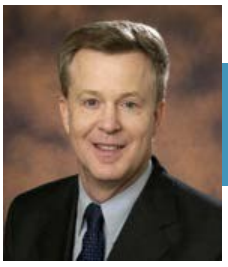
DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

JULY 2020

IN THIS ISSUE:



Director's Corner

While the majority of our sites are in the process of phased reopening, the full impact of the coronavirus pandemic on many of our projects has yet to be determined. However, it is clear that as our projects resume construction operations, cost and schedule targets which we once considered achievable may need to be changed. In light of this, it is increasingly important that federal project directors (FPD) and contractor project managers (PM) provide their performance baseline (PB) estimate at completion (EAC) and performance measurement baseline (PMB) EAC, respectively, based on their professional judgement each month (page 7). Insight into whether a project's cost and schedule targets can be met within the authorized budget is critical for informed decision making.

Other articles this month take a look at: 1) the cost estimate reconciliation process, the goal of which is to identify, assess, and understand the differences between estimates (page 2); 2) lessons learned from a recent earned value management system (EVMS) review at Portsmouth, including the need for senior management endorsement and active participation in the process (page 3); and, 3) providing insight into reporting historical capital expenditures in accordance with the Federal Property Management Reform Act of 2016 (page 6).

In terms of "breaking news", 17 EVMS snippets have been updated and are now available on-line. I draw your attention to the crowd favorite snippets on management reserve (MR), contingency, budgets and funds, as these topics typically generate significant discussion during execution and project reviews (page 5). And don't forget, all snippets can be used to earn continuous learning credits to maintain your FPD certification. Find all the snippets at https://community.max.gov/display/DOEExternal/PM+EVM+Training#PMEVMTraining-EVMSVideoTutorials(EVMSSnippets)

Finally, the PMCDP will be offering all FY2021 training classes virtually as we adjust to a new post pandemic work environment. Course delivery methods include webinar, desktop delivery, and on-line/on demand (page 9).

Stay safe, healthy, and keep charging!

Paul Bosco

The Reconciliation Process

Dave Chisenhall, Office of Project Analysis (PM-20)

While the term "reconciliation" does not appear in Department of Energy Order 413.3B Change 5, *Program and Project Management Acquisition of Capital Assets*, the reconciliation process is an important function during the development of an independent cost estimate (ICE) which supports the Office of Project Management's (PM) performance baseline (PB) validation role. Section 310 of Public Law 112-74, signed on December 23, 2011, and restated in each subsequent Appropriations Act, specifically requires that an ICE be prepared prior to critical decision (CD)-2, *Approve Performance Baseline*, and CD-3, *Approve Start of Construction/Execution*, for projects with a total project cost (TPC) over $100 million.

From PM's ICE-ICR standard operating procedures (SOPs), when PM develops an estimate, the ICE team uses the same work breakdown structure (WBS) as the project team's estimate. This makes direct comparison of the two estimates much simpler. Similarly, the ICE team typically utilizes the same schedule logic as the project team. Again, this makes subsequent comparison and reconciliation easier. The ICE team remains independent by developing its own resource and duration estimates for all work activities and also performs its own risk analysis. The ICE team may only access project team cost data in support of the reconciliation process, which is after the ICE team leader declares the ICE development process completed, or what PM refers to as "pencils down." The estimate is then transmitted to the project team and other stakeholders for factual accuracy review and subsequent reconciliation.

The reconciliation process is used to evaluate any substantial differences between an ICE and a project team's cost estimate. Reconciliation improves the understanding of the cost estimates and their differences. While PM focuses on the TPC, any significant difference in WBS sub-elements is addressed. While DOE does not have a standard definition for what constitutes a substantial cost difference, as a rule of thumb, PM will scrutinize elements where the ICE differs from the project team's cost estimate by more than 10 percent. Costs, including material price, labor rates and availability, equipment needed, logistics encountered, and any other items that may impact the cost, will be reviewed.

After reconciling raw costs, markups including general conditions/requirements, overhead, profit, design contingencies, escalation, and construction contingencies are examined. Reconciliation should include direct discussions between the ICE team estimators and the project team estimators to better understand and clarify what assumptions each estimating team incorporated into its estimate. The process should focus on possible differences due to:

- **Program definition and scope (including WBS definitions)**
- **Estimating ground rules and assumptions**
- **Consistency of the estimating methods relative to the program definition and scope**
- **Limitations of estimating methods**
- **Inputs for estimating methods**
- **Interpretation of the sources and impacts of risk**

Estimates should be adjusted, as appropriate, to correct any errors or improper interpretations of project requirements. Any remaining differences should be identified and explained, but neither estimate should be changed. Reconciliation is not a negotiation with the goal of achieving a singularly agreed upon value. The fact that two estimates differ does not lend credence that one is more credible than another. The goal of reconciliation is to identify, assess, and understand the differences, and to communicate them (documented in the ICE report) so that the appropriate stakeholders and ultimately the Project Management Executive (PME) can make an informed decision and commitment of budgetary and human resources.

