DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

OCTOBER 2020

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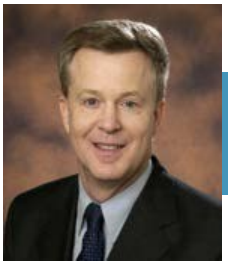


Director's Corner

Success, and Happy New Year!

As we close out fiscal year (FY)2020 and enter FY2021, it's time to report on our project management success metric. In FY2020, the Department closed the FY2018-FY2020 reporting period with a 90% success rate based on a 3 year rolling average for all capital asset projects completed within that timeframe. We hit our Departmental target, and improved from last year. Among the projects completed this year were NNSA's Uranium Processing Facility Substation at Y12, SC's Materials Design Laboratory (MDL) at Argonne National Laboratory and EM's Salt Waste Processing Facility at the Savannah River Site. Congratulations!

While the annual project management workshop was not held this past spring due to the Coronavirus pandemic and the implementation of mitigation actions, project management excellence did not go unrecognized. After a thorough review of project completions, selections were made in the categories of project management excellence, achievement, and improvement. And, a Federal Project Director (FPD) of the Year was selected. Congratulations to Scott Cannon as the FPD of the Year. To find out more about all the FY2019 awardees, see the article on Page 6.

The Department is in the midst of its FY2022 budget build and submitted its detailed briefing materials and draft congressional justification documents to the Office of Management and Budget (OMB) last month. The submission included the construction project data sheets (CPDSs), which are congressional justification documents supporting the budget request. For insight into what to look for when reviewing a CPDS prior to submission, see the article on Page 2**.**

Finally, the Federal Acquisition Institute (FAI) has recently made some changes to the requirements for Federal Acquisition Certification as Contracting Officer's Representatives (FAC-COR). Background on these changes can be found in the article on Page 8**.**

As we enter a new fiscal year, keep safe and be well.

Keep charging!

Paul Bosco

Ensuring Your Capital Asset Project Meets DOE O 413.3B Budgetary Requirements and Best Practices

Stephanie Jones, Office of Project Analysis (PM-20), and Brian Kong, Office of Project Controls (PM-30)

I don't know if you are like me, but I always like to know the standard of success when I am working on a big project or an important deliverable. Before you and your team expend too much time and effort, it is extremely valuable to get an example, template, or guide to ensure you are on the right path to delivering the product that is expected. This article summarizes the most important project budgetary requirements from DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Asset Projects*, to assist you in delivering project excellence.

During the budget build process DOE's submission of its annual President's budget request to the Office of Management and Budget (OMB), the Office of Project Management (PM) evaluates all line item, capital asset projects with a total project cost >$50 million to ensure DOE O 413.3B requirements are being met. Specifically, the project data sheet (PDS), a key congressional justification document supporting each project's annual budget submission, is assessed for six budgetary compliance issues, which are listed below. The results of these assessments is provided to the respective Project Management Support Office (PMSO), identifying any PDS or critical decision issues, or special Under Secretary exemptions or Deputy Secretary/Chief Executive for Project Management (CE) approvals that may be required. Specific DOE O 413.3B references related to these compliance areas are included in the table on Page 3.

Pre Critical Decision (CD)-2 Compliance Areas:

1. Project engineering and design (PED) funds cannot be expended until CD-1 is approved.
2. Funds for construction cannot be requested until CD-1 is approved.
3. If CD-2 (or CD-3A) approval has not been achieved within two years following a budget request submission to Congress that included a request for funds for construction, then subsequent budget requests that include a request for funds for construction must be approved by the Deputy Secretary/Chief Executive for Project Management (CE) via the Energy Systems Acquisitions Advisory Board (ESAAB) process.
4. If funds for construction are requested prior to CD-2 approval, then the Project Management Executive (PME) should accept the designated conditions to request funds for construction inclusive of obtaining CD-2 approval within two years of a budget request submission to Congress that included a request for funds for construction.
5. If funds for construction are requested prior to CD-2 approval, then the default initial performance baseline (PB) or total project cost (TPC) must be established equivalent to the top end of the cost range approved at CD-1.

