DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

MARCH 2022

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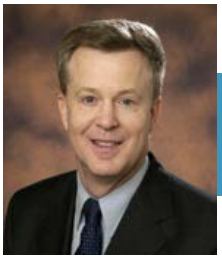


Director's Corner

Project success. Many factors contribute to the successful delivery of a project. Among the most important are scope management and the ability to accurately monitor and assess project performance. Controlling scope through disciplined change control during execution is essential to ensuring the project delivers the required capabilities within the requisite timeframe and within the approved total project cost. Read more about controlling scope in the article on page 4.

The ability to objectively measure and analyze project performance provides the Federal Project Director (FPD) with the information and insight required for proactive, informed decision making. DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, requires an earned value management system (EVMS) for all projects with a total project cost greater than $50M unless an exemption has been approved for the use of alternative project controls, or the project will be executed via a firm-fixed price contract. Previous newsletter articles introduced and provided background on the joint Office of Project Management (PM)/Arizona State University (ASU) initiative to develop an EVMS maturity and environmental total rating (EVMS METR) model.

The model, which has been utilized on four EVMS reviews, has validated the relationship between the implementation maturity of an EVMS and the environment in which it operates. Learn more about the trends and issues identified by the study and confirmed during the reviews on page 2.

Congratulations are in order when a Project Management Executive (PME) approves your request for Critical Decision (CD)- 4, *Approve Start of Operations/Project Completion*! You've made it. The project is done. But wait, as Yogi Berra memorably said during the 1973 National League pennant race, *"It ain't over till it's over."* At the time, Yogi's New York Mets were midway through an injury plagued season and stuck in last place in the National League East division. Their season appeared over. However, the return of injured players and a late season surge enabled the Mets to win the division despite an unimpressive 82-79 record. The Mets would go on to defeat the heavily favored Cincinnati Reds (99-63) in the National League Championship Series, 3 games to 2, for one of the greatest upsets in Major League Baseball history. In the project management game, your work really doesn't end with the PME's approval of CD-4. The project closeout phase is an important part of the project, providing a determination of the overall closure status of the project, contracts, regulatory drivers, and fiscal condition. You can learn more about this important phase in the article on page 7.

Play ball! And, keep charging!

Paul Bosco

Integrated Project Management: Facts, Stats, and Trends

Daniel Goldsmith and Dave Kester, Office of Project Controls (PM-30)