Separate from an ICE, an independent cost review (ICR) is an independent evaluation of a project team's cost estimate that examines the reasonableness of the estimate quality, assumptions, and risks.

Continued on Page 3.

The ICR team completes sufficient analysis to assess the reasonableness of the project assumptions supporting the cost and schedule estimates, ascertains the validity of those assumptions, assesses the rationale for the methodology used, and checks the completeness of the estimate, including appropriate allowances for risks and uncertainties. Differing from an ICE, an ICR does not conduct a reconciliation as the ICR is used as a reasonableness gauge for the estimate while the ICE incorporates more of a bottom-up approach to support baseline validation. To ensure rigor, the project team, Program Office, and other stakeholders are provided an opportunity to correct any factual errors or misrepresentations in the ICR.

Reconciliations can help ensure that differences between the two estimates are appropriate and reasonably expected. The benefits to the project are numerous. The scope of the project is reviewed in depth to confirm that the project team's estimate is complete and that any items that may be difficult to quantify are discussed and thoroughly vetted. In addition, quantities and unit prices from both estimates are compared and confirmed. Ultimately, the PME is provided quality cost estimate data for making an informed decision.

Root Cause Determination and Corrective Action Development

Maris Lenss, Office of Project Controls (PM-30) coordinated with Fluor B&WXT Portsmouth team members Joe Venditti, Ginger Kuhn, Bruce Rooths, and Buddy Everage

The Fluor-BWXT Portsmouth LLC (FBP) Team learned valuable lessons in root cause determination and corrective action development on our journey to Earned Value Management System (EVMS) certification. Immediately upon receiving the corrective action requests (CARs) and discrepancy reports (DRs) from the Office of Project Management, Office of Project Controls (PM-30), based on their EVMS certification review of the Portsmouth Gaseous Diffusion Plant (PORTS) decontamination and decommissioning (D&D) project, the team that included members from senior management, the On-Site Waste Disposal Facility (OSWDF) capital asset project team, and project controls held kick-off meeting.

"Several key factors contributing to our success included teamwork, understanding the issues behind each finding, the value of leadership focus, the benefit of Six Sigma Root Cause Subject Matter Expert (SME) guidance, and the importance of an independent audit," said Joe Venditti, Project Controls Manager.

The first step in the process was to develop Ishikawa fishbone diagrams to ensure determination of root causes for all issues. Participants were limited to those with insight into the project and issues.

Fishbone diagrams were utilized to identify the cause as due to one of four major dimensions (i.e., people, process, material, or performance), by asking through each step:

Why? Where? When? Who? What? and How? Following the preparation of fishbone diagrams, root cause analysis transitioned to using a 5-Whys (https://en.wikipedia.org/wiki/Five_whys) root cause determination technique. This produced satisfactory results when addressing the implementation and/or process problems discovered in each finding.

"A team member was assigned as the single point of contact responsible for determination of the root cause of the issues documented in each of the CARs and DRs. Another team member was appointed to lead the Root Cause Analysis process to ensure configuration control and accountability throughout the process. This leader facilitated the process and reported status of the team's progress regularly to Senior Management," said Joe Venditti, Project Controls Manager.

The team included EVMS and DOE Order 413.3B expertise from an external source, along with Six Sigma subject matter experts (SMEs), who were external to the project and provided guidance and verification of the root causes and corrective actions. Adding independent objective SMEs with Six Sigma qualifications lent credibility to the root cause analysis process the EVMS team undertook.

Once this process was complete, the determination and documentation of corrective actions began. Important to the FBP Team's success was clear documentation and communication of corrective actions and the supporting data to demonstrate the implementation of the corrective action. *Continued on Page 4.*

Important to the FBP Team's success was clear documentation and communication of corrective actions and the supporting data to demonstrate the implementation of the corrective action. To this end, a single template was developed which included:

1. **the CAR/DR identification (ID) number; the type of CAR/DR;**
2. **the referenced guideline;**
3. **the subject of the CAR/DR;**
4. **the text statement taken directly from the finding;**
5. **the impact of the finding;**
6. **a narrative description of the root cause analysis as developed through the fishbone diagram;**
7. **any contributing factors;**
8. **the corrective action approach to be taken (e.g., revise system description, procedures, and/or processes);**
9. **the schedule for development, implementation, completion and close-out of the corrective actions;**
10. **supporting data; and,**
11. **finally, the proposed exit criteria.**

The active participation of those members responsible for performing the corrective actions was enlisted to ensure that the actions were understood, effective in resolving the issues, and completed in a reasonable timeframe.

