



DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

JANUARY 2020



Director's Corner

Happy New Year! I hope everyone had a safe and relaxing holiday season. First, a big thank you to Secretary Perry for his leadership over the past three years, and congratulations and welcome to Secretary Brouillette, who brings a wealth of experience and steady hand as the 15th Secretary of Energy.

Our feature article this month focuses on one of the "tailoring" strategies available under Department of Energy (DOE) Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, long-lead procurement (LLP). DOE executes some of the most complex capital asset projects in all of Federal government and often these projects require the procurement of specialty items such as superconducting magnets or glove box process lines from a constrained supply chain with limited vendors. These items frequently require extensive time to design, fabricate, test and ship to the project site for installation. Critical decision (CD)-3A provides for activities such as site preparation work, including site characterization, limited access, safety and security issues (i.e., fences) to prepare the project site for work; however, this does not equate to "early start of construction". Occasionally, project teams have attempted to execute project scope that is more appropriately executed as a subproject, under a CD-3A action. See the article on page 2 for additional information and clarification.

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It is also that time of year to register for the 2020 DOE Project Management (PM) Workshop, to be held April 14-15, 2020, followed by a half-day project controls session in the morning and half-day program office breakout sessions in the afternoon on April 16th. Like last year, the workshop will be held at the Hilton Washington DC National Mall, a short walk up the street from the Forrestal Building.

Finally, this month's newsletter spotlights Shayne Farrell, our newest Level IV Federal Project Director (FPD). Shayne has served as the Deputy FPD for the \$2.322B Salt Waste Processing Facility (SWPF) which is forecasted to attain CD-4, *Transition to Operations*, this year, and is the FPD for multiple Environmental Management Saltstone Disposal Unit (SDU) projects at the Savannah River Site, including SDU 7 (CD-3, \$159M), SDUs 8&9 (CD-3, \$280M), and SDUs 10 – 12 (CD-1, \$410M - \$600M). Please join with me in congratulating Shayne on achieving FPD Level IV. Congrats!

As a reminder, we want to hear from you. We want to make sure that the newsletter is meeting your needs and providing you with the latest information in the DOE project management community. If you would like to contribute an article or if you have feedback for us, please contact our editor, Linda Ott at Linda.Ott@hq.doe.gov or by phone (202) 287-5310.

Keep charging!

Paul Bosco

Critical Decision 3A – Long-Lead Procurement

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

What does critical decision (CD)-3A, long-lead procurement (LLP), mean to you? The Project Management Risk Committee (PMRC) has recently reviewed several CD-3A requests and observed that some project teams are viewing CD-3A as a way of obligating available funds for construction and starting construction work early, independent of true long-lead project needs. Concerns are that the CD-3A process has possibly become too lax and hence there should be a renewed understanding of the purpose of a CD-3A so that LLP actions are taken only when necessary to support the project's required timeline and mission need. Accordingly, the PMRC members reaffirmed their support for guidance on LLPs established in DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets* ("the Order"), which outlines the appropriateness of executing LLPs including limited site preparation necessary prior to CD-3, *Approve Start of Construction or Project Execution*.

The Order defines LLP as "equipment, services and/or materials that must be procured well in advance of the need because of long delivery times. If long-lead procurements are executed prior to CD-3 approval for the project, this will be designated as CD-3A and require a stand-alone decision by the Project Management Executive (PME), outside of the CD process." [1] Note, the requirements for CD-3A do not vary with the estimated cost of the LLP.



The Order addresses planning for a LLP: "When exercising a long-lead procurement, the Federal Project Director (FPD) must consider design maturity and the associated project risk. If the long-lead item is nuclear safety-related or nuclear safety-related equipment, safety document maturity must also be considered. A budget document, such as a project data sheet (PDS), should be submitted within the budget process requesting construction funds to procure long-lead items or indicating the use of Project Engineering and Design (PED) funds for long-lead procurement." [2]

[1] DOE Order 413.3B, Attachment 2, Definition 68

[2] DOE Order 413.3B, Appendix A, Section 5(c)

[3] DOE Order 413.3B, Appendix C, Section 27(e)

U.S. Department of Energy Washington, D.C.