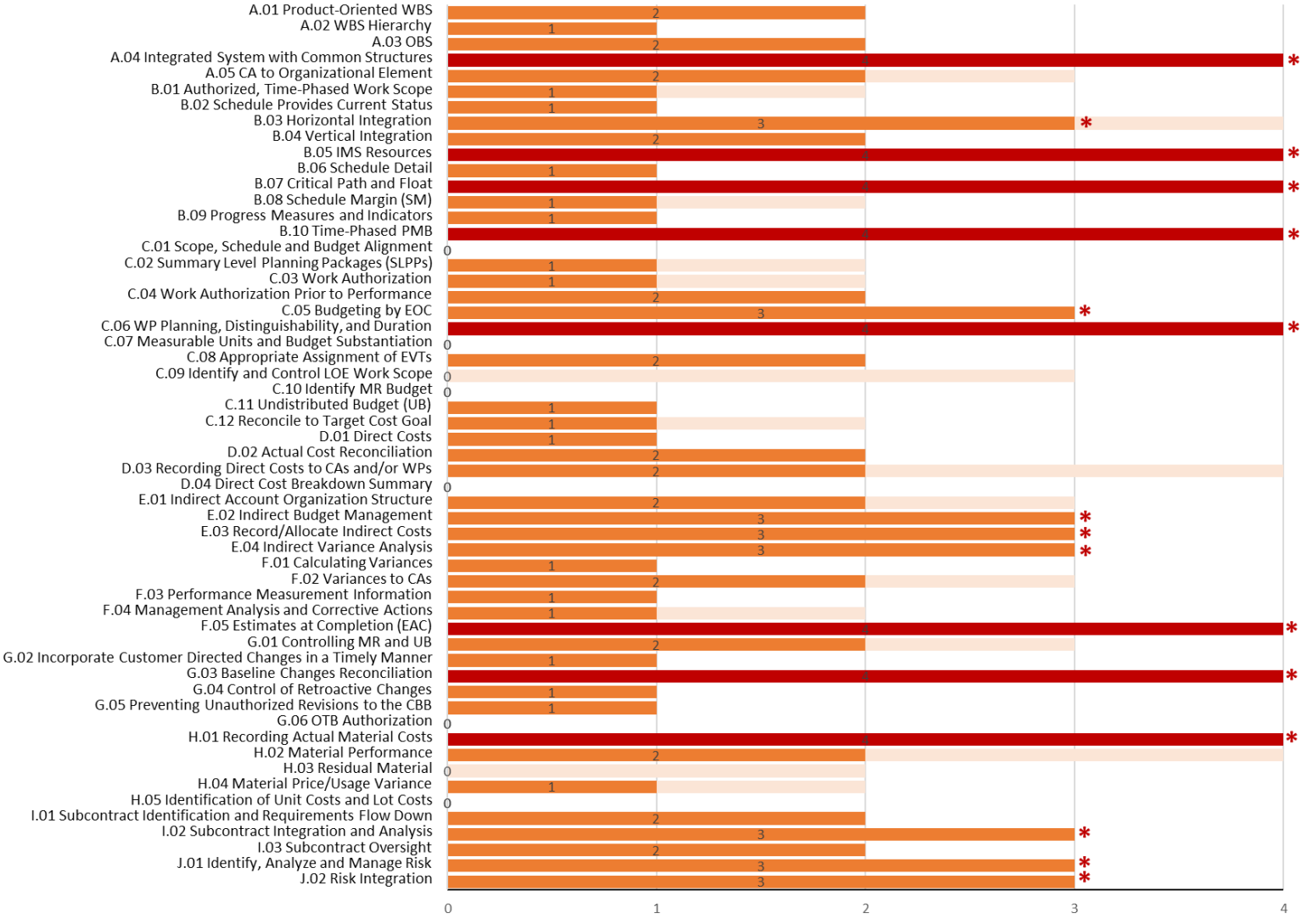
More times than not, projects of all types and sizes believe the earned value management system (EVMS) doesn't matter...*until it does*. This is a critical finding revealed by the first four EVMS reviews completed with the novel assessment mechanism developed in a joint study conducted by Arizona State University and the Office of Project Management (PM). The *Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR)* or IP2M METRR[1] enables a wholistic look at the maturity of integrated project management (IPM) utilizing earned value management (EVM); it also assesses the business environment (or culture) in which the project is operating to assess overall effectiveness and efficacy of the organization's approach to IPM using EVM.

The results from this assessment approach are gaps and opportunities for improvement in the organization's and project's approach to integrated project management using their EVMS.

Arguably, the most significant finding coming from the Study, and validated in the referenced four reviews, was the strong positive correlation between the environment (both internal and external factors in which the project functions) and the implementation maturity for IPM using EVMS. A culture of EVMS acceptance is on par with that of quality and safety as a priority, if not a necessity, for fiscal stewardship and project success. The better the project environment the more likely IPM using EVMS will be viewed as a necessity for better outcomes.

The four reviews found that some processes are more prone to implementation issues than others. The trends noted to date are shown in Figure 1 which denotes the IP2M METRR attributes which had the highest number of Corrective Action Requests (CARs) written against them with an asterisk.

Figure 1. EIA-748 EVMS – Reviews, Ratings, and Trends



[1]Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) using EVMS, https://go.usa.gov/xt8Eq. Also PM Newsletter articles on IP2M METRR in March 2021 and April 2021 PM Newsletters. *Continued on Page 3.*

Two key subprocesses in which the Study showed significant low spots (or a lack of maturity) are the:

- Organizing subprocess - the integration of key management systems like the scheduling system, work authorization system, budgeting system, and change control system which, if used in isolation, result in each management system recoding and reporting differing data and information.
- Planning and Scheduling subprocess area - specifically the assignment of resources in the Integrated Master Schedule (IMS), Critical Path, Total Float, and a fully established and resource planned Time-Phased Performance Management Baseline (PMB).