Perhaps the most critical factor in FBP's success was engaging strong senior management endorsement and active participation in the process while holding the designated leaders for each CAR accountable. Senior management's strong support ensured the serious participation of all team members and enabled dedication of the necessary resources and budget. In addition, all team members learned from their leadership, experience, and expertise. At a minimum, senior management was briefed weekly on the progress and status of each action.

By including EVMS and DOE O 413.3 expertise from an external source, we gained a deeper understanding of the intent behind the findings, the requirements for completion and closure of the findings, and the identification of gaps in the corrective action management plans (CAMPs). One final step in the CAMP development process was the use of an Internal audit team to independently review each CAMP for verification and validation of each corrective action. Their audit comprised reviewing each CAMP to ensure every finding, whether process or implementation, had a root cause and that each cause had a corrective action and appropriate closure documentation.

"By adding Six Sigma SMEs external to the project, we gained an unbiased, process-driven exploration of the root causes. In fully utilizing Six Sigma processes to identify root causes, we ensured agreement on the problem and effect, avoided reaching incorrect and premature decisions, and were able to identify if the root cause was due to an existing process problem or was a one-time error. Most importantly, we were able to determine the true root cause thereby ensuring the error did not reoccur," said Joe Venditti, Project Controls Manager

In conclusion, the FBP Team shares the following points that were key to developing corrective actions, inclusive of training, for resolving the EVMS Certification Review CARs and DRs:

- **Root cause analysis requires teamwork and leadership focus, and is greatly benefited by Six Sigma root cause SME guidance;**
- **An independent audit helps ensure that issues are clearly understood, root causes identified, corrective actions implemented, and closure adequately documented; and**
- **As the first step in establishing a self-governance program, monthly monitoring through new and improved schedule and project health metrics ensures new procedures or processes are being followed to help identify new issues and mitigate repeat findings of the previously corrected issues.**

Congratulations to our newly certified FPD!

Level III

Darryl Creasy (NNSA)

EVMS Snippets Updated!

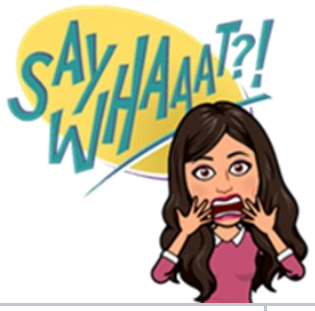
Call it EVMS Snippets the sequel! Here is the link to 17 updated/new EVMS snippets.

https://community.max.gov/display/DOEExternal/PM+EVM+Training#PMEVMTraining-EVMSVideoTutorials(EVMSSnippets)

With alternate access at: https://www.energy.gov/projectmanagement/evms-training-snippets)

The sequel includes three snippets on Management Reserve (MR)/Contingency/Budgets/Funds. Two snippets cover the topic of Over Target Baseline (OTB)/Over Target Schedule (OTS). We invite you to check out the Updated Snippets and look forward to your feedback. Do you have a favorite snippet? Have the snippets improved your understanding of EVMS? Did they help you improve your approach to integrated project management?

As an added bonus, you may even see a familiar face along the way…



And don't forget, FPDs can claim Continuous Learning Points (CLPs) for viewing the snippets; reviewing one hour of snippets equates to one CLP. To receive credit, submit a CLP Request under the ESS PMCDP menu. All others may send an email (indicating the Snippets viewed) through their respective supervisor to sigmond.ceaser@hq.doe.gov to receive a certificate with the appropriate CLPs awarded.

Order	EVM Topic	EVM Tutorial Video	Length
1-1	Overarching	DOE O 413.3 EVM Requirements	20:51
1-2	Overarching	DOE EVMS Compliance Approach	17:56
1-3	Overarching	DOE EVMS Certification	23:43
1-4	Overarching	Self-Governance	9:08
1-5A	Overarching	Why Implement an Over Target Baseline (OTB) / Over Target Schedule (OTS)	14:54
1-5B	Overarching	How to Implement an Over Target Baseline (OTB) / Over Target Schedule (OTS)	18:21
1-12	Overarching	EVMS Procedural Processes and Flow (Description, Storyboard, and Cross Reference Compliance Matrix)	10:00
3-1	Planning, Scheduling & Budgeting	Budget vs Funds and the Performance Measurement Baseline (PMB)	11:36
3-2	Planning, Scheduling & Budgeting	Earned Value Techniques and Quantifiable Backup Data	15:04
3-3	Planning, Scheduling & Budgeting	Top Down Event Driven Integrated Master Plan	12:24
3-9	Planning, Scheduling & Budgeting	Schedule Risk Assessment (SRA)	12:59
3-10	Planning, Scheduling & Budgeting	Undistributed Budget	14:32
5-1	Analysis & Mgmt Reports	Periodic and Comprehensive Estimate at Completion (EAC)	10:36
6-1	Revisions	Baseline Freeze Period	10:07
6-2	Revisions	Authorized Unpriced Work	18:50
6-3A	Revisions	Concepts of Management Reserve (MR) vs Contingency	15:58
6-3B	Revisions	Management Reserve (MR) vs Contingency Scenarios	21:42

What Buildings and Structures Cost

Ivan Graff, Director, Office of Policy and Program Support (PM-50)

Your project just achieved critical decision (CD)-4, *Approve Start of Operations or Project Completion*. After you celebrate, the project closeout process begins. According to DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets* ("the Order"), "project closeout provides a determination of the overall closure status of the project, contracts, regulatory drivers, and fiscal condition." In addition to Order requirements to report final cost details, to include claims and claims settlement strategy where appropriate, projects need to report not just total project costs (TPCs) but certain component costs as well.