Post CD-2 Compliance Area:

6. Projects must request funds per the funding profile that was approved at CD-2 or the latest baseline change proposal (BCP).

Note: While not all inclusive, the items noted above compliment the list of he items that the Office of the Chief Financial Officer assesses when conducting their in-depth budget submission reviews. *Continued on Page 3.*

If you find that your project is not meeting one of these requirements, take the appropriate action with your PMSO and project owner or seek an exemption if appropriate. For almost all capital asset projects, the exemption process involves the Programs presenting their case to the Project Management Governance Board (PMGB). If the PMGB is in consensus to endorse the exemption request, approval of the exemption require will be made by the appropriate Under Secretary. If the Board is not in consensus, the request must be approved by the Deputy Secretary as the CE. For compliance areas #3 and #6 above, special approval by the Deputy Secretary/Chief Executive for Project Management via the Energy Systems Acquisitions Advisory Board (ESAAB) is required.

If you believe your capital asset project might not be meeting one or more of these compliance requirements, please review the referenced section of DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets* for additional information. If you still are unsure if your capital asset project complies with the Order, please call or email your respective PM analyst for assistance.

Budget Issue	DOE O 413.3B Narrative	Location in the Order	Exemption[1] or Approval Authority
1	Post CD-1 Approval - "Begin expenditure of PED, MIE, or OE funds for the project design."	Appx A, Table 2.1, Post CD-1 Approval, pg. A-8	Exemption Under Secretary
2	"Normally, funds for construction cannot be requested until CD-2 approval is obtained, or when CD-3A approval is obtained to support CD-3A scope of work. Upon PME approval, a construction project can submit a line item budget request prior to CD-2 approval provided the PME accepts the following conditions…" See the Order for the 7 conditions.	Appx A, Paragraph 4.c.(2), pg. A-12 (included in Pre-CD-2 Section)	Exemption Under Secretary
3	"If CD-2 is not achieved within two years following OMB budget submission to Congress, any future budget requests for construction must be approved by the CE through the ESAAB process."	Appx A, Paragraph 4.c.(2), pg. A-12	Approval Deputy Secretary/CE via ESAAB
4	"A default original performance baseline (or TPC) will be established equivalent to the top end of the range at CD-1 with the initial budget submission."	Appx A, Paragraph 4.c.(2), pg. A-12	Exemption Under Secretary
5	"If funds for construction are requested prior to CD-2 approval, then Project Management Executive should accept the designated conditions to request funds for construction inclusive of obtaining CD-2 approval within two years of a budget request submission to Congress that included a request for funds for construction."	Appx A, Paragraph 4.c (2), pg A-12	Approval PME
6	Post CD-2 Approval: "Obtain PME endorsement on any changes to the approved funding profile that negatively impacts the project."	Appx A, Table 2.2 Post CD-2 Approval, pg. A-11	Approval Deputy Secretary/CE
	"… the CE must endorse any reduction in funding that adversely affects the project's approved funding profile for all non-Major System Projects and previously approved CE BCP actions. PM shall be notified of these funding decrements."	Appx A, Paragraph 6.b, pg. A-20	

[1] Exemption procedures are per DOE O 413.3B Section 3.c(3)

Schedule Reserves in the Baseline and Forecast Integrated Master Schedules (IMS)

Robert Loop, Office of Project Controls (PM-30)

There are two types of schedule reserves typically found in the IMS: schedule margin and schedule contingency. These are defined as follows in **DOE – PM -HBK-01-2014**:

Schedule Margin: Time allowance used to adjust schedule for the realized risks based on the authorized changes within a contractor's baseline. Project teams can establish schedule margin by creating a buffer prior to an end item deliverable or any contract event. The time allocated in this buffer can be used to offset unforeseen issues identified during project execution.

Schedule Contingency: Duration allowance used to adjust schedule for realized DOE risks that are within the project baseline, and outside the contractor's control. Time allowance used to adjust schedule for realized DOE risks; based on the schedule risk analysis.