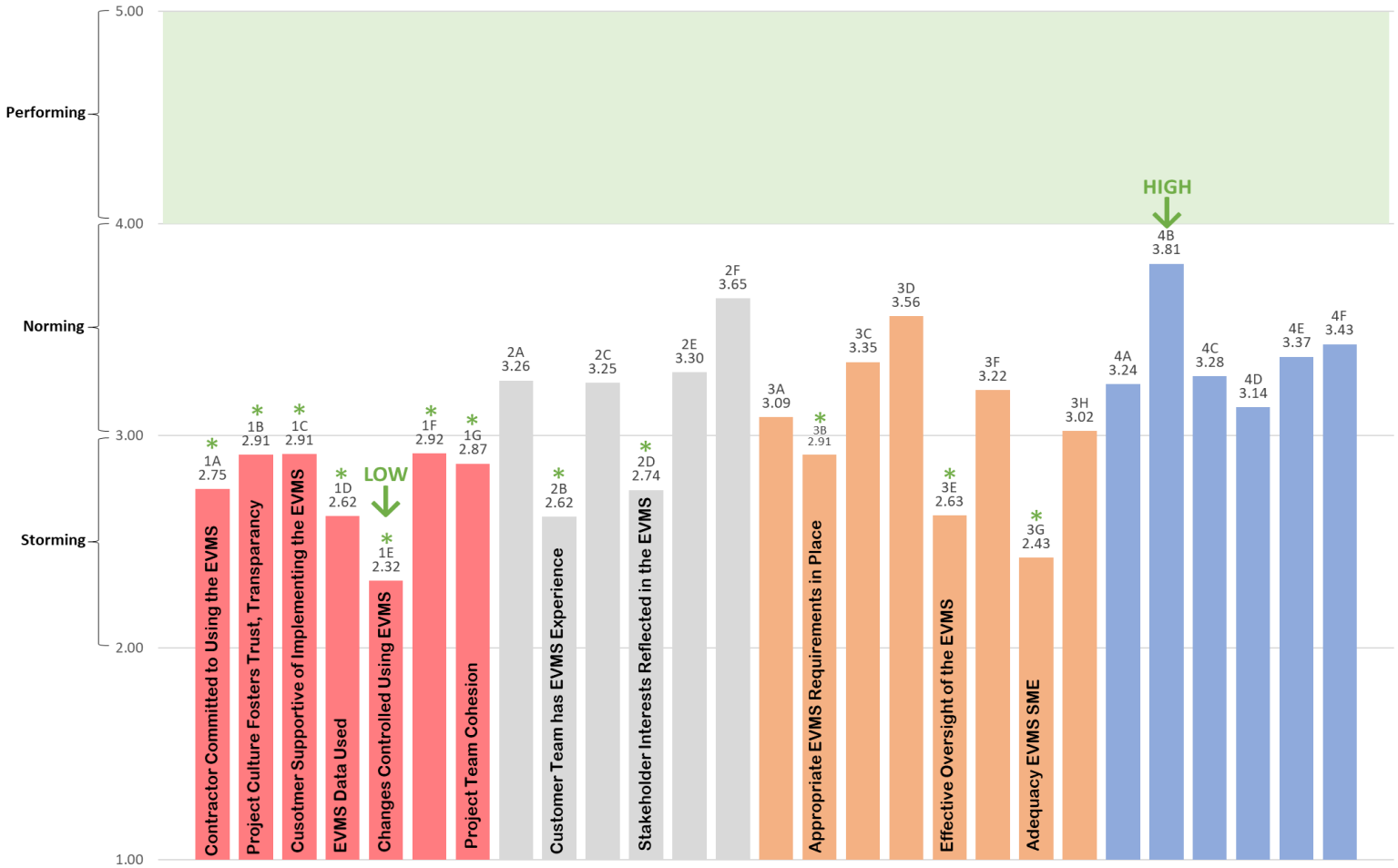
Other noteworthy subprocess areas containing a high number of findings include the Budgeting and Work Authorization area, the Analysis and Management Reporting area, the Change Control area, and the Material Management area. Each of these subprocess areas had at least one attribute with at least 4 CARs identified in the four different reviews.

Looking at the 'softer' side of IPM using EVM, the Environmental or Cultural aspect of the system, reveals similar issues. Figure 2 shows the lowest Environmental ratings were in the Culture area, specifically under Change Control using an EVMS. Various interviews about this finding revealed the EVMS was not being used as an integrated project management tool.

