</p> <ul style="list-style-type: none"> <li>• constructing a work breakdown structure;</li> <li>• preparing project analysis documents;</li> <li>• tailoring acquisition documents to ensure that quality, effective, efficient systems or products are delivered;</li> <li>• analyzing and/or developing requirements;</li> <li>• monitoring performance; assisting with quality assurance; and</li> <li>• Federal budget development.</li> </ul>	<p><b>Experience:</b> At least 2 years of project or program management experience within the last 5 years that includes, at a minimum, experience required for the Entry-level as well as the following:</p> <ul style="list-style-type: none"> <li>• managing requirement changes</li> <li>• performing market research;</li> <li>• developing documents for risk and opportunity management;</li> <li>• developing and applying technical processes and technical management processes;</li> <li>• performing or participating in source selection;</li> <li>• preparing acquisition strategies;</li> <li>• developing and managing a project budget;</li> <li>• writing a business case; and</li> <li>• strategic planning.</li> </ul>	<p><b>Experience:</b> At least 4 years of program management experience on Federal projects within the last 5 years that includes, at a minimum, experience required for the Mid-level as well as the following:</p> <ul style="list-style-type: none"> <li>• managing and evaluating agency acquisition investment performance;</li> <li>• developing and managing a program budget;</li> <li>• building and presenting a successful business case;</li> <li>• reporting program results;</li> <li>• strategic planning; and</li> <li>• high-level communication with internal and external stakeholders.</li> </ul>

<b>Entry (Level I)</b>	<b>Mid-level (Level II)</b>	<b>Senior (Level III)</b>
<p><b><u>Minimum Requisite Training:</u></b> <i>(within last 5 years)</i></p> <p>24 hours - Basic Acquisition</p> <p>24 hours - Basic Project Management</p> <p>16 hours - Leadership and Interpersonal Skills</p> <p>24 hours - Government-specific</p> <p>24 hours - Earned Value Management and Cost Estimating</p>	<p><b><u>Minimum Requisite Training:</u></b> <i>(within last 5 years)</i></p> <p>24 hours - Intermediate Project Management</p> <p>16 hours - Leadership and Interpersonal Skills</p> <p>24 hours - Government-specific</p> <p>24 hours - Earned Value Management and Cost Estimating</p>	<p><b><u>Minimum Requisite Training:</u></b> <i>(within last 5 years)</i></p> <p>24 hours - Advanced Acquisition Management</p> <p>24 hours - Advanced Program/Project Management</p> <p>16 hours - Leadership and Interpersonal Skills</p> <p>24 hours - Government- specific</p> <p>24 hours - Earned Value Management and Cost Estimating</p>
<p>Total IT investment life cycle cost threshold: DME: \$0 to \$5M O&amp;M: \$0 to \$10M</p>	<p>Total IT investment life cycle cost threshold: DME: \$5M to \$20M O&amp;M: \$10M to \$50M</p>	<p>Total IT investment life cycle cost threshold: DME: \$20M or more O&amp;M: \$50M or more</p>

*NOTE: For Project Management Professional (PMP) certification, 24 hours of training not related to a specific certification level is required.*

APPENDIX C

SAMPLE USDA COMPETENCY RESUME

(source: USDA ACM, July 25, 2014)

Candidate: John R. Doe, Project/Program Management Qualifications

Basic Information		
Years of P/PM Experience	25	
P/PM Certification	FAC-P/PM Level III	Last Certified 5-Apr-09
COR Certification	FAC-COR Level III	Last Certified 16-Jan-14
PMP Certification	National Defense University (NDU)/IRM College (IRMC) Certified IT Project Manager	Last Certified 23-Mar-09
CIO Certification	NDU/IRMC Chief Information Officer	Last Certified 10-Mar-05