How should contractor schedule margin and DOE schedule contingency be modelled in the IMS?

Schedule reserves are typically based on risk; are usually part of the project IMS established for the selected alternative approved at critical decision 1 (CD-1), *Approve Alternative Selection and Cost Ranges*; and are reviewed as part of CD-2, *Approve Performance Baseline*. Based on risk theory, a schedule without schedule reserve will likely have less than 1% change of success. This is due to interface risk, i.e., two paths that join together result in a less probable success outcome than any of the successors as shown in Figure 1.

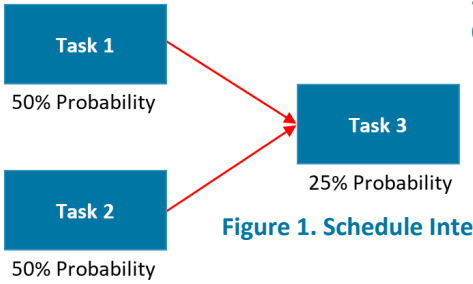


Figure 1. Schedule Interface Risk

There are four possibilities that can impact the outcome of Task 3 starting on time: i) Task 1 and Task 2 are both on time; ii) Task 1 may be late with Task 2 on time; iii) Task 2 could be late with Task 1 on time; or iv) Both Task 1 and 2 could be late.

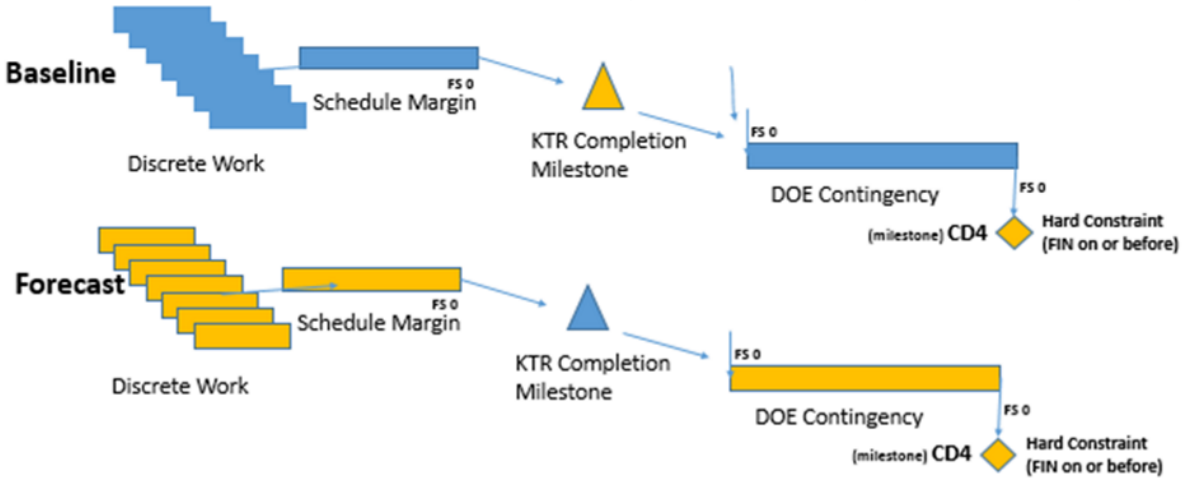
If either task 1 or 2 has negative status, there is less probability of timely completion of Task 3. The point of this example is to stress the importance of schedule reserves to buffer the schedule delivery. Typically, there are many of these type merge points in an IMS which is why the probability of completion is inheritably low without schedule reserves.

Schedule reserves should be planned the same in the baseline and forecast. The recommended best practice is to model it as follows and as illustrated in the Figure 2.

Schedule Margin and DOE Contingency diagram:

1. **All discrete activities at the end of the project are linked as predecessors to the schedule margin.**
2. **The successor of schedule margin is the contractor's internal completion milestone.**
3. **The successor to the internal completion milestone is DOE contingency.**
4. **The successor to DOE contingency is the CD-4 milestone.**
5. **The CD-4 milestone is constrained as "Finish On or Before" type constraint.**

Figure 2. Schedule Margin and DOE Contingency



Continued on Page 5.