The next lowest rating appeared within the Practices area, specifically the Adequacy of the EVMS Subject Matter Experts (SMEs). Intriguingly, this might be the root cause for the lack of IPM using EVM. Without the proper knowledge of the EVMS, its use cannot be fully understood and utilized within project management.

On the opposite side of the spectrum, one of the highest ratings occurred for the Resources area, revealing there was sufficient funding for the implementation of the EVMS. The issue is not a lack of funding for the resources, but a lack of knowledge in the field of IPM using EVM.

Figure 2: EIA-748 – Facts, Stats, and Trends



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More research is needed to understand the root cause of this issue but it could be from a lack of qualified candidates necessitating a need to grow more experts and qualified personnel.

In the Environmental area, as seen in the Study, every section in the Cultural area is below the optimum range. Using the Tuckman's Stages of Group Development Model[2], a mature system should be in the Performing range, but these cultural attributes consistently come in under the Storming range in the four reviews. Improvement in the environment of IPM using EVM needs to start as a cultural change.

Furthermore, it needs to start from the top of the organization. By fostering a culture embracing integrated project management using EVM, more talent will be interested and recruited to train and implement these systems. As the talent pool grows, the adequacy of all SMEs will increase, with the natural side-effect of maturing the systems. When the systems mature, processes become more robust, data will be more reliable, and project decisions can be made earlier and with better accuracy. Overall, what we can see is all aspects of these systems are related, even when they don't appear to be at first glance.

[2]Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin, 63*(6), 384–399. https://doi.org/10.1037/h0022100

Controlling Scope in Project Execution

Matthew Taliaferro, Office of Project Controls (PM-30)

Change is a recurring theme in essentially all capital asset projects. The realized risks vary from project to project, but, inevitably, scope, schedule, and cost will be impacted. Unforeseen scope change may be unavoidable and can cause project failure if not properly controlled. Successfully managing scope change throughout the project life cycle can help avoid missed deadlines and budget overruns. It is essential to manage actual changes when they occur and decide whether corrective or preventive action is required. Always consult with the Contracting Officer (CO) prior to taking any action to address the contractor's scope as the CO is the only one authorized to modify the contract.

The Project Management Institute's (PMI) Project Management Body of Knowledge (PMBoK) defines scope as "the work performed to deliver a product, service, or result with the specified features and functions." Controlling scope is, according to PMI, "the process of monitoring the status of the project and product scope and managing changes to the scope baseline." PMI defines scope baseline as "the approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, which can be changed only through formal change control procedures and is used as a basis of comparison" to actual results. At critical decision (CD)-2 the performance baseline (PB) has been established and validated by an external independent review (EIR).

As required by DOE Order (O) 413.3B, *Program and Project Management for the Acquisition of Capital Assets,* the project's project execution plan (PEP) should provide approval thresholds specifying the control each organizational element has over project baseline change approval and the project change control process.[1]

Federal Project Directors (FPDs) and Project Managers must understand how the elements in a baseline's product oriented WBS work together to deliver scope. Regular performance monitoring of those sets of elements may provide advance warning of scope impacts and enable mitigating actions. DOE G 413.3-10A, *Earned Value Management System*, identifies two such analytical techniques for controlling scope:

- Variance Analysis: A technique to determine the cause and degree of difference between the baseline and actual performance. Work performance data, such as the data generated through earned value reporting, are the primary input to variance analysis.
- Trend Analysis: Examines project performance over time to determine if performance is improving or deteriorating.

In controlling scope, quality control (QC) plays a major part in exposing whether the product being built will meet its functional requirements. QC will assist in identifying any deviations from the scope baseline. There are several tools that can be used in controlling quality including:

- Inspections
- Statistical Sampling
- Testing/product evaluations

[1]DOE G 413.3-20 Change Control Management Guide

Continued on Page 5.

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- Inspections
- Statistical Sampling
- Testing/Product Evaluations

Communication, especially as it relates to managing team members, also aids in controlling scope. Proper communication throughout the process of monitoring and managing scope avoids delays in change approval and enhances understanding of actual project progress. "Management By Walking Around" (MBWA) allows one to see progress firsthand (see figure 1). DOE-STD-1073-2016 Configuration Management has a specific variation of this called "walkdowns" in which a physical configuration assessment compares the existing physical configuration with the facility or activity documentation to identify any discrepancies.

