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“Change is inevitable - except from a vending machine.” -Robert C. Gallagher

Michael A. Peek, PE, CCE, CFM, OECM

No matter how well you plan your project, you will encounter change. Being prepared to handle change is critical. Does your project have a disciplined, effective, and comprehensive change control system?

An effective change control system allows you to maintain focus on overall project delivery and complete your project on time and within budget. Additionally, it ensures change is made only after the impacts have been carefully considered and the change is approved by a responsible party. Since change may result from a wide variety of causes, the system should be capable of handling both routine and emergency changes.

The project execution plan (PEP) should detail the change control framework and include the change control board charter for your project. It should also include a summary table of baseline change control thresholds and approval authority for the secretarial acquisition executive, program secretarial officer, acquisition executive, federal project director (FPD), contractor project manager, and others as applicable.

Just as important as the change control system is the commitment to address changes expeditiously and to understand their root cause. Changes are the most common cause of schedule disruption and cost growth, and decreases in engineering and construction productivity. Remember, the later in the project the change occurs, the greater the impact.

See DOE O 413.3B, Program and Project Management for the Acquisition of Capital Assets, DOE G 413.3-20, Change Control Management Guide, and DOE G 413.3-15, Project Execution Plans for additional details.

PMCDP Wants Your Feedback!

We are working to make the newsletter user-friendly and visually pleasing, and we need your help. Please take a moment to complete a two-question survey by following this link: <http://www.surveymonkey.com/s/STHGPPS>

PMCDP FY11 Accomplishments and FY12 Goals

Victoria Barth, MA ISD, OECM

Fiscal year 2011 (FY11) was a banner year for PMCDP. Curriculum improvements were implemented to facilitate FPD certification and development to include:

- Reviewed and revised the entire curriculum to reflect the new DOE Order 413.3B
- Launched *Capital Planning for DOE O 413.3B Capital Asset Projects*
- Involved FPDs to strengthen course content:
 - ◇ With the help of two Level IV FPDs (Mark Arenaz and Frank Crescenzo), added construction case studies to *Project Management Simulation* and *Program Management/Portfolio Analysis*
 - ◇ Improved *Advanced Risk Management* by adding best practices from the FPD of the Year, Chad Henderson
- Published the FY12 training schedule a full 30 days earlier than the previous year, allowing FPDs to get a jump start on planning

There is a saying that the only constant is change. You can look for these PMCDP changes in FY12:

- Offer our first online course in the PMCDP curriculum, *Contracting Officer Technical Representative (CLC222)*, through Defense Acquisition University
- Revise courses
 - ◇ *Project Leadership*
 - ◇ *Effective Program and Project Communication*
 - ◇ *Earned Value Management Systems*
 - ◇ *Advanced Concepts in Project Management*
 - ◇ *Scope Management and Baseline Development*

EVMS BREAKING NEWS

OECM has just posted the new EVMS Surveillance Standard Operating Procedure. In addition to outlining OECM's risk-based, data driven surveillance process, it provides acceptable approaches for contractor, site, and PMSO surveillance activities based on industry and government agencies best practices.

For more information, go to <http://energy.gov/management/office-management/operational-management/project-management/earned-value-management>

PMCDP Certification Requirements Changes for 2012

Linda Ott, MA Adult Ed, PMP, OECM

PMCDP, like any successful program, makes course corrections and changes based on feedback and data. Providing FPDs with training and development opportunities to foster the skills needed to manage highly-complex projects, and addressing project management gaps identified by the Department are top priorities for PMCDP. Practicing continuous improvement, PMCDP presented recommended certification requirement changes to the Certification Review Board (CRB) for discussion. The CRB approved the following changes that will be phased-in throughout FY12:

Level I

- PMCDP will offer its first online course, *Contracting Officer's Technical Representative*, through the Defense Acquisition University. Because PMCDP wants to encourage participants to experience online training, the classroom course will not be offered in FY12
- *Managing Contract Changes* will become a core course
- *Performance-based Management Contracting*, formerly a core course, will become an elective
- The Project Management Professional (PMP) credential will only waive *Project Management Essentials* and experience requirements

Level II

- No changes planned

Level III

- *Executive Communications*, formerly at Level IV, will become a core course
- *Strategic Planning*, formerly at Level IV, will become an elective
- Candidates will be responsible for demonstrating specific project management experience managing post CD-3 phase projects

Level IV

- *Advanced Leadership* will no longer be a required course; instead candidates will select a PMCDP course they have not taken within the last 3 years and a developmental course of their choosing
- Candidates must participate in at least one peer review and lead another
- Individually-tailored enrichment opportunities will be available based on 360 degree evaluations

Additional details on these new requirements will be made available in the coming months. For more information, please contact Linda Ott or Victoria Barth.