FAC P/PM Competencies	Project Name for Qualified Experience	Project Date/Timeframe	
<b>Requirements / Management Development Process</b>	USDA Program Manager to GSA NS2020 Initiative	04/02/2014 - Present	
	Enterprise Network Services Capital Planning Manager	02/03/2014 - Present	
	OCIO Security Synchronization Project Manager	09/18/2012 – 11/15/2013	
	Contract Officer Representative for USDA Data Services Contract	02/22/2012 – Present	
	USDA Cellular Acquisition Program Manager	06/08/2011 – 12/11/2012	
	USDA Network Transition Manager	06/02/2011 – 06/29/2012	
	OCIO Managed Services Business Case	04/20/2011 – 09/29/2011	
	USDA Program Manager to GSA FSSI Initiative	12/02/2010 - Present	
	Contract Officer Representative for USDA Network Other Services	07/30/2010 – 06/03/2013	
	USDA Network Acquisition Program Manager	03/02/2009 – 06/01/2011	
	USDA Alternative Bandwidth Program Manager	01/12/2012 – 04/04/2014	
		<b>Training Provided for Qualified Experience</b>	<b>Training Date/Timeframe</b>
		Shaping Smart Business Arrangements (DAU) (CLP:18)	04/12/2013
		Strategic Sourcing Overview (DAU) (CLP: 5)	04/17/2013
		Spend Analysis (DAU) (CLP: 4)	04/24/2013
		Shaping Smart Business Arrangements – Expert Edition (FAI) (CLP: 11.5)	04/25/2013
		Work Breakdown Structure (DAU) (CLP: 6)	04/26/2013
		Fundamentals of Cost Analysis (DAU) (CLP: 37)	06/11/2013
		Product Support Business Case Analysis (DAU) (CLP: 3)	05/08/2013
		Cost Analysis (DAU) (CLP: 4)	10/14/2010
		Risk Management (DAU) (CLP: 8)	11/28/2012
		Market Research (DAU) (CLP: 3)	03/17/2014
		Team Leadership (DAU) (CLP: 2)	12/21/2012
		Intermediate Systems Acquisition, Part A (DAU) (CLP: 37)	02/11/2008
		Intermediate Systems Acquisition, Part A (DAU) (CLP: 34)	09/19/2013
		Program Management Tools Course, Part 1, (DAU) (CLP: 20)	11/13/2013
		Team Management (DAU) (CLP: 2)	12/31/2012
	Basic Information Systems Acquisition (DAU) (CLP: 35)	12/03/2007	
	Business Case Development (DAU) CLP: 2)	12/18/2012	
	Developing Requirements (DAU) (CLP: 5)	03/17/2014	
	Intro to Earned Value Management (DAU) (CLP: 1)	12/02/2013	
	Information Management Planning (NDU/IRMC)	08/20/2004	
	Results of Organizational Performance (NDU/IRMC)	01/07/2005	
	Building and IT Business Case (NDU/IRMC)	12/01/2008	
	Enterprise Information Security and Risk Management (NDU/IRMC)	04/03/2009	