A major component of controlling scope is the change control process. After the project scope baseline is approved at CD-2, changes or deviations must go through a change control process.

Figure 1. Managing By Walking Around
https://www.the10minuteleader.com/managing-by-walking-round/

The change control framework and process for managing modifications to the baseline is documented in the PEP. DOE's change control process is documented in DOE G 413.3-20, *Change Control Management Guide*.

The objectives of baseline change control are as follows:

- Prevent unauthorized or unintended deviations from approved baselines
- Ensure each change is evaluated, reviewed, and dispositioned at the proper management level with the assistance of the Change Control Board (CCB)
- Anticipate, organize, and predict changes
- Prevent performance baseline deviations
- Evaluate and understand the impacts of change
- Identify, understand, and control the consequences of changes

For non-management and operating (M&O) contracts and for M&O contracts when a contract change is required there are further detailed change control processes. When changes arise, beware of unexpected consequences of changes to technical design or configuration. Anticipate and assess "downstream" effects, and interfaces with other systems and components. Configuration management (CM) focuses on configurable items such as product, result, and components.

[2] DOE G 414.1-2B Quality Assurance Program Guide

Continued on Page

The objective of CM change control is to maintain consistency among design requirements, the physical configuration, and the related facility or activity documentation. Within DOE, configuration management is required for DOE Hazard Category (HC) 1,2,3 nuclear facilities and activities.

Many of the principles and methods provided in DOE-STD-1073-2016 may also be useful to manage changes to non-nuclear activities or to nuclear facilities whose inventory of nuclear materials is below the threshold for HC-3 nuclear facilities (see figure 2)[3]. As the project scope is modified, the impact on the configuration must be evaluated, approved, and documented.

Please note that additional information and guidance on defining and managing project scope is being developed and will be published as a DOE O 413.3 series guide later in 2022.