The Federal Property Management Reform Act of 2016[1] made the collection and retention of a lengthy list of real property asset attribute data mandatory for federal agencies including the total cost of capital expenditures for each individual real property asset acquired. Real property assets include buildings and structures such as roads, bridges, and site utilities among other examples. This act gave the Federal Real Property Council, a function of the Office of Management and Budget (OMB), the authority to issue data collection and retention guidance.

A companion bill, the Federal Assets Sale and Transfer Act of 2016[2] told federal agencies where to submit this data by codifying in statute the Federal Real Property Profile (FRPP), previously authorized by a 2006 executive order, a database managed by the General Services Administration (GSA). GSA, not OMB, issues annual reporting guidance. In recent years that guidance has requested the most recent five years of capital expenditures for each real property asset included in each agency's inventory, not the total cost that appeared in the legislation[3]. This can pose some calculation challenges at project closeout.

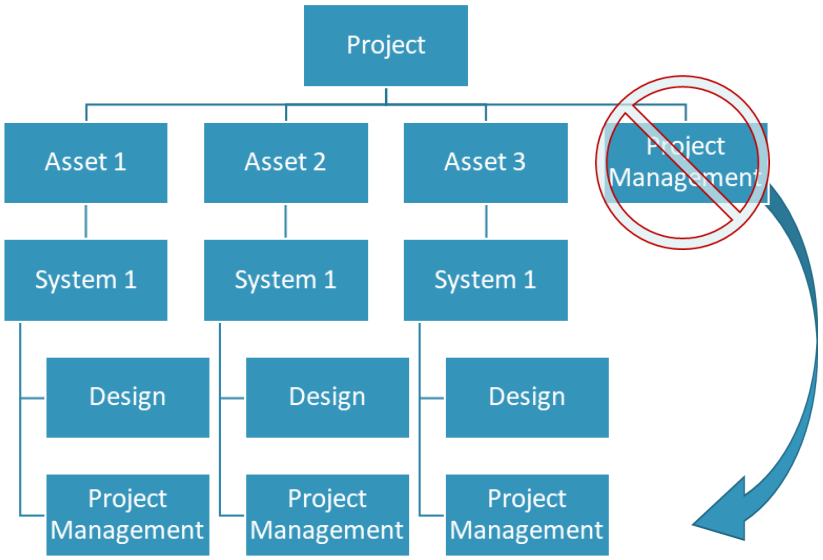
Start with a simple example. Your project constructed exactly one real property asset, a building. The project from CD-0 to CD-4 spanned four years. During project closeout, to satisfy the FRPP data requirement, you would report to your site's Facilities Information Management System (FIMS) coordinator[4] the total project cost.

Start with a simple example. Your project constructed exactly one real property asset, a building. The project from CD-0 to CD-4 spanned four years. During project closeout, to satisfy the FRPP data requirement, you would report to your site's Facilities Information Management System (FIMS) coordinator[4] the total project cost.

Now consider a project that acquired a main building, three different ancillary buildings, a parking lot, an access road, and upgraded site utilities. The project needed seven years to progress through the CDs. During project closeout you would report to your site's FIMS coordinator a portion of the total project cost incurred over just the last five fiscal years for each of the seven or more real property asset records DOE will report to the FRPP for the first time. Will your financial or project controls system facilitate this calculation?

Projects can avoid this unpleasant situation by composing the second level of their work breakdown structures (WBS) exclusively with the capital assets the project intends to acquire or improve. This paradigm shift would subordinate project management, typically included as a second level WBS element in projects, below each and every capital asset as a third tier or lower WBS element. The paradigm shift would produce a purely product-oriented WBS (The Project Management Institute classifies project documents as deliverables and not as products[5]). As projects accrue costs against their WBS, projects can accurately track how much each capital asset has cost during a specific performance period or cumulatively. This approach makes accurate reporting to GSA and OMB possible.

Figure 1. Partial WBS Facilitating Accurate Reporting to OMB



[1] Codified in 40 USC §524(a)(11)(B)(vi) & (xi).
[2] Codified in 40 USC §1303 Note
[3] FRPP Data Element Dictionary (2019), Data Element 16, https://go.usa.gov/xvwYe.
[4] FIMS coordinator listing, https://doefims.com/fimsinfo/Documents/fims_poc.pdf.
[5] Project Management Institute. Practice Standard for Work Breakdown Structures, 3rd Edition (2019).