	<b>Training Provided for Qualified Experience</b>	<b>Training Date/Timeframe</b>
	Fundamentals of System Planning, RD&E (DAU) (CLP: 35)	12/11/2013
	Lean Enterprise Concepts (DAU) (CLP: 3.5)	09/11/2013
	Continuous Process Improvement Familiarization (DAU) (CLP: 1.5)	08/28/2013
	Practical Software and Systems Measurement (DAU) (CLP:5)	08/27/2013
	Lean Six Sigma for Manufacturing (DAU) (CLP: 6)	08/14/2013
	Information Assurance (DAU) (CLP: 4)	08/13/2013
	Reliability and Maintainability (DAU) (CLP: 4)	08/12/2013
	Outcome-Based Performance Measures (DAU) (CLP: 3)	08/08/2013
	Enterprise Integration Overview (DAU) (CLP: 3.5)	08/07/2013
	Technical Reviews (DAU) (CLP: 3)	08/06/2013
FAC P/PM Competencies	<b>Project Name for Qualified Experience</b>	<b>Project Date/Timeframe</b>
<b>Test and Evaluation</b>	USDA Network Transition Manager	06/02/2011 – 06/29/2012
	USDA Network Acquisition Program Manager	03/02/2009 – 06/01/2011
	<b>Training Provided for Qualified Experience</b>	<b>Training Date/Timeframe</b>
	Foundations of Test and Evaluation (DAU) (CLP:18)	01/09/2014
	Modeling and Simulation for Test & Evaluation (DAU) (CLP: 3)	04/22/2014
	Critical Information Systems Technology (NDU/IRMC)	05/09/2008
FAC P/PM Competencies	<b>Project Name for Qualified Experience</b>	<b>Project Date/Timeframe</b>
<b>Life Cycle Management</b>	USDA Cellular Acquisition Program Manager	06/08/2011 – 12/11/2012
	USDA Network Transition Manager	06/02/2011 – 06/29/2012
	OCIO Managed Services Business Case	04/20/2011 – 09/29/2011
	Contract Officer Representative for USDA Network Other Services	07/30/2010 – 06/03/2013
	USDA Network Acquisition Program Manager	03/02/2009 – 06/01/2011
	<b>Training Provided for Qualified Experience</b>	<b>Training Date/Timeframe</b>
	Fundamentals of System Sustainment Management	04/17/2014
	Acquisition Logistics Fundamentals (DAU) (CLP:27)	11/22/2013
	Program Management Tools Course, Part 1, (DAU) (CLP: 20)	11/13/2013
	Reliability, Availability, & Maintainability (DAU) (CLP:22)	02/12/2014
	Performance Based Logistics, Part A (DAU) (CLP: 17)	03/19/2013
	Technology Refreshment Planning (DAU) (CLP: 3)	07/31/2013
	Designing for Supportability in DoD Systems (DAU) (CLP: 3)	09/24/2013
Joint Systems Integrated Support Strategies (DAU) (CLP: 3)	09/24/2013	
Performance Based Logistics Product Support (DAU) (CLP: 3)	04/22/2014	
FAC P/PM Competencies	<b>Project Name for Qualified Experience</b>	<b>Project Date/Timeframe</b>
<b>Contract Management</b>	Contract Officer Representative for USDA Data Services Contract	02/22/2012 – Present
	USDA Cellular Acquisition Program Manager	06/08/2011 – 12/11/2012
	USDA Network Transition Manager	06/02/2011 – 06/29/2012
	OCIO Managed Services Business Case	04/20/2011 – 09/29/2011
	USDA Program Manager to GSA FSSI Initiative	12/02/2010 - Present
	Contract Officer Representative for USDA Network Other Services	07/30/2010 – 06/03/2013
	USDA Network Acquisition Program Manager	03/02/2009 – 06/01/2011
	<b>Training Provided for Qualified Experience</b>	<b>Training Date/Timeframe</b>
	Sourcing Overview (DAU) (CLP: 5)	04/17/2013
	Contract Management (DUA) (CLP: 12)	03/14/2014
	Contract Execution (DAU) (CLP: 13)	03/26/2014
	Spend Analysis (DAU) (CLP: 4)	04/24/2013
	Shaping Smart Business Arrangements – Expert Edition (DAU) (CLP: 11.5)	04/25/2013
Contracting Overview (DAU) (CLP:8)	11/26/2012	
Introduction to Small Business (DAU) (CLP: 2)	02/21/2013	
HUBZone Empowerment Contracting Program – Certification and Eligibility	02/21/2013	
HUBZone Empowerment Contracting Program – Contractual Assistance (DAU) (CLP: 1)	07/30/2013	