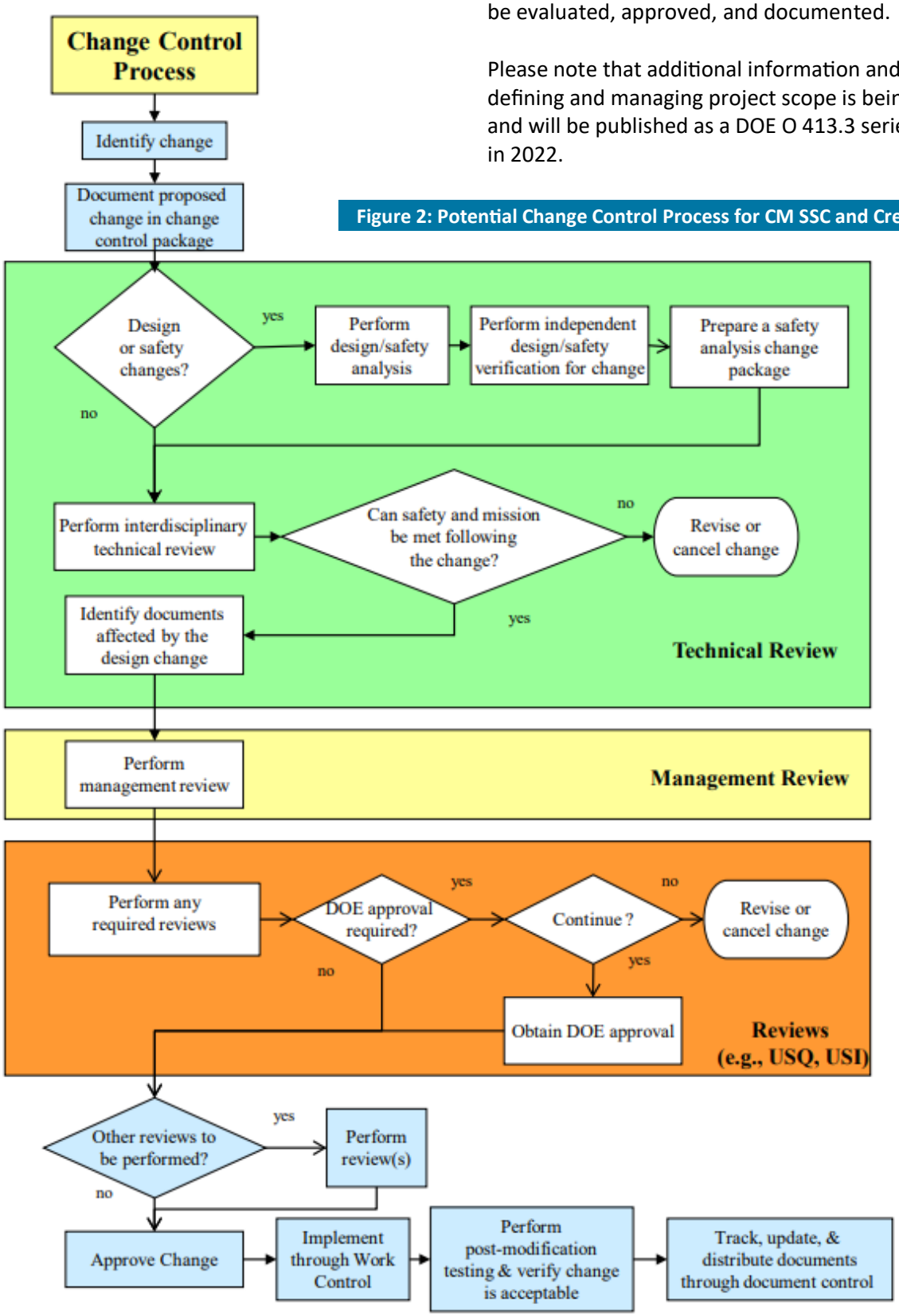


Figure 2: Potential Change Control Process for CM SSC and Credited Controls

[3] DOE-STD-1073-2016 Configuration Management

Project Closeout Report — What Is Required?

Joseph Grealish, Office of Project Analysis (PM-20)

You've done it! You've led your project team through project completion and received the Project Management Executive's (PME) approval for achieving critical decision (CD)-4, *Approve Start of Operations/ Project Completion*. While bringing the project in at or below the approved budget and within the allotted time was difficult enough, you and your team prepared for a series of reviews and presentations, culminating in a Project Management Risk Committee (PMRC) (if the project's total project cost (TPC) was over $100 million) and an Energy Systems Acquisition Advisory Board (ESAAB) (or equivalent) where the PME approved CD-4 and recognized your team's hard work over the past several years.

Time to catch up on sleep? Rest on your laurels? Binge watch the latest show on your favorite streaming channel? No, no, and no. Your work on the project doesn't end with CD-4! The project closeout phase is an important part of the project and may take up to a year or more to complete.

Department of Energy (DOE) Order (O) 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, has an entire sub-chapter (4.f.) within Appendix A devoted to project closeout. In addition to the Project Closeout Report, which we'll detail in this article, 413.3B requires documentation of the project's facility sustainment goals (LEED, etc.) and the applicable updating of the Facilities Information Management System (FIMS) which captures the costs of capital improvements and modifications. DOE Order 436.1, *Departmental Sustainability*, governs the capture of sustainment data and DOE Order 430.1C, *Real Property Asset Management*, governs the FIMS system. Another key item from DOE O 413.3B is the lessons learned submission. Following CD-3, lessons learned from the project team are due covering the up-front project planning and design efforts. Following CD-4, lessons learned are required covering project execution and facility start-up. In both cases, the lessons learned submissions are due within 90 days of the CD approval.

DOE Guide 413.3-16A, *Project Completion/Closeout Guide*, remains the primary source of relevant information to guide you through the project closeout steps. There are two project closeout reports required for each project. The initial Project Closeout Report is due within 90 days of CD-4 approval. The Initial Project Closeout Report includes preliminary final cost details and any available information concerning the existence of potential claims. It is important to note for projects which may be close to the benchmark for project success (110% of approved TPC) final claim costs are part of the TPC and may push a project above the project success benchmark.

The final Project Closeout Report is due prior to the formal Project Closeout. This report captures the final administrative, contractual, and financial information from their respective closeouts. The closeout report consists of two main deliverables: a project completion report, and a project final cost report.