ORDER

DOE O 413.3B

Approved: 11-29-2010
Chg 1 (Admin Chg): 10-25-2015
Chg 2 (PgChg): 05-12-2016
Chg 3 (PgChg): 12-20-2016
Chg 4 (MinChg): 10-13-2017
Chg 5 (MinChg): 04-12-2018

SUBJECT: PROGRAM AND PROJECT MANAGEMENT FOR THE ACQUISITION OF CAPITAL ASSETS

1. **PURPOSE.**
 - a. To provide the Department of Energy (DOE) Elements, including the National Nuclear Security Administration (NNSA), with program and project management direction for the acquisition of capital assets with the goal of delivering projects within the original performance baseline (PB), cost and schedule, and fully capable of meeting mission performance, safeguards and security, and environmental, safety, and health requirements unless impacted by a directed change.
 - b. To implement Office of Management and Budget (OMB) Circulars to include: A-11, and its supplement, *Capital Programming Guide*, which prescribes new requirements and leading practices for project and acquisition management; A-123, *Management's Responsibility for Internal Control*, which defines management's responsibility for internal control in Federal agencies; and A-131, *Value Engineering*, which requires that all Federal agencies use Value Engineering (VE) as a management tool.
2. **CANCELLATION.** This Order cancels DOE O 413.3A, Chg 1, *Program and Project Management for the Acquisition of Capital Assets*, dated 11-17-08. Cancellation of a directive does not, by itself, modify or otherwise affect any contractual or regulatory obligation to comply with the directive. Contractor Requirements Documents (CRDs) that have been incorporated into a contract remain in effect throughout the term of the contract unless and until the contract is modified to either eliminate requirements that are no longer applicable or substitute a new set of requirements.
3. **APPLICABILITY.**
 - a. **Departmental Applicability.**

The requirements identified in this Order are mandatory for all DOE Elements (unless identified in Paragraph 3.c., Equivalencies/Exemptions) for all capital asset projects having a Total Project Cost (TPC) greater than \$50M, except that during the project development phase, Under Secretaries may reduce the threshold to \$10M for nuclear projects or complex first-of-a-kind projects. Any reference to a Program Secretarial Officer (PSO) in this Order is also applicable to the Deputy Administrator/Associate Administrators for the NNSA.

AVAILABLE ONLINE AT:
www.directives.doe.gov

INITIATED BY:
Office of Project Management Oversight and Assessments

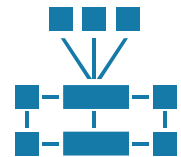
Also from the Order: "Activities such as site preparation work, site characterization, limited access, and safety and security issues (i.e., fences) are often necessary prior to CD-3, and may be pursued as long as project documents such as a PDS requesting construction or PED funds to procure the long-lead items and funding approvals are in place." Finally, for projects involving construction of new Hazard Category 1, 2, and 3 nuclear facilities, DOE-STD-1189-2016 provides requirements for contractor justification of LLP items. DOE-STD-1104-2016 establishes the required method for DOE review and approval of LLP items. If the FPD anticipates the need for a CD-3A, justification for this decision and the scope of the LLP should be documented in the project execution plan (PEP) and tailoring strategy.

A LLP is not for mitigating risks by initiating construction early, expending available funds, or completing scope unrelated to the mission need of the project.

To ensure FPDs use LLPs for purposes outlined in the Order and not for unjustified early construction, the Office of Project Management (PM) will review the proposed scope of a LLP as soon as possible prior to a CD-3A and share any concerns it has with the Program, and if warranted, the PMRC. When appropriate, the PMRC will provide the PME with a recommendation as to whether the scope is best accomplished through a LLP or a subproject.