The allocation of baseline schedule margin is only made through approved change control when the performance measurement baseline (PMB) is changed. Schedule margin in the forecast IMS may be changed as necessary and appropriate with adjustments to the forecast IMS to remove positive or negative float. DOE schedule contingency can only be allocated to the contractor in the baseline IMS with approval of the Federal Project Director (FPD). However in the forecast IMS, the contractor should show impairment of DOE schedule contingency as a way to notify the FPD of schedule delays requiring attention.

Can there be negative schedule margin?

Schedule margin should never be negative. Rather, than identifying negative schedule margin to keep the contractor completion as planned when that is unrealistic, the contractor should forecast the slip and request an allocation of DOE schedule contingency from the FPD to offset the negative float/slip in the baseline IMS. The FPD must authorize contingency use. If this does not happen, the schedule will show a slip to the CD-4 date indicating a need to execute a change to the Performance Baseline even though DOE contingency is available and unchanged. [Using the above diagram as a reference, the contractor completion would move into the DOE schedule contingency timeframe, and because of schedule logic would push the DOE schedule contingency to the right impacting the CD-4 completion date if DOE schedule contingency use is not authorized accordingly.] In the forecast IMS, the usage of schedule margin and DOE schedule contingency is not considered an allocation like it is in the baseline, but rather is an impairment.

Can schedule reserves be planned at intermediate milestones?

There can be schedule reserve placed on the CD-2 milestone prior to CD-2. After CD-2 it is recommended that schedule be at the end of the project to manage overall schedule risk.

Is there a method to determine if enough schedule margin remains?

As a quick assessment of risk to complete the project as planned, the duration of the forecast schedule margin can be compared with the duration of baselined work remaining on the project. If 50% of the total baseline duration remains for example, we would expect 50% of forecast schedule margin duration to still exist. If the percentage of remaining forecast schedule margin duration is greater than the percentage of remaining baseline work duration, the risk of schedule delay is lower. However, if the percentage of remaining forecast schedule margin duration is less than the percentage of remaining baseline work duration, the risk of schedule delays is greater. This is an excellent metric along with negative float to determine if the project is potentially facing significant schedule delays.

Summary

Schedule reserves are a best practice to increase the probability of completing the project on the planned schedule and represents an effective technique to quickly assess schedule performance risk. Schedule margin and management of the forecast IMS to CD-4 is the contractor's responsibility. The FPD is responsible for authorizing allocation of DOE schedule contingency in the baseline IMS. For more information or questions on this topic please consult PM-30 or the extensive resources located at the EVM page in PM-MAX at https://community.max.gov/x/ao5tQw.

Congratulations to our newly certified FPDs!

Level IV

James LaForest, NNSA

Richard (Don) Peters, NNSA

Recognizing Project Management Excellence in 2019

Each year the U.S. Department of Energy (DOE) honors the project leadership and teams that distinguished themselves in terms of excellence, and achievement during the preceding fiscal year. This is typically done at the annual Project Management Workshop held in March or April. This year, due to the coronavirus pandemic mitigation actions, the annual Project Management Workshop was cancelled and an awards presentation ceremony was not held. However, the Department did select projects in the categories of excellence, achievement, project management improvement, as well as identifying the Federal Project Director (FPD) of the year who demonstrated excellence in project management by his/her superior project management methods, skills, and techniques. These awards were passed to the Program Offices for presentation. Below are the Department's awardees this year:

The Federal Project Director of the Year Award:

The Administrator, National Nuclear Security Administration (NNSA), Ms. Lisa Gordon-Hagerty, presented the Federal Project Director of the Year Award to Mr. Scott Cannon for demonstrating exceptional leadership and project management acumen as FPD for the Mixed Oxide Fuel Fabrication Facility Project at the Savannah River Site, Aiken, South Carolina.