The Final Project Completion Report should address four key areas:

- Physical Closeout
- Contractual Closeout
- Financial Closeout
- Regulatory Closeout (if needed)

The Physical Closeout section of a Project Completion Report affirms all of the project's requirements are completed and DOE has accepted "beneficial occupancy" of the facility. This report provides confirmation that the key performance parameters and required scope have been achieved, all punch list items have been corrected, warranty information (for both real property and installed equipment) is entered appropriately, any outstanding purchase orders or other obligations are described and accounted for, project lessons learned are captured and submitted, and provides a copy of the PME's approval of CD-4.

The Contractual Closeout section of the report is completed in coordination with the contracting officer and identifies each contract or subcontract associated with the project and their respective financial value and current status. It is important to capture here any incomplete deliverables and potential claims or legal actions. The purpose of this section is to capture useful information for the gaining organization on ongoing contract legal, warranty, deliverable, or financial issues. It is important to realize the final closeout report cannot be completed until all claim actions are finalized. As claim costs are part of the TPC, closeout cannot occur

Continued on Page 8.

The Financial Closeout section is very important as it allows DOE to "capture" any unspent money (such as unrealized contingency or lower-than-anticipated bids) and repurpose those funds appropriately. The Federal Project Director (FPD) is responsible for the financial closeout, typically in close coordination with the site's Chief Financial Officer (CFO). As many project teams work for the management and operating (M&O) contractors, there may be a need to adjust wage rates or overhead rates in the months or years following project completion. The FPD and CFO need to be cognizant of these potential adjustments prior to submitting the final project closeout report.

The final section of a Project Completion Report, the Regulatory Closeout, does not apply to every project. Environmental remediation projects will generally need to demonstrate compliance with either the Resource Conservation Recovery Act (RCRA) or the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). There may be other cases of regulatory compliance which served as the mission need for a project. The Regulatory Closeout ensure the appropriate agencies, including federal, state, and local authorities, are informed of a project's completion to give DOE "credit" for completing the work.

The second major deliverable of a closeout report is the project final cost report. Again, the FPD and the site CFO need to work closely together to ensure that DOE Order 534.1B, *Accounting*, requirements are met. This usually requires referring to the project data sheets (PDS) which were submitted for each budget request. It's important to summarize the actual expenditures in a manner for comparing to the budget requests contained in the PDSs.

This process also allows time for contractual claims to run their course, though in some cases a reserve of funds will be needed to pay for future claim results. The Federal Acquisition Regulation (FAR) has a section, 4.804 -5 *Procedures for Closing Out Contract Files*, that serves as a useful reference.

In addition to the two main deliverables listed above, closing out the project also requires documentation of any facility sustainment goals. Many DOE projects list a Leadership in Energy and Environmental Design (LEED) level as an aspiration of the project. LEED levels range from Certified to Silver, Gold, and the highest level, Platinum. Projects may have other sustainment goals which need to be documented.

Finally, DOE Order 430.1C requires all real property assets be entered into the Facility Information Management System (FIMS) to capture plant value, investment costs, and annual sustainment costs. The FIMS data is used for budgeting for maintenance and utility costs, and records the value received by the successful completion of the project.

Now that the Project Completion Report is complete, capturing all of the vital information resulting from your effort, you can finally celebrate crossing the finish line and briefly rest on your laurels. Time to move on to your next challenging project!

If you have any questions about the DOE O 413.3B project closeout process, please contact your assigned PM-20 Project Analyst.

Congratulations to our newly certified FPDs!

Level I

Ethan Merrill (SC)

Level II

Joseph Diehl (SC)

Baseline Deviation: Root Cause Analysis and Corrective Action Plans

Rob Stern, Mathew "Zac" West, and Victoria Premaza, Office of Project Controls (PM-30)

As noted in last month's newsletter article on baseline deviations, when a baseline cost, schedule or scope breach is anticipated the project's program office is required to conduct an "independent and objective root cause analysis (RCA) to determine the underlying contributing causes … The root cause analysis will be provided to the Project Management Executive (PME) as part of the rebaselining process to inform the PME's decision of whether to terminate or proceed with the project. Corrective actions shall be identified and presented to the PME for action approval."[1]