Additionally, PM has received inquiries on what LLP-related activities contribute to Project Management Career Development Program (PMCDP) experiential credit requirements. While not exhaustive, certification candidates may cite any of the following actions as they relate to preparing for a CD-3A or executing a LLP which the Certification Review Board (CRB) may consider when evaluating certification packages:

- Developing project funding documents
- Participating in the development of the project acquisition strategy and the acquisition plan
- Analyzing and/or developing requirements for Management & Operating contracts and other types of DOE contracts
- Forming and effectively leading an integrated project team (IPT)
- Authoring deliverables required by DOE Order 413.3B
- Using the Project Definition Rating Index (PDRI) tool or similar methodology to assess project maturity and degree of success in achieving each CD level as part of front-end planning process
- Developing a work breakdown structure and a scope baseline
- Reviewing and managing project costs, schedules, and risks
- Developing and using an analysis of alternatives in decision-making
- Preparing National Environmental Policy Act, Resource Conservation and Recovery Act, and other environmental documents, such as environmental impact assessments, environmental impact statements, categorical exclusions, and environmental permits
- Writing the (preliminary) project execution plan and getting it approved
- Participating in quarterly project reviews
- Formally serving as the designated Contracting Officer's Representative or technical monitor for a contract subject to DOE Order 413.3B



If you are considering including a LLP in a capital asset project, please discuss the details with your assigned PM Project Analyst to ensure the necessary details are incorporated into the project documents and help aid in the successful CD-3A approval and LLP execution.

The Spotlight is on Savannah River's Shayne Farrell

Rob Stern, Office of Project Controls (PM-30)

Progressing along the Federal Project Director (FPD) career path takes hard work, training, and experience. Even the task of assembling the Project Management Career Development Program (PMCDP) certification package is no simple matter; completing the application takes time, and requires attention to detail and effective communication skills to document how one has met the requirements to join the ranks of the next FPD level. In short, the FPD Level IV candidate must demonstrate the strong leadership and effective communication skills required of FPD Level IVs when completing the application.

FPD certification is mandatory for those persons formally appointed to manage, direct and execute projects in accordance with DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. As shown in the following table, this career progression is essential for the success of DOE's projects (categorized by total project cost (TPC)):

Level I	TPC equal to or less than \$50 million (M)
Level II	TPC greater than \$50M and equal to or less than \$100M
Level III	TPC greater than \$100M and equal to or less than \$400M
Level IV	TPC exceeding \$400M

This month's FPD spotlight highlights Shayne Farrell's recent achievement of Level IV FPD certification. Shayne's FPD Level IV achievement brings the total count of Level IV FPDs to 15 throughout the enterprise; the last time a Level IV was awarded was in 2016. Congratulations to Shayne on this significant accomplishment!

Shayne is the Deputy FPD for the \$2.3 billion (B) Salt Waste Processing Facility (SWPF) at Savannah River which is in pursuit of critical decision (CD)-4, Approve Start of Operations or Project Completion, as the new chemical processing "cog" in the site's liquid-waste program. Shayne simultaneously leads two FPD Level-III Saltstone Disposal Unit (SDU) projects and a Level IV project, SDU 10-12, currently at CD-1 with a total project cost top-end range of \$600M.

An FPD Level IV candidate must document at least eight years of project management work on at least two projects with much of that experience leading projects with active construction. In addition, the applicant must participate in at least three separate peer reviews (chairing at least one) and perform one-year of program management duties with at least 90 days of that experience obtained at DOE headquarters. Meeting these requirements takes time away from one's day-to-day FPD duties to support the broader FPD community and to gain program insight through the headquarters rotation.



Shayne Farrell, FPD

Shayne's accomplishment is notable in several ways. Shayne managed to move from Level III to Level IV in just a year, streamlining the process by demonstrating equivalent service managing two Level-III projects simultaneously.