Mr. Scott Cannon
2019 DOE FPD of the Year

Mr. Cannon demonstrated exceptional leadership, courage, project management excellence, empowerment of team members and exemplary communication skills while potentially generating over $30 billion in lifecycle costs avoidance. Mr. Cannon highlighted degrading project performance and deficiencies and advised senior Departmental and Congressional leadership of the actual and future cost implications. His flawless analysis laid the foundation to gain Congressional support and to bolster the Secretary's decision to terminate the $4.8 billion project. He developed and executed a highly complex project termination plan under budget and ahead of schedule. This termination will ultimately result in faster disposition of surplus weapons grade plutonium while saving the American taxpayers billions of dollars.

Project Management Excellence Award:

DOE recognized the Office of Environmental Management, D Area Ash project at the Savannah River Site with the Award of Excellence, which annually recognizes the project team demonstrating exceptional results in completing a project within cost and schedule. The D Area Ash project team delivered the $65.8 million project 8 months ahead of schedule and $8 million under budget. This project remediated and closed the D Area coal ash landfill, two coal ash basins, and a coal pile runoff basin, an area consisting of over 90 acres. Building on a strong working relationship with regulators from the South Carolina Department of Health and Environmental Control (SCDHEC) and the Environmental Protection Agency (EPA), the project team successfully negotiated a cleanup schedule under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) within the timeframe of the 1993 Federal Facility Agreement (FFA). Remediation was complicated by the immense volume of rain resulting from multiple hurricanes during project execution as each inch of rain resulted in roughly one million gallons of storm water which had to be managed and pass quarterly toxicity testing prior to discharge.

D Area Ash Project, 2019 Award of Excellence

Continued on Page 7.

Project Management Achievement Awards:

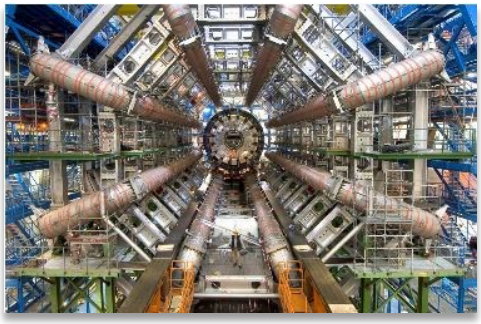
In addition to the Award of Excellence, DOE recognizes project teams that demonstrate significant results in completing projects within cost and schedule. Similar to the Award of Excellence, each project had to complete in the past year, within schedule and cost as well as meet mission performance requirements. DOE recognized three projects in this category, one within the National Nuclear Security Administration (NNSA) and two within the DOE's Office of Science.

The NNSA project receiving the Achievement Award was the Low Level Liquid Waste Project Team, which is commended for delivering a state-of-the art facility that will meet mission need to treat radioactive low level liquid waste for the next several decades at the Los Alamos National Laboratory. As a result of the perseverance, attention to detail, and focus on cost and schedule outcomes, the project team was able to overcome logistical and security risks and initial performance issues to successfully deliver the project in a safe and effective manner. The outstanding efforts by the project team greatly enhances the low level liquid waste processing mission of the NNSA at Los Alamos National Laboratory.

Low Level Liquid Waste Project – Process and Sampling Building

The Office of Science projects receiving the Achievement Award were the LHC ATLAS Project Team at the Brookhaven National Laboratory and LHC CMS Project Team at the Fermi National Accelerator Laboratory. The U.S. ATLAS (A Toroidal LHC ApparatuS) Upgrade project was initiated to further enhance the performance of the current ATLAS detector at the Large Hadron Collider (LHC) at CERN. This $30 million project will enable more detailed study of the Higgs Boson particle and even rarer processes that will shed light on the unexplored corners of our understanding of how the universe works. The new electronic components and firmware will enable better identification of particles and is the first step towards the High Luminosity run 4, scheduled for 2026. The U.S. ATLAS Upgrade project team is commended for completing the project on budget and schedule, and for delivering equipment that will enable new discoveries in science for years to come.