Estimate at Completion (EAC) - Reported Values

Dave Kester & Matthew (Zac) West, Office of Project Controls (PM-30)

The DOE Office of Project Management (PM) will implement a change in the July monthly DOE Project Portfolio Status Report (MSR) concerning the reporting of the contractor project manager's estimate at completion (EAC). The MSR is generated by the Project Assessment and Reporting System (PARS), and the change is specific to the red/yellow projects section of the MSR (commonly referred to as the Red/Yellow Report) shown in Figure 1.

Starting in July, the red/yellow report will reflect the Contractor Project Manager's most likely EAC dollar value ❶ in addition to the summarized dollar values for each control account's actual cost of work performed (ACWP) and estimate to complete (ETC) plus the dollar value of reported project-level undistributed budget (UB) ❷ (oftentimes referred to as the control account manager (CAM) CAM EAC). In prior periods, only the CAM EAC was reported in the red/yellow report.

Figure 1. Red/Yellow Report Legend

Report Date:
Project: PARS ID - Project Name

Legend for Red and Yellow Projects

U.S. DEPARTMENT OF ENERGY

"Green" if no prior BCPs, "Red" if one or more	CE/PME	Name		% Complete		TPC ($M)	CD-4 Date
Project Name, Location	Project Owner	Name			Original	Approved at CD-2	
	FPD	Name	Level X (Note 2)	Calculated (Note 4)	Current	CD-2 or latest approved BCP	
	Contractor	Name	EVMS Certified/Not Certified (Note 3)		PM Forecast	PM Reported	
# months Red or Yellow / # times Yellow	PM Analyst	Name			Last Peer Review	PM Reported (Note 5)	

Project Description	Program: XX	PARS ID: xxxxx
The purpose of this project is to ...		

Critical Decisions (CDs)					
	CD-0	CD-1	CD-2	CD-3	Last BCP
Approved TPC ($M) / CD-4	TPC and CD-4 ranges are the "low" and "high" values approved at CD-0 and CD-1		Original approved TPC and CD-4	TPC and CD-4 when CD-3 was approved	Current TPC and CD-4 (if applicable)

DOE Performance Baseline Changes	
Approved TPC ($M) / CD-4 / Scope	Identifies the five most recent approved BCPs (as applicable): • Date each approved • Approved TPC • Approved CD-4 Date • Change in scope: 'Increase', 'Decrease', 'No change'

	Approved Budget ($M)	Remaining Budget ($M)	Estimate at Completion ($M)	Comments
Performance Baseline (TPC)	Note 1		FPD Reported Note 6	
DOE Contingency ($M / % Rem.)	Note 1	FPD Reported		
DOE Other Direct Costs (ODC)	Note 1	FPD Reported		
Profit / Fee	Note 1	FPD Reported	❶	❷
Performance Measurement Baseline	Note 1	Current PMB Contractor Reported	Proj Mgr ML EAC Note 6 Contractor Project Manager Most Likely EAC	PMB EAC EAC Based on Contractor Reported Actual Costs+ETC+UB
Management Reserve (MR)	Note 1	Remaining MR Contractor Reported		
		Planned Value	Earned Value	Actual Cost
Cumulative Earned Value (EV) Data		Contractor Reported	Contractor Reported	Contractor Reported

PM Assessment & Additional Comments		
Scope	Green	PM's R/Y/G color assessment and assessment narrative for scope
Schedule	Yellow	PM's R/Y/G color assessment and assessment narrative for schedule
Cost	Red	PM's R/Y/G color assessment and assessment narrative for cost
Additional information provided by PM in support of it's current assessment.		

Critical Decisions	
CD-0	Approve Mission Need
CD-1	Alternative Selection and Cost Range
CD-2	Approve Performance Baseline
CD-3	Approve Start of Construction/Execution
CD-4	Approve Start of Operations or Project Completion

Selected Acronyms	
BCP	Baseline Change Proposal
CE	Chief Executive for Project Management
CPP	Contractor Project Performance
OA	Oversight and Assessments
ODC	Other Direct Costs
PB	Performance Baseline
PM	Office of Project Mgt. Oversight and Assessments
PMB	Performance Measurement Baseline
PME	Project Management Exectuive
TPC	Total Project Cost