The application has five categories of leadership and communication that must be addressed. Shayne cited work in the "Leading Change" category by successfully leading a difficult SWPF contract re-negotiation and project/contract alignment which had senior executive, headquarters, Office of Management and Budget (OMB) and Congressional-level attention. This project realignment has become a model for projects throughout the complex that need to consider above-target baseline changes.

Shayne hit the “Producing Results” requirement out of the park supported by his work taking over the SDU #7 at CD-0 with no planned funding but a pressing timetable. He managed to have current year funding approved and established a funding profile that took the project from CD-0 to CD-2/3 in under 11 months.

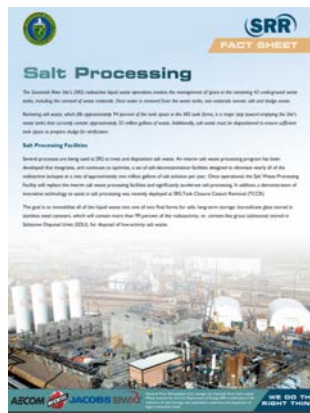
He demonstrated his business acumen by developing and actively working strategies to streamline procurement, design and construction approaches aimed at reducing costs and accelerating schedule by optimizing DOE’s project approval processes, project resources and construction techniques.

Shayne has over 31 years of progressive experience with Department of Defense (DOD) and DOE in a wide variety

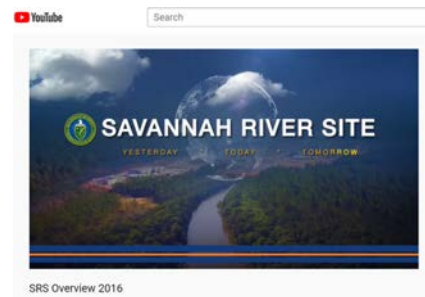
of program areas including, environmental restoration and solid waste management, budgetary and financial management, site, program and project baseline development and management, radiological controls, configuration management and national policy management.

Shayne obtained a B. S. in Marine Engineering from the United States Merchant Marine Academy, and has 24 credit hours towards a Master in Business Administration from the University of Georgia. He also served four years as a nuclear engineer for DOD at the Charleston Naval Shipyard. Shayne is active in the community of Aiken and enjoys golfing, attending college sporting events, traveling and spending time with his children and grandchildren.

SRS Salt Processing Fact Sheet:
https://www.srs.gov/general/news/factsheets/srr_salt-processing.pdf



SRS Video Overview:
<https://www.youtube.com/watch?v=G28AeJjXhBI>



Aerial Photo of Saltstone Disposal Units
 6 (middle), 7 (right) , 8 (circular cement pad left), and 9 (dirt octagon top center)



DOE Needs More Level IV FPDs

Linda Ott, Office of Professional Development (PM-40)

Federal Project Directors (FPDs), Department of Energy (DOE) needs you! While applauding Shayne Farrell’s recent achievement of FPD Level IV, I made the observation to PM colleagues that there are not enough Level IV FPDs available to be assigned to DOE’s level IV capital asset projects. They reminded me that the challenge exists at all levels. This means Project Management Career Development Program (PMCDP) has its work cut out for it; that is, to recruit more FPDs into the program. I encourage you to consider the opportunities these projects offer you and accept the challenge to develop and prepare to lead some of DOE’s capital asset challenges. PMCDP invites you to take advantage of the training and developmental opportunities it offers.

Data in the Department of Energy (DOE)’s Project Assessment and Reporting System (PARS) show that we need a significant number of additional Level IV Federal Project Directors to manage our largest capital asset projects. Level IV projects have a projected total project cost (TPC) over \$400M and are required to be managed by Level IV FPDs. As shown below, of our 30 Level IV projects, 19 of them currently do not have Level IV FPDs assigned to them. An additional 15 projects are in the definition phase and will likely require Level IV FPDs.