PMCDP Course Schedule

Start	End	Course	CEUs	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
October 2011							
10/18/11	10/20/11	Contract Administration for Technical Representatives	21*	Washington, DC	Level 1 Core	001028/0178	None
10/18/11	10/20/11	Earned Value Management Systems	21*	Morgantown, WV	Level 1 Core	001026/0076	None
10/19/11	10/21/11	Performance-Based Management Contracting	21*	Amarillo, TX	Level 1 Core	001951	Per Betty Warrior ³
10/24/11	10/28/11	Acquisition Management for Technical Personnel	32*	Grand Junction, CO	Level 1 Core	000145/0031	None
10/24/11	10/28/11	Cost & Schedule Estimation	35*	Albuquerque, NM	Level 2 Core	001044/0015	None
10/31/11	11/2/11	Performance-Based Management Contracting	21*	Livermore, CA	Level 1 Core	001951/0013	Per Betty Warrior ³
10/31/11	11/3/11	Federal Budgeting Process in DOE	28*	Albuquerque, NM	Level 2 Elective	001034/0022	None
November 2011							
11/1/11	11/3/11	Negotiation Strategies & Techniques	21	Los Alamos, NM	Level 3 Elective	001047	Per Betty Warrior ³
11/1/11	11/3/11	Performance-Based Management Contracting	21*	Amarillo, TX	Level 1 Core	001951/0014	Per Betty Warrior ³
11/15/11	11/17/11	Systems Engineering	21	New Orleans, LA	Level 3 Elective	001049/0009	None
11/15/11	11/17/11	Project Leadership/ Supervision	22.5*	Los Alamos, NM	Level 2 Core	001045/0027	Per Betty Warrior ³
11/30/11	12/1/11	Capital Planning for DOE O 413.3B Capital Asset Projects	14*	Los Alamos, NM	Level 1 Elective	002152/0003	None
December 2011							
12/5/11	12/8/11	Federal Budgeting Process in DOE	28*	Richland, WA	Level 2 Elective	001034/0015	None
12/6/11	12/8/11	Performance-Based Management Contracting	21*	Aiken, SC	Level 1 Core	001951/0010	None
12/12/11	12/14/11	Facilitating Conflict Resolution	21	Los Alamos, NM	Level 3 Elective	001558/0009	Per Betty Warrior ³
12/13/11	12/15/11	Contract Administration for Technical Representatives	21*	Washington, DC	Level 1 Core	000058/0177	None

Registration is restricted to the designated organization unless prior arrangements are made with the following individuals:

³Contact Betty Warrior, 505-245-2127, betty.warrior@hq.doe.gov

Note: Asterisked courses are PMI registered and carry the same number of PDUs as CEUs

Federal Project Director Corner

The Certification Review Board certified the following individuals:

Office of Environmental Management

- Jean M. Ridley, Aiken, SC – Level II
- Ellen M. Mattlin, Richland, WA – Level III
- William C. Lattin, Idaho Falls, ID – Level IV
- James D. Kopotic, Oak Ridge, TN – Level IV



Office of Energy Efficiency and Renewable Energy

- Roselle Drahushak-Crow, Golden, CO – Level II

National Nuclear Security Administration

- Kevin R. Hall, Aiken, SC – Level III

Question of the Month



Victoria Barth, MA ISD, OECM

Question: Will I be subject to the January 2012 certification requirements changes even though I have already started working on my application?

Answer: PMCDP will only hold candidates accountable for satisfying the new January 2012 requirements if the certification package is submitted to PMCDP after December 31, 2011. Your program must submit your package to PMCDP; this cannot be done by you. PMCDP advises that you work with your program point of contact (POC) as soon as possible to ensure your package is submitted by the deadline. A complete list of the POCs is available on the PMCDP website at:

http://energy.gov/sites/prod/files/PMCDP_PROGRAM_POINTS_OF_CONTACT_1.pdf

Packages submitted to PMCDP after December 31, 2011 will be subject to the new certification requirements.

Full PMCDP Course Schedule

For the full listing of FY2012 classes, visit the PMCDP website:
http://energy.gov/sites/prod/files/pmcdp_courses.pdf



Questions or Comments?

Please email general questions and comments to PMCDP.Administration@hq.doe.gov, or visit our website:
<http://energy.gov/management/office-management/operational-management/project-management-career-development-program>

For specific information, please contact one of the following individuals:

- Linda Ott, PMP, MA Adult Ed - PMCDP Team Lead, Linda.Ott@hq.doe.gov
- Victoria C. Barth, MA ISD - Course Schedule, Certification Review Board information, Certification and Equivalency Guidelines: Victoria.Barth@hq.doe.gov
- Peter J. O’Konski, P.E., CEM, PMP, LEED AP, CCE, CFM, Director, Office of Facilities Management and Professional Development: Peter.OKonski@hq.doe.gov