US ATLAS Project



The U.S. Compact Muon Solenoid (CMS) Upgrade project was initiated to further enhance the performance of the current CMS detector at the Large Hadron Collider (LHC) at CERN. This $32 million project will enable more detailed study of the Higgs Boson particle and even rarer processes that will shed light on the unexplored corners of our understanding of how the universe works. The U.S. CMS Upgrade project team is commended for completing the project on budget and schedule, and for delivering equipment that will enable new discoveries in science for years to come.

LHC CMS Project

Project Management Improvement Award:

In addition to Project Management Excellence and Achievement awards, the Project Management Improvement Award is presented to recognize a project team which has implemented ideas, methods, or processes that led to demonstrated improvements in project management.

The Office of Science's Infrastructure and Operational Improvements (IOI) project at Princeton Plasma Physics Laboratory (PPPL) received the Project Management Improvement Award. The IOI project executed by the PPPL from 2013-2019 overcame many impediments that could have otherwise resulted in a less than successful project. However, the perseverance of the federal staff, PPPL, and the contractor helped to overcome seemingly insurmountable obstacles and deliver a successful project. The IOI project designed, renovated, and commissioned more than 71,000 gross square feet of high-quality research and office space that is now fully utilized to attract and retain technical talent in support of PPPL's scientific mission. The IOI project team is commended for completing the project ahead of schedule, on-cost, and meeting all scope and performance parameters.

LSB Annex Multi Use Area

FAC-COR Certification for FPDs

Linda Ott, Professional Development Division (PM-40)

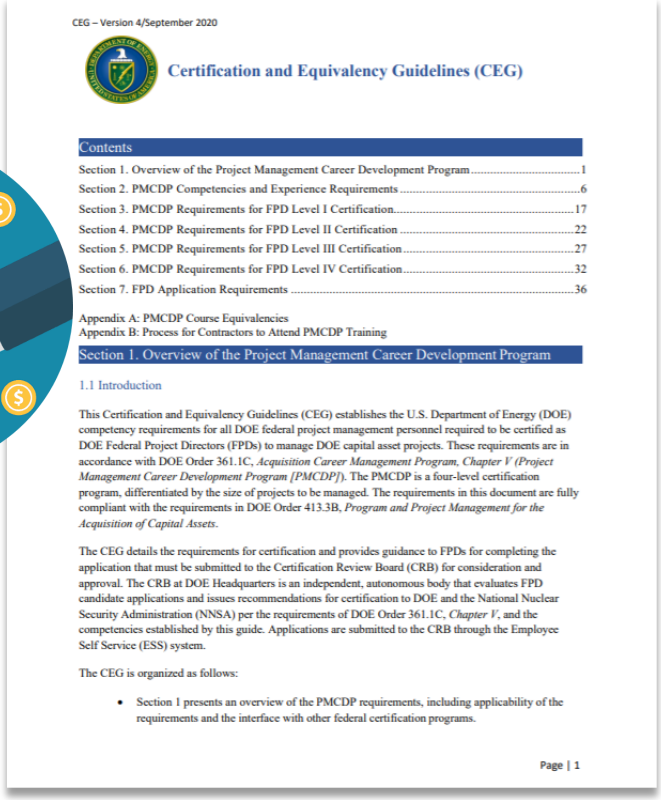
Contracting officer representatives (CORs) play an important role in managing DOE's capital asset projects by ensuring that contractors meet the commitments of their contracts. CORs are often the first to recognize when a program or contract is under-performing, and are increasingly being asked to manage high-value, complex contracts that involve varying degrees of risk.