# of Active Projects with Current Approved TPC (M) in excess of \$400M	FPDs Assigned Is:
30	8 No FPD assigned yet
	2 Level I certified
	2 Level II certified
	7 Level III certified
	9 Level IV certified
	2 IPA ⁱ assignment

[i]Intergovernmental Personnel Act: <https://go.usa.gov/xdq5k>

To see the details or explore further, go to PM-MAX: <https://community.max.gov/display/DOEExternal/PM+413.3+Projects>
 > From Quick Links select *All 413 Capital Asset Projects*.
 > Sort by Current TPC (\$M), highest to lowest.

Unlike Levels I-III FPD certification that requires specific training in addition to project experience, the emphasis for Level IV FPDs is on experience leading complex projects. Offering opportunities for rotations and details, encouraging potential Level IV FPDs to lead and participate in project reviews, and assigning them to lead or actively participate on integrated project teams in the design and development phases of a project will provide the Program Offices with a strong pipeline of candidates for Level IV FPDs.

Level IV Candidates must:

- Be actively assigned or targeted for assignment to a Level IV project
- Demonstrate leadership by leading people, building coalitions and leading change at the expert level
- Meet work and experience requirements showing project management growth as a manager and developing strong integrated project teams



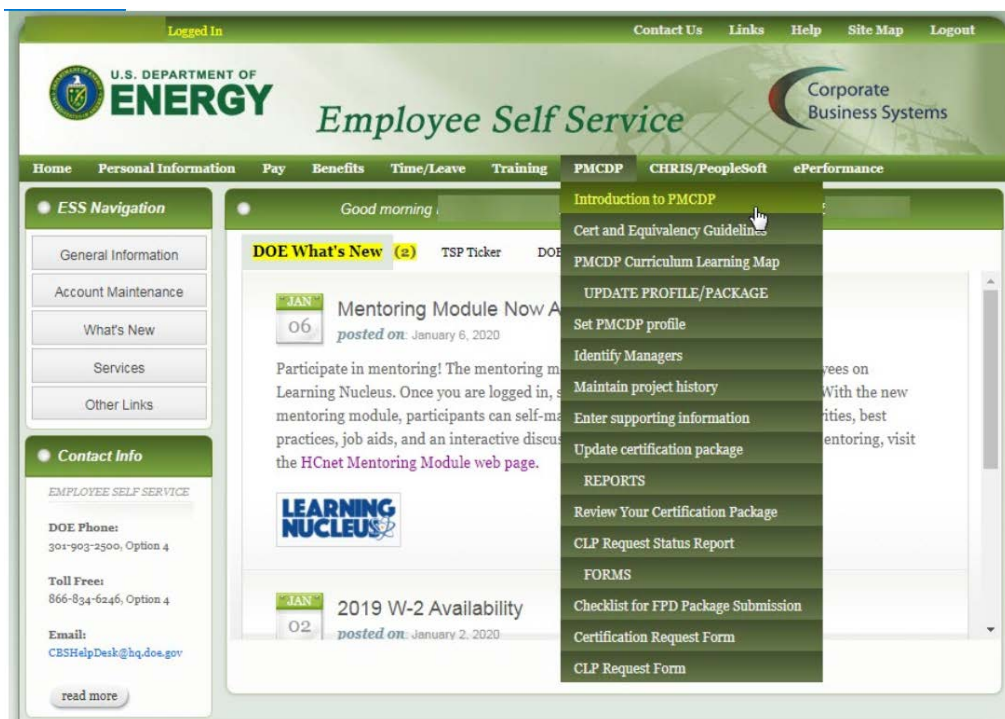
As I mentioned earlier, this disparity between projects and FPDs available at the right level to lead them is not limited to the over \$400M projects and lack of Level IV FPDs. It applies at all levels. Level IV FPDs usually advance through the levels and develop over time. The PMCDP provides training and a pathway to certification beginning at FPD level I. PMCDP offers the tools to prepare FPDs to successfully lead capital asset projects. It is incumbent on all of us to make sure we grow DOE’s FPDs to effectively execute the work.