	FAC 010 – Small Business Innovation Research/Small Business Technology Transfer	02/21/2013
	FAC 033 – Contract Management: Strategies for Mission Success (DAU) (CLP: 3)	02/12/2014
	FAC 030 – A-76 Post-Competition Accountability (DAU) (CLP: 1.5)	07/30/2013
	CLM 055 – Industry Proposals and Communication (DAU) (CLP: 3)	07/31/2013
	CLC 011 – Contracting for the Rest of Us (DAU) (CLP: 2)	04/26/2013
	CLC 044 – Market Research (DAU) (CLP: 3)	04/23/2013
	CLC 106 – COR with a Mission Focus (DAU) (CLP:8)	12/03/2012
	CLC 133 – Contract Payment Instructions (DUA) (CLP: 1)	12/03/2012
	CLC 222 – Contracting Officers Representative (COR) Tng (DAU) (CLP: 32)	12/03/2012
	CLM 031 – Improved Statement of Work (DAU) (CLP: 4)	11/26/2012
	CLC 003 – Sealed Bidding (DAU) (CLP: 2)	03/17/2014
	CLC 005 – Simplified Acquisition Procedures (DAU) (CLP: 2)	03/17/2014
	CLC 024 – Basic Math Tutorial (DAU) (CLP: 1)	02/18/2014
	CLC 013 – Services Acquisition (DAU) (CLP: 3)	01/21/2014
	CLI 001 – International Armaments Cooperation Part 1 (DAU) (CLP: 2)	04/21/2014
	CLI 002 – International Armaments Cooperation Part 2 (DAU) (CLP: 2)	04/21/2014
	CLI 003 – International Armaments Cooperation Part 3 (DAU) (CLP: 2)	04/21/2014
	ITA – Strategic Information Technology Acquisition (NDU/IRMC)	04/04/2008
<b>FAC P/PM Competencies</b>	<b>Project Name for Qualified Experience</b>	<b>Project Date/Timeframe</b>
<b>Business, Cost Estimating, &amp; Financial Management</b>	Contract Officer Representative for USDA Data Services Contract	02/22/2012 – Present
	USDA Cellular Acquisition Program Manager	06/08/2011 – 12/11/2012
	OCIO Managed Services Business Case	04/20/2011 – 09/29/2011
	Contract Officer Representative for USDA Network Other Services	07/30/2010 – 06/03/2013
	USDA Network Acquisition Program Manager	03/02/2009 – 06/01/2011
	<b>Training Provided for Qualified Experience</b>	<b>Training Date/Timeframe</b>
	CLM 013 – Work Breakdown Structure (DAU) (CLP: 6)	04/26/2013
	CLB 007 – Cost Analysis (DAU) (CLP: 4)	10/14/2010
	BCF 102 – Fundamentals of Earned Value Management (DAU) (CLP: 18)	08/20/2013
	CLB 016 – Earned Value Management (DAU) (CLP: 1)	11/15/2012
	BCF 103 – Fundamentals of Business Financial Mgmt (DAU) (CLP: 26)	10/23/2013
	BCF 107 – Applied Cost Analysis (DAU) (CLP: 30)	02/28/2014
	CLB 017 – Performance Measurement baseline (DAU) (CLP: 2)	08/05/2013
	CLB 023 – Software Cost Estimating (DAU) (CLP: 2)	08/01/2013
	MSN – Managing Information Security in a Networked Environment	10/01/2004
	ITP – Information Technology Project Management (NDU/IRMC)	12/14/2207
	<b>FAC P/PM Competencies</b>	<b>Project Name for Qualified Experience</b>
<b>Leadership / Professional</b>	Contract Officer Representative for USDA Data Services Contract	02/22/2012 – Present
	USDA Cellular Acquisition Program Manager	06/08/2011 – 12/11/2012
	USDA Network Transition Manager	06/02/2011 – 06/29/2012
	OCIO Managed Services Business Case	04/20/2011 – 09/29/2011
	USDA Program Manager to GSA FSSI Initiative	12/02/2010 - Present
	Contract Officer Representative for USDA Network Other Services	07/30/2010 – 06/03/2013
	USDA Network Acquisition Program Manager	03/02/2009 – 06/01/2011
	<b>Training Provided for Qualified Experience</b>	<b>Training Date/Timeframe</b>
	HBS 408 – Customer Focus (DAU) (CLP: 2)	03/26/2013
	HBS 433 – Presentation Skills (DAU) (CLP: 2)	12/21/2012
	HBS 437 – Strategic Thinking (DAU) (CLP: 2)	02/19/2013
	HBS 409 – Decision making (DAU) (CLP: 2)	01/29/2013
	HBS 421 – Innovation And Creativity (DAU) (CLP: 2)	02/19/2013
	HBS 432 – Persuading Others (DAU) (CLP: 2)	01/10/2013
	HBS 412 – Difficult Interactions (DAU) (CLP: 2)	12/11/2012
	IPT Management and Leadership (DAU) (CLP: 8)	09/12/2013
	Leadership for the Information Age (NDU/IRMC)	9/26/2003
The Changing World of the CIO (NDU/IRMC)	06/25/2004	
	Information Technology Program Leadership (NDU/IRMC)	10/31/2008
	Software Acquisition Leadership (NDU/IRMC)	02/06/2009