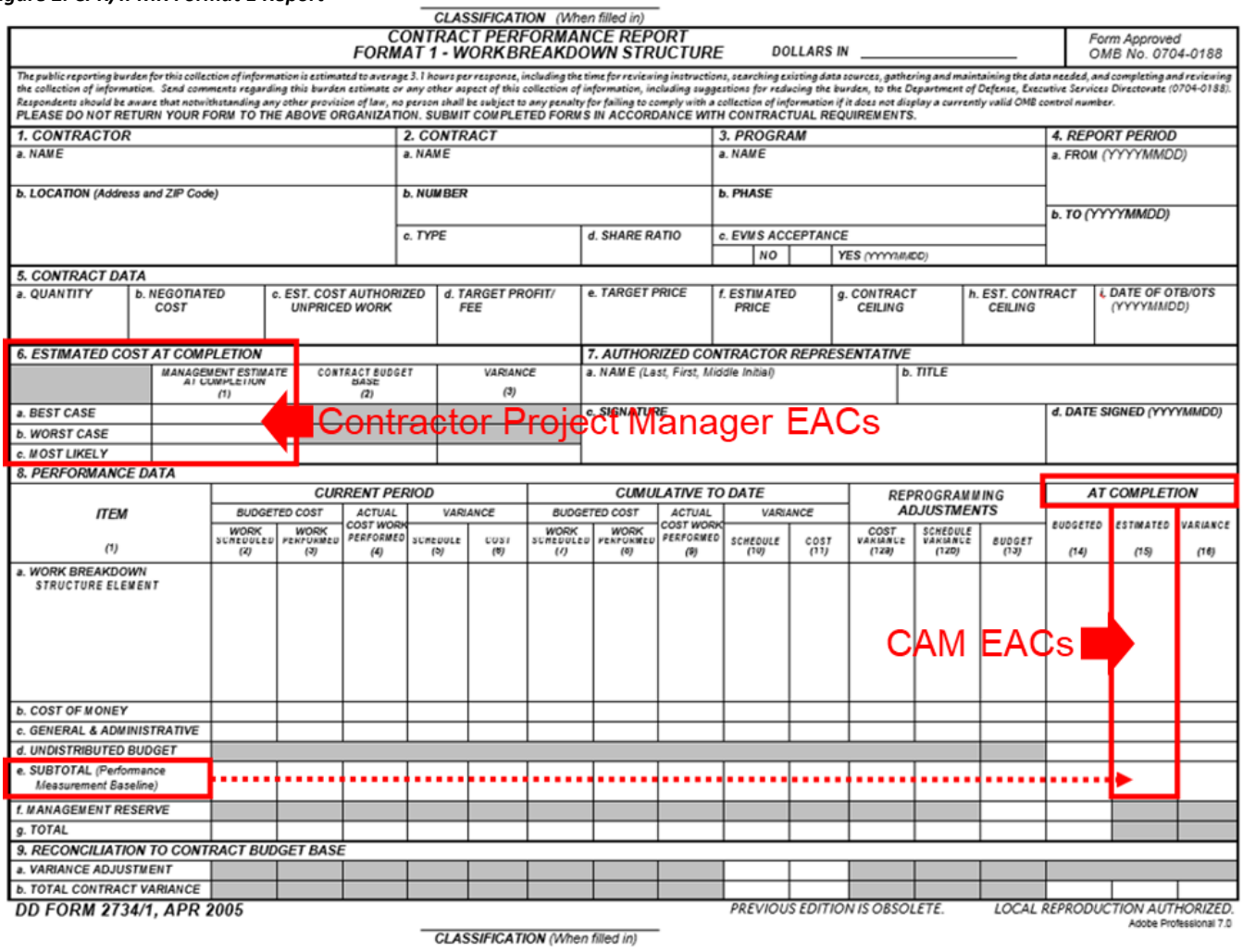
Earned Value Management Terms	
Planned Value (BCWS)	Budgeted Cost for Work Scheduled cumulative
Earned Value (BCWP)	Budgeted Cost for Work Performed cumulative
Actual Cost (ACWP)	Actual Cost of Work Performed cumulative
EAC	Estimate at Completion
BAC	Budget at Completion
ETC	Estimate to Complete
CAM	Control Account Manager

Note 1: Amount approved at CD-2 (original PB) or latest approved BCP (current PB)
Note 2: FPD's certification highlighted red if not certified at appropriate level
Note 3: Status of contractor's EVMS certification highlighted red if project is post CD-3, TPC is > $100M, and system is not certified; or highlighted with a yellow background if under review
Note 4: Earned Value / Current PMB * 100
Note 5: Highlighted red if date is over 1 year ago, TPC > $100M, and project is Post CD-1
Note 6: The FPD and Contractor Project Manager's Most Likely EAC are based on their current project assessments. The two contractor EACs normally vary with an explanation in IPMR Format 5.

In accordance with best practices, the expectation is that contractors report four cost to complete estimates for the full scope of work represented by the time-phased performance measurement baseline (PMB) from their earned value management system (EVMS) or as agreed to when using alternative project controls, via monthly PARS uploads: 1) most likely EAC, 2) worst case EAC, 3) best case EAC; and 4) CAM EAC. These are reported on format 1 (Figure 2, next page) of the cost performance report (CPR) or integrated program management report (IPMR) in blocks 6 and 8.e.(column 15).