New FPD Application in ESS! New Process for Applying for FPD certification!

The Project Management Career Development Program (PMCDP) has collaborated with employee self-service (ESS) to improve and streamline the Federal Project Director (FPD) application process. In December, 2019, PMCDP launched a new FPD application and, with it, a new process to apply for certification.

Part 1. The FPD application is prepared in ESS PMCDP

All applicants must request access to the PMCDP module and develop a profile in the DOE's Employee Self-Service (ESS) system. The application captures information from DOE Info and the Learning Nucleus to provide site and supervisor contacts, degrees, licenses and certifications held, and relevant training completed. The applicant must provide responses to the remaining competencies for the level of certification sought.



ESS PMCDP Module

To obtain access to the PMCDP module in ESS – contact your program Point-of-Contact (POC). If your program does not have a POC or if you have any questions about the application process, direct your questions to the PMCDP team. For technical support, contact the PMCDP Administrator at PMCDP.Administration@hq.doe.gov.

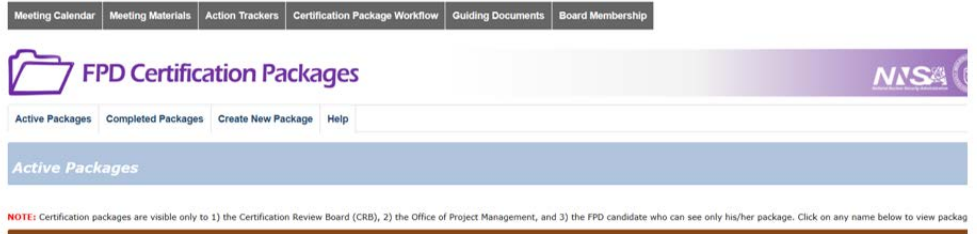
Part 2. The FPD Certification Request is routed through the approval process in PM-MAX FPD certification workflow

Once the application is completed in ESS PMCDP and the applicant has obtained signatures from the site manager, supervisor, and, in some cases, the Program POC (these can be provided electronically), the application and any supporting documentation are loaded into PM-MAX FPD Certification Workflow in a folder created for the applicant. The folder is visible to the applicant, package reviewers, and PM team members. The applicant and Program POC have edit rights to load and manage the information in the applicant's certification folder. The PMCDP administrator can move the package through the FPD certification review process.

Contact your program POC before uploading information to PM-MAX. Once your documents are uploaded, your POC will give program approval to route the package through the review process. If you do not have a program POC, contact PMCDP.Administration@hq.doe.gov to continue your certification request processing.

The FPD Certification Review Process (After the Program Office loads package to PM-MAX)

1. PMCDP reviews package information to make sure the package is signed and has supporting documentation
2. Package is routed to independent review
3. Package is sent to PM analyst to review and check references (for levels III and IV only)
4. Package is sent to CRB voting members
5. Reclamas? At any point in the review process, should reclamas or questions be raised, the package is returned to the program POC to work with the applicant to provide the required information to resolve the reclama. If a reclama cannot be resolved at this stage, the program can ask for the CRB to meet to discuss the package.



IF all CRB voting members endorse and no interview requested THEN certification is issued; OTHERWISE, the CRB will convene to discuss FPD certification if:

- An interview with the candidate is requested
- Any reclamas cannot be resolved
- A CRB voting member requests further discussion before casting a vote

Program Points-of-Contact (POCs)

EM	Crystal Williams	crystal.williams@hq.doe.gov	202-440-1372
FE SPR	Lisa Nicholson	Lisa.Nicholson@spr.doe.gov	504-734-4514
NE	Mark Arenaz	arenazmr@id.doe.gov	208-526-1510
NA	Mike Reitz	michael.reitz@nnsa.doe.gov	202-586-0690
SC	Kin Chao	kinky.chao@science.doe.gov	301-903-4116

Should you have any questions or issues navigating the new process to apply for certification, contact the PMCDPAdministration@doe.gov mailbox or a PMCDP team member.

