

CAP Corner: Improving Integration of Project Management and Financial Management

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As the Federal Project Director, you develop a reasonable funding profile for your project's performance baseline. However, it may be you do not get the anticipated funding. Such risk events should be on your risk registry with mitigation strategies to overcome the federal budget fiscal realities. This article discusses some mitigation strategies.

The Department's Root Cause Analysis of Contract and Project Management and its Corrective Action Plan identified the need to improve the alignment and integration of project and financial management. The Department's full

funding policy significantly addresses the identified risk for small projects. For larger projects, other measures are needed to help ensure project success by providing steady and predictable funding.

The following are some risk mitigation strategies to help reduce the potential funding turbulence:

- plan for at least six months under a continuing resolution each fiscal year when establishing your project's performance baseline,
- consider "new start" of construction no earlier than April for construction projects,
- integrate your project's funding profile with the expenditure profile in a manner that ensures

availability of funds will outpace the project's expenditures, and

- reduce your project duration by establishing schedules driven by best management practices, not by extended funding profiles.

In addition, you should work with your program office to ensure that your project's funding profile is affordable and executable for its duration within your program office's active project portfolio. These measures in aligning and integrating project and financial management will add stability to your project's execution thereby reducing risks introduced by incremental funding and ensuring your project is a success.

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Federal Project Director (FPD) Corner

October 9, 2009 CRB Meeting Recap:

The Certification Review Board (CRB) met on October 9, 2009, but was unable to conduct certification actions due to the lack of a quorum.

The Board decided, however, that a “virtual vote” would be conducted in the days following the meeting for three candidates whose certification packages were unanimously approved prior to the October meeting.

The following three candidates were certified as a result of the October 14, 2009, virtual vote:

- Melda. J. Rafferty, Portsmouth Paducah (EM) Level 1
- Shawn A. Hill, Idaho (EM) Level 1
- James O. Low, Yucca Mountain Project (OCRWM) Level 1

The Board further decided that effective January 2010, the CRB will convene meet-

ings on a bimonthly schedule and conduct “virtual votes” during the months in between formal Board meetings – ad hoc CRB meetings will be established as needed.

The following is the Board’s meeting schedule for calendar year 2010:

- 1/15/2010
- 3/12/2010
- 5/21/2010
- 7/30/2010
- 9/24/2010
- 11/19/2010

PMCDP Curriculum and Competency Requirements Revisited:

As noted during prior CRB meetings and in past PMCDP newsletters, there are several new curriculum and competency requirements that will become effective January 1, 2010. The March 2009 Certification and

Equivalency Guidelines (CEG) document currently in circulation details these respective changes. An updated version of the CEG will be made available in the coming weeks.

As a reminder, in order for any certification packages to be considered under the current PMCDP requirements, Programs must submit their packages to OECM no later than December 31, 2009. Packages received after December 31, 2009, will be held to the new standards.

For more information about the upcoming CEG changes, please contact your respective Program’s PMCDP point of contact, or visit one of the different links to the PMCDP web site listed below.

PMCDP Home page:

http://management.energy.gov/pm_certification.htm

March 2009 CEG (and future location of the January 1, 2010 CEG):

<http://management.energy.gov/1576.htm>

CRB Policy Flash 2009-05 which details the FY 2010 PMCDP curriculum changes:

<http://management.energy.gov/1675.htm>

Upcoming PMCDP Courses

Start	End	Course	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
December 2009						
12/1/09	12/3/09	Performance-Based Management Contracting	Grand Junction, CO	Level 1 Core Course	000672/0001	None
12/7/09	12/10/09	Planning for Safety in Project Management	Washington, DC	Level 1 Core Course	001035/0040	None
January 2010						
1/5/10	2/18/10	Project Management Systems and Practices in DOE	Idaho Falls, ID	Level 1 Core Course	001024/0033	None
2/9-11/10						
1/11/10	1/14/10	Planning for Safety in Project Management	Albuquerque, NM	Level 1 Core Course	001035/0041	None
1/11/10	1/14/10	Planning for Safety in Project Management	Idaho Falls, ID	Level 1 Core Course	001035/0043	None
1/12/10	1/14/10	Performance-Based Management Contracting	Morgantown, WV (NETL)	Level 1 Core Course	001951	None
1/12/10	1/14/10	Acquisition Strategy and Planning	Oak Ridge, TN	Level 1 Core Course	001027/0036	None
1/19/10	1/21/10	Project Execution and Operational Readiness Review	Richland, WA (Hammer)	Level 3 Elective	001039	None
1/25/10	1/29/10	Cost and Schedule Estimation	Aiken, SC (Savannah River)	Level 2 Elective	001044/0007	None
1/26/10	1/28/10	Contract Administration for Technical Representatives	Grand Junction, CO	Level 1 Core Course	001028	None
1/26/10	1/28/10	Systems Engineering	Oak Ridge, TN	Level 3 Elective	001049/0007	None
1/27/10	3/13/10	Project Management Essentials	Pittsburgh, PA (NETL)	Level 1 Core Course	001022	NETL Sponsored ¹
2/23-25/10						
February 2010						
2/9/10	2/12/10	Planning for Safety in Project Management	Richland, WA (Hammer)	Level 1 Core Course	001035	None
2/23/10	2/25/10	Executive Communications	Albuquerque, NM	Level 4 Core Course	001031/0021	None
2/23/10	2/25/10	Strategic Planning	Washington, DC	Level 4 Core Course	001043/0006	None
2/23/10	2/25/10	Value Management	Cincinnati, OH	Level 2 Elective	001037/0009	None
March 2010						
3/2/10	3/4/10	Scope Management/Baseline Development	Aiken, SC (Savannah River)	Level 2 Elective	001036/0011	None
3/9/10	3/11/10	Earned Value Management Systems	Oak Ridge, TN	Level 1 Core Course	001026/0066	None
3/9/10	3/11/10	Contract Administration for Technical Representatives	Las Vegas, NV (NVSO)	Level 1 Core Course	001028/0006	None
3/9/10	3/11/10	CPIC: OMB Circular A-11 and the Exhibit 300	Washington, DC	Level 1 Elective	001915/0001	None
3/9/10	3/11/10	Real Property Asset Management	Lakewood, CO (WAPA)	Level 2 Elective	001183/0015	None
3/9/10	3/12/10	Project Risk Analysis and Management	Richland, WA (Hammer)	Level 2 Core Course	001033	None
3/16/10	3/19/10	Federal Budgeting Process in DOE	Argonne, IL (Chicago Site Office)	Level 2 Elective	001034/0007	None
3/22/10	3/26/10	Project Management Simulation	Las Vegas, NV (NVSO)	Level 2 Core Course	001029/0022	None
3/22/10	3/24/10	Contract Administration for Technical Representatives	Washington, DC	Level 1 Core Course	000058/0153	None

¹Contact Camile Sholock, 412-386-5028, sholock@netl.doe.gov

Question of the Month

Question:

I am currently in the process of applying for a Level 3 certification and I have a scheduled interview with the Certification Review Board (CRB) in the coming days. Is there any information I can reference to better prepare myself and what to expect during the interview?

Answer:

Yes. The CRB Interview Guidance document provides specific details on the interview format, and includes suggestions for how to best prepare yourself for the questions the Board will ask you. To access the document, please click on the "CRB Interview Guidance document" link on the "Certification Process" page of the PMCDP website, <http://management.energy.gov/1582.htm>.

Questions or Comments?

General questions and comments about the newsletter should be directed to:
PMCDP.Administration@hq.doe.gov. Or visit our website at
http://management.energy.gov/pm_certification.htm

For further information about the OECM PMCDP or Program Management Career Development Curriculum contact:

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