[Detailed narrative – for brevity, only a portion of sample experience shown below]

### **Project / Program Manager Experience**

**Title** *USDA Program Manager to GSA NS2020 Acquisition Initiative*

**Start Date:** 04/02/14      **Completion Date:** On-going

Partner with GSA in developing an integrated acquisition management plan that supports USDA's business, technical, and support strategies for an enhanced, robust and highly available, enterprise strategy ensuring USDA's security, architecture, and engineering requirements are included in NS2020.

- Manage the overall planning, execution, and timely delivery of USDA's multiple projects submitted to GSA for inclusion into the Network Services 2020 acquisition strategy. Interpret, evaluate, and/or implement IT approaches within the GSA working group that support USDA's OCIO enterprise vision. Formulate a comprehensive business case that includes data from variety of sources to build USDA's business case for inclusion into GSA's acquisition strategy.
- Identify all stakeholders, internal and external, formal and informal, to forge stakeholder relationships that support USDA's enterprise strategy. Accurately capture stakeholder(s) needs and expectations manage and maintain stakeholder support through effective consensus building. Set clear expectations for stakeholders and establish a mechanism for stakeholder input and feedback throughout the program life cycle. Generate buy-in to business and technical goals and approaches.
- Interpret and apply USDA policies throughout the IT acquisition strategy with GSA, identify and develop criteria and requirements that support USDA's pre- and post-award goals. Utilize performance evaluation methods, such as EVM, to strengthen USDA's objectives within NS2020.
- Manage budget, cost, and expense for short- and/or long-term funding for USDA's utilization of NS2020. Review and recommend approval of costs and/or expenses with GSA's NS2020.
- Manage the technical reviews and submissions (security, architecture, and engineering), to include system engineering, test & evaluations, and compliance by USDA for inclusion into GSA's NS2020.
- Engaged with GSA to build cross-talk regarding USDA IT acquisition desired outcomes to support agency missions

## **Project / Program Manager Experience**

**Title:** *Enterprise Network Services Capital Planning Manager*

**Start Date:** 02/03/2014 **Completion Date:** On-Going

Manage OCIO/ENS capital planning and investment “*Enterprise Telecommunications Shared Services*” (*ETSS*), technical and business lead, through active leadership in capital investment development, business case analysis, performance metrics oversight, and investment funding. Formulate comprehensive business case for investment capital expenditures, cost-estimating processes, methods, techniques, analytical principles, data, confidence bands, application of OMB and USDA directives, and management applications.

- Review and assess business case to ensure compliance with relevant guidelines, develop and implement strategy for assessing value within USDA’s mission objectives. Advocate earned value management (EVM) and other performance evaluation policies, methodologies, in strengthening the ETSS investment.
- Manage and interpreted the application of EVM, demonstrate the criticality of the ETSS investment during the department Integrated Baseline Reviews (IBR) process; demonstrate EVM indicators and results analysis.
- As investment manager, effectively integrate return on investment analysis, out-come-based performance metrics, and performance assessment ratings for the ETSS investment.