Congratulations to our Newly Certified FPDs!



Level I
Martin Krentz (EM)

Level IV
Shayne Farrell (EM)

Post Occupancy Evaluations

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

Office of Management and Budget (OMB) Circular A-11's Capital Programming Guide (CPG) addresses the full acquisition lifecycle including planning, budgeting for, acquiring, managing, and disposing of capital assets. The CPG recommends completing a post-occupancy evaluation about a year after the start of operations. [1] OMB views this as the ideal time to determine how well the investment achieved the planned functionality and anticipated benefits. The guidance describes three kinds of data gathering activities: (1) commissioning the delivered capital assets including confirming compliance with agency or site facility standards, (2) ascertaining stakeholders' satisfaction with the delivered capital assets, and (3) gathering feedback on the management of the project from the project team.

Department of Energy (DOE) directives incorporate aspects of OMB's recommendations. DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets, requires newly constructed buildings comply with the Guiding Principles for Federal Leadership in High Performance and Sustainable Building and earn Leadership in Energy and Environmental Design (LEED) Gold certification, both of which require commissioning in conjunction with the start of operations. DOE Order 413.3B specifically requires commissioning of nuclear and chemical processing facilities prior to critical decision (CD)-4, approve start of operations or project completion. DOE Order 430.1C, Real Property Asset Management, addresses re-commissioning and retro-commissioning facilities.

The lessons learned requirements in DOE Order 413.3B offer project teams the opportunity to reflect on the effectiveness or efficiency of the management of their projects in lessons learned submitted within 90 days of attaining CD-3, approve start of execution, or CD-4. Project teams may also want to survey their stakeholders' satisfaction with the delivered capital assets as a source of feedback on the management of the project. Such satisfaction surveys could reveal to what extent stakeholders feel the delivered capital assets closed the capability gap described in the mission need statement.

In a recent report, the Government Accountability Office highlighted a few agencies that have guidance for post occupancy evaluations. [2] The United States Army Corps of Engineers (USACE) has published a standard operating procedure for post-occupancy reviews that confirms within one of year after occupation incorporation of project requirements and compliance with facility standards.[3] However, the USACE procedure does not collect input from occupants. The Department of Health and Human Services provides guidance which the National Institutes of Health (NIH) expands.[4] NIH directs post-occupancy evaluations consisting of surveys and interviews to occur at least 10 months following occupancy during the contract close-out phase. The National Aeronautics and Space Administration (NASA) has a manual dedicated to post-occupancy evaluations[5]. This thorough treatment of the subject includes interview questions written for the project team, facility managers, operations and maintenance personnel, occupants, and those conducting field observations of the delivered capital assets.



Given the timing, during a period of transition from construction to operations, the elements of a post-occupancy evaluation can get neglected, especially if a project does not budget for the associated costs. Investing in post-occupancy evaluations assures the project team that it provided capital assets responsive to the approved mission need, compliant with the project design and applicable standards, and useful to occupants, operators, or users for years to come.

[1] OMB Circular A-11, Capital Programming Guide 3.0 (2019), Section III.3.3, <https://go.usa.gov/xpfyv>.

[2] GAO Report 20-144, "GSA Can Improve Its Communication about and Assessment of Major Construction Projects," <https://www.gao.gov/products/GAO-20-144>.

[3] Department of the Army Facilities Standardization Program ER 1110-3-113 (2016), Appendix G, <https://go.usa.gov/xpf79>.

[4] HHS Facilities Program Manual (2006), Section 5-2, <https://go.usa.gov/xpf77> and NIH Facilities Development Manual (2014), Appendix C, <https://go.usa.gov/xpf75>.