To be sure they are trained and developed appropriately, in September 2011, the Office of Federal Procurement Policy (OFPP) revised its requirements and established a risk-based, three-tiered Federal Acquisition Certification (FAC)-COR program. The requirements include both training and experience requirements. OFPP also noted that (see Office of Management and Budget (OMB) memo dated September 2011 Revisions to the Federal Acquisition Certification for Contracting Officer Representatives (FAC-COR) attachment 1, p.3 section 1:

> *For the purpose of this policy, the term "COR" refers not only to positions technically designated as CORs, but also to Contracting Officer's Technical Representatives (COTRs), Technical or Task Monitors (TMs) and others who ensure proper development of requirements and assist Contracting Officers (COs) in managing their contracts. This certification program will promote continued development of essential business and technical competencies for CORs.*

At DOE, the Federal Project Directors (FPDs) are responsible for successful execution of the capital asset projects. As specified in DOE Order 413.3B Chg 5, *Program and Project Management for the Acquisition of Capital Asset Projects*, the responsibilities of an FPD include being appointed as the COR, as delegated by the Contracting Officer. This authority is granted to the FPD by a Contracting Officer through an appointment letter.

The PMCDP Certification Equivalency Guidelines (CEG) specify the requirements for attaining a FPD certification. As noted in the CEG, a candidate applying for a Level I FPD certification must hold and maintain a Level II COR certification.



CEG – Version 4/September 2020

Certification and Equivalency Guidelines (CEG)

Contents

Section 1. Overview of the Project Management Career Development Program

1.1 Introduction

This Certification and Equivalency Guidelines (CEG) establishes the U.S. Department of Energy (DOE) competency requirements for all DOE federal project management personnel required to be certified as DOE Federal Project Directors (FPDs) to manage DOE capital asset projects. These requirements are in accordance with DOE Order 361.1C, *Acquisition Career Management Program, Chapter V (Project Management Career Development Program [PMCDP])*. The PMCDP is a four-level certification program, differentiated by the size of projects to be managed. The requirements in this document are fully compliant with the requirements in DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*.

The CEG details the requirements for certification and provides guidance to FPDs for completing the application that must be submitted to the Certification Review Board (CRB) for consideration and approval. The CRB at DOE Headquarters is an independent, autonomous body that evaluates FPD candidate applications and issues recommendations for certification to DOE and the National Nuclear Security Administration (NNSA) per the requirements of DOE Order 361.1C, *Chapter V*, and the competencies established by this guide. Applications are submitted to the CRB through the Employee Self Service (ESS) system.

The CEG is organized as follows:

- Section 1 presents an overview of the PMCDP requirements, including applicability of the requirements and the interface with other federal certification programs.

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If an FPD is not able to demonstrate the one year of COR experience required for Level II FAC-COR, a FAC-COR Level 1 may be awarded until one year of experience is obtained assuming all other FAC-COR requirements are met. A candidate applying for a Level III FPD certification must hold and maintain a Level III FAC-COR certification. While the CEG is not explicit about the FAC-COR requirements to apply for Level II FPD certification, the requirement at FPD Level I to hold and maintain a Level II FAC-COR certification implies that a FAC-COR Level 2 certification is a requirement to attain a Level II FPD certification. The CEG was revised to make explicit that a Level II FPD candidate must include a copy of the FAC-COR Level 2 certificate to document that the certification has been maintained.

The Federal Acquisition Institute (FAI), charged with fostering and promoting the development of the federal acquisition workforce, has established FAC-COR training and experience requirements. Effective October 1, 2020, FAI's Level 3 FAC-COR training requirements have been changed. Candidates for Level 3 FAC-COR are required to take FCR 400 *Advanced Contracting Officer Representative Workshop*, which replaces FCR 201 *Contracting Officer's Representative*, and FPM 120A, Project Management Basics. Look for future articles to make sure you are current on what COR training you need for COR certification.

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

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
FY21/Q1					
Systems Engineering	001049	4	24	October 19-22, 2020 10:30-4:30 daily	Daily/Webinar
Cost and Schedule Estimation and Analysis	001044	5	40	October 26-30, 2020 10:30-4:30 daily	Daily/Webinar
Value Management	001037	4	24	November 2-5, 2020 10:30-4:30 daily	Daily/Webinar
Managing Performance Based Contracts	001951	3	24	November 17-19, 2020 10:30-4:30 daily/3 days	Daily/Webinar
Front End Planning	003176	6	20	Dec 1-17, 2020 Tuesday/Thurs 2-4pm	Desktop

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.

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