Continued on Page 8.

Figure 2. CPR/IPMR Format 1 Report



CLASSIFICATION (When filled in)

CONTRACT PERFORMANCE REPORT
FORMAT 1 - WORK BREAKDOWN STRUCTURE — DOLLARS IN _____ — Form Approved OMB No. 0704-0188

The public reporting burden for this collection of information is estimated to average 3.1 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Services Directorate (0704-0188). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.
PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ORGANIZATION. SUBMIT COMPLETED FORMS IN ACCORDANCE WITH CONTRACTUAL REQUIREMENTS.

1. CONTRACTOR	2. CONTRACT		3. PROGRAM	4. REPORT PERIOD
a. NAME	a. NAME		a. NAME	a. FROM (YYYYMMDD)
b. LOCATION (Address and ZIP Code)	b. NUMBER		b. PHASE	b. TO (YYYYMMDD)
	c. TYPE	d. SHARE RATIO	c. EVMS ACCEPTANCE: NO / YES (YYYYMMDD)	

5. CONTRACT DATA

a. QUANTITY	b. NEGOTIATED COST	c. EST. COST AUTHORIZED UNPRICED WORK	d. TARGET PROFIT/ FEE	e. TARGET PRICE	f. ESTIMATED PRICE	g. CONTRACT CEILING	h. EST. CONTRACT CEILING	i. DATE OF OTB/OTS (YYYYMMDD)

6. ESTIMATED COST AT COMPLETION	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)
a. BEST CASE			
b. WORST CASE			
c. MOST LIKELY			

Contractor Project Manager EACs

7. AUTHORIZED CONTRACTOR REPRESENTATIVE		
a. NAME (Last, First, Middle Initial)	b. TITLE	
c. SIGNATURE		d. DATE SIGNED (YYYYMMDD)

8. PERFORMANCE DATA

ITEM (1)	CURRENT PERIOD: BUDGETED COST — WORK SCHEDULED (2)	CURRENT PERIOD: BUDGETED COST — WORK PERFORMED (3)	CURRENT PERIOD: ACTUAL COST WORK PERFORMED (4)	CURRENT PERIOD: VARIANCE — SCHEDULE (5)	CURRENT PERIOD: VARIANCE — COST (6)	CUMULATIVE TO DATE: BUDGETED COST — WORK SCHEDULED (7)	CUMULATIVE TO DATE: BUDGETED COST — WORK PERFORMED (8)	CUMULATIVE TO DATE: ACTUAL COST WORK PERFORMED (9)	CUMULATIVE TO DATE: VARIANCE — SCHEDULE (10)	CUMULATIVE TO DATE: VARIANCE — COST (11)	REPROGRAMMING ADJUSTMENTS — COST VARIANCE (12a)	REPROGRAMMING ADJUSTMENTS — SCHEDULE VARIANCE (12b)	REPROGRAMMING ADJUSTMENTS — BUDGET (13)	AT COMPLETION — BUDGETED (14)	AT COMPLETION — ESTIMATED (15)	AT COMPLETION — VARIANCE (16)
a. WORK BREAKDOWN STRUCTURE ELEMENT																
b. COST OF MONEY																
c. GENERAL & ADMINISTRATIVE																
d. UNDISTRIBUTED BUDGET																
e. SUBTOTAL (Performance Measurement Baseline)																
f. MANAGEMENT RESERVE																
g. TOTAL																
9. RECONCILIATION TO CONTRACT BUDGET BASE																
a. VARIANCE ADJUSTMENT																
b. TOTAL CONTRACT VARIANCE																

CAM EACs

DD FORM 2734/1, APR 2005 — PREVIOUS EDITION IS OBSOLETE. — LOCAL REPRODUCTION AUTHORIZED.
Adobe Professional 7.0

CLASSIFICATION (When filled in)

The contractor CAMs and project manager are required to provide the most accurate EACs possible at the control account and project-levels respectively, through assessments of factors that may affect the cost, schedule, or technical outcomes. Such assessments are expected to include consideration of known or anticipated risk and opportunity areas, and planned risk reductions or cost containment measures. While only the contractor project manager's most likely EAC dollar value will be reported in the red/yellow report, the best and worst case EAC dollar values will be available in the Empower Analytics tool and other PARS reports for comparison. The contractor project manager (or authorized representative) is required to enter the range of best, worst, and most likely EAC dollar values each month into PARS using either the *EV_CPR Header Table* when following the Access format, or the *IPMR Header Table* when following the comma separated values (csv) format. Currently 35% of contractor project managers do not enter these values. When this occurs, the red/yellow report will annotate that no value was reported in PARS. The ACWP, ETC, and UB dollar values comprising the CAM EAC is contained in the data extracted from the contractor's EVMS.