[5] NASA Post Occupancy Evaluation (POE) Guidebook (2014), <https://bit.ly/38PnRez>.

Mark your calendars!

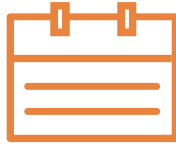
2020 DOE Project Management Workshop

Washington DC

April 14-15, 2020*

Registration Begins In February

* Plus: Optional Project Controls Session April 16, 2020



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>

Course Title	PMCDP LN Code	Length	CLPs	Planned Delivery Timeframe	Delivery Mode	Location/ Platform	Training POC	Instructor
Project Management Simulation	001029	5 Days	40	1/13/20 – 1/17/20	Classroom	Richland, WA	Pamela Weichel	Larry Suda
Advanced Risk Management	001042	3.5 Days	28	1/14/20 – 1/17/20	Classroom	Oak Ridge, TN	Peter Rivera	Chris Gruber
Project Management Systems and Practices in DOE	001024		60	Tuesday/Thursday 1pm-3pm 1/21/20 – 3/10/20	Desktop	Adobe Connect	N/A	Dana Krupa
Systems Engineering	001049	3 Days	24	1/22/20 – 1/24/20	Classroom	Argonne, IL	Sandra Geib-Ingram	Ken Mosteller
Executive Communications	001031	3 Days	24	1/28/20 – 1/30/20	Classroom	Oak Ridge, TN	Peter Rivera	Shelley Simms
Scope Management Baseline Development	001036	3 Days	24	1/28/20 – 1/30/20	Classroom	Aiken, SC	Leatrice Green	Sean Casey
Federal Budgeting Process in DOE	001034	4 Days	32	2/18/20 – 2/21/20	Classroom	Oak Ridge, TN	Peter Rivera	Sean Casey
Systems Engineering	001049	3 Days	24	2/25/20 – 2/27/20	Classroom	Aiken, SC	Leatrice Green	Ken Mosteller
Project Risk Analysis and Management	001033	3.5 Days	28	3/3/20 – 3/6/20	Classroom	Oak Ridge, TN	Peter Rivera	Sean Casey
Front -End Planning	003176		20	Tuesday/Thursday 1pm-3pm 3/10/20 – 4/9/20	Desktop	Adobe Connect	N/A	Sean Casey Ed Worth
Strategic Planning	001043	3 Days	24	3/10/20 – 3/12/20	Classroom	Lemont, IL	Sandra Geib-Ingram	Marvin Gunn
LEED for New Construction and Existing Buildings	001936	2.5 Days	20	3/16/20 – 3/18/20	Classroom	Richland, WA	Pamela Weichel	Jason Kliwinsky
Managing Contract Changes	002102	4 Days	32	3/23/20 – 3/26/20	Classroom	Aiken, SC	Leatrice Green	Jerry Zimmer
Advanced Risk Management	001042	3.5 Days	28	3/30/20 – 4/2/20	Classroom	Idaho Falls, ID	Tina Wagoner	Chris Gruber

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/display/DOEExternal/PM+PMCDP+Course+Catalog>



Or download the Interactive Curriculum Map:

<https://community.max.gov/download/attachments/1131743153/PMCDP%20Interactive%20Map.pdf?version=1&modificationDate=1512482483778&api=v2>



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/m4IIY>.

Can't find the Word templates to prepare to apply for FPD certification? The Certification and Equivalency Guidelines (CEG) isn't where you last found it and you are not sure where to look? Use the PMCDP.Administration@hq.doe.gov mailbox.

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.

FPD Certification Application Templates
<https://community.max.gov/x/uAd1Qw>

Certification and Equivalency Guidelines
https://community.max.gov/download/attachments/1131743160/June_2015_CEG_FINAL.pdf?version=1&modificationDate=1472838487652&api=v2



Find up-to-date information and resources anytime on PM Max!

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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.