Note that the dollar values uploaded into PARS via the Access or csv format files should be the same as the dollar values reported on the CPR/IPMR format 1 report generated by the contractor and placed in the PARS document management system.

Another best practice, and equally important to the contractor project manager's EAC reporting, is that the federal project director (FPD) provide an independently generated EAC dollar value for the project in the "*Forecast of the Total Project Cost (TPC)*" field as part of his/her monthly assessment of the performance baseline (PB). The primary component for consideration in the FPD's EAC is the PMB, which often accounts for upwards of 75% of the PB total project cost (TPC). Along with his or her assessment of the PMB, the FPD must consider the other elements that comprise the TPC including remaining contractor MR, government contingency, government other direct costs (ODCs), and contractor fee. The results of the FPD's monthly EAC assessment should be documented in PARS using the FPD toolbox and the FPD narrative. Please contact PM-30 (https://community.max.gov/x/jo5tQw) for any questions regarding this article or PARS.

PMCDP FY20 Training Schedule

The training schedule is posted on PM MAX. Save the direct link to the Project Management Career Development Program PMCDP Training Schedule to your favorites: https://community.max.gov/x/BgZcQw

Looking forward to FY2021 Training Schedule: PMCDP is looking at a different and better training schedule for FY2021. In March 2020, PMCDP quickly shifted all courses to virtual delivery in response to COVID-19. Guiding the training schedule and delivery of classes in FY 2021 are the following:

- Understanding it is difficult to predict when air travel and gathering in groups of more than ten will be considered safe, PMCDP will continue to design and develop courses to support the DOE dispersed program and project management workforce.
- Every new and converted course will be delivered online (self-paced), or via an instructor-led distance learning format.
- Course materials, the learning equipment, the visual aids, the audience engagement, and even the time zones will be given careful consideration. For example, audience engagement will go far beyond polling questions and asking participants to agree or disagree by a show of hands (raise your hand icon).
- The courses delivered in webinar format will leverage subject matter experts and master practitioners who will parachute into the delivery to lecture and offer expert knowledge and experience about topics. You can look for this concept to be piloted in the updated Advanced Risk Management course.

Class Name	LN Code	Days	CLPs	Dates	Delivery Method
FY20/Q4					
Leadership through Effective Communication	002366	3	24	July 28-30 ,2020 10:30am-4:30pm (EDT)	Daily/Webinar Adobe Connect
Advanced Earned Value Management Techniques	002689	4	24	Aug.18-21,2020 (4, 6 hour days) 10:30am-4:30pm (EDT)	Daily/Webinar Adobe Connect
Planning for Safety in Project Management	001035	Desktop	28	Aug. 27-Sept. 17, 2020 Wednesdays 1pm-3pm	Desktop Adobe Connect
Project Risk Analysis and Management	001033	5 Days	28	September 14-18,2020 (5, 5-6 hour days) 10:30am-4:30pm (EDT)	Daily/Webinar Adobe Connect
Program Management Portfolio Analysis	001025	5	40	Sept. 21-25, 2020 9am-5pm (EDT)	Daily/Webinar Adobe Connect
Executive Communications	001031	3	24	Sept. 29-Oct. 1,2020 9am-4pm (EDT)	Daily/Webinar Adobe Connect

Find up-to-date information and resources anytime!

All PMCDP Course Descriptions and Course Materials can be found in the Course Catalog on PM-MAX
Save the direct link to your favorites: **https://community.max.gov/x/UAT3Rw**

Or download the Interactive Curriculum Map: **https://community.max.gov/x/sQd1Qw**

Have a question, found a bug or glitch in a PMCDP online course, or want to provide feedback? Submit your questions through **PMCDPOnlineCourseSupport@hq.doe.gov**.

Contact Us!

The Office of Project Management welcomes your comments on the Department's policies related to DOE Order 413.3B. Please send citations of errors, omissions, ambiguities, and contradictions to PMpolicy@hq.doe.gov. Propose improvements to policies at https://hq.ideascale.com.

If you have technical questions about PARS, such as how to reset your password, please contact the PARS Help Desk at PARS_Support@Hq.Doe.Gov. And as always, PARS documentation, Frequently Asked Questions (FAQs) and other helpful information can be found at https://pars2oa.doe.gov/support/Shared%20Documents/Forms/AllItems.aspx.

The current PARS reporting schedule is located in PM-MAX at the following link https://community.max.gov/x/m4lIY.

Need information to apply for FPD certification? The Certification and Equivalency Guidelines (CEG) can be found here https://community.max.gov/x/IQd1Qw.

Can't put your finger on a document or information you were told is available on PM-MAX? Looking for information on DOE Project Management? Submit your questions and queries to PMWebmaster@doe.gov. Check out the links below for information related to FPD Certification and Certification and Equivalency Guidelines.

To reach the Professional Development Division team:

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If you would like to contribute an article to the Newsletter or have feedback, contact the Editor at Linda.Ott@hq.doe.gov.