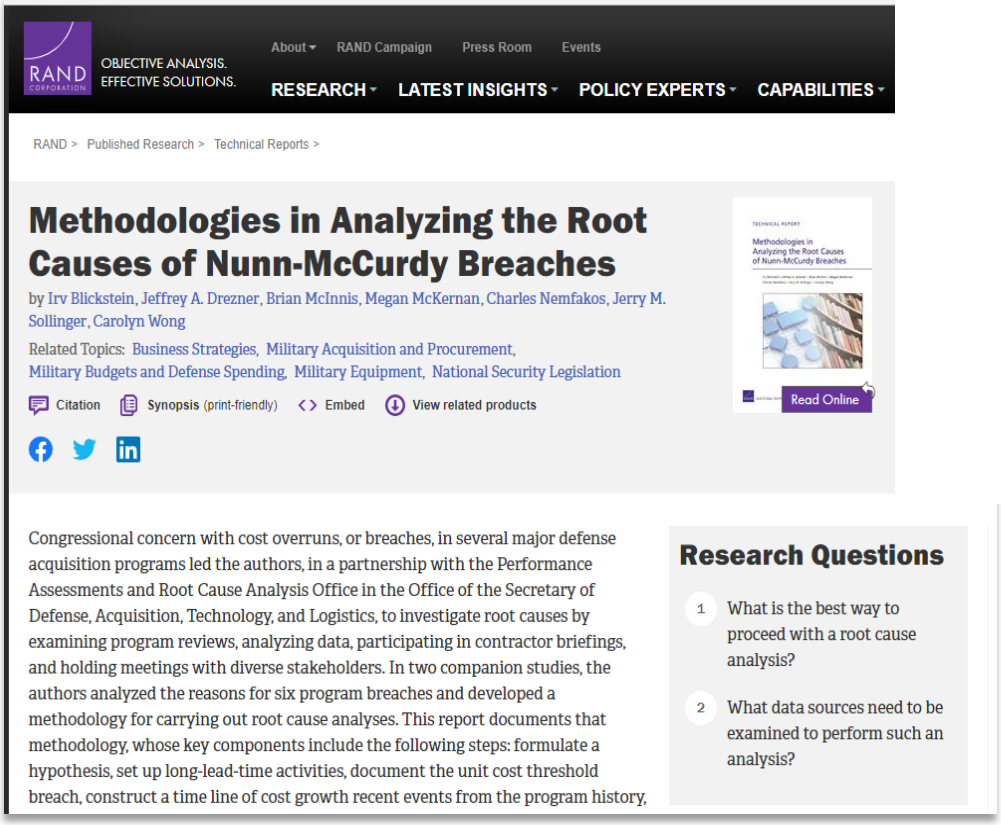
Similar to DOD's Nunn-McCurdy breach https://sgp.fas.org/crs/natsec/R41293.pdf, this requirement has been in the DOE project management order since 2016. However, recent external reviews of DOE projects have recommended that some implicit requirements should be more explicitly worded to include:

- Tracking root cause corrective actions and ensuring they are implemented, a responsibility of the Federal Project Director (FPD), along with oversight and follow-up of corrective actions by the Project Management Support Office (PMSO) and the DOE Office of Project Management (PM), such as during validation of the revised baseline, to verify that root causes have been sufficiently addressed via the corrective action plan (CAP).
- Review by the Project Management Risk Committee (PMRC) of the RCA and corrective actions as part of its responsibility to analyze performance baseline (PB) deviation disposition requests and make recommendations to the Energy Systems Acquisition Advisory Board, Chief Executive for Project Management or PME as applicable (based on the project's size).
- Follow up during annual project peer reviews (PPR) on all open corrective actions stemming from prior reviews, including the RCA.

The core principles in conducting RCAs[2] are important:

- **Focus on correcting and remedying root causes rather than just symptoms.**
- **Realize there can be, and often are, multiple root causes.**
- **Focus on HOW and WHY something happened, not WHO was responsible.**
- **Be methodical and find concrete cause-effect evidence to back up root cause claims.**
- **Provide enough information to inform a corrective course of action.**
- **Consider how a root cause can be prevented (or repeated) in the future.**

In 2012, RAND Corporation, a federally funded research and development center, published a report, *Methodologies in Analyzing the Root Cause of Nunn-McCurdy Breaches* for the Office of the Secretary of Defense (https://www.rand.org/pubs/technical_reports/TR1248.html#download).



[1] Program and Project Management for the Acquisition of Capital Assets, DOE O 413.3B Chg 6 (LtdChg)
[2] https://www.tableau.com/learn/articles/root-cause-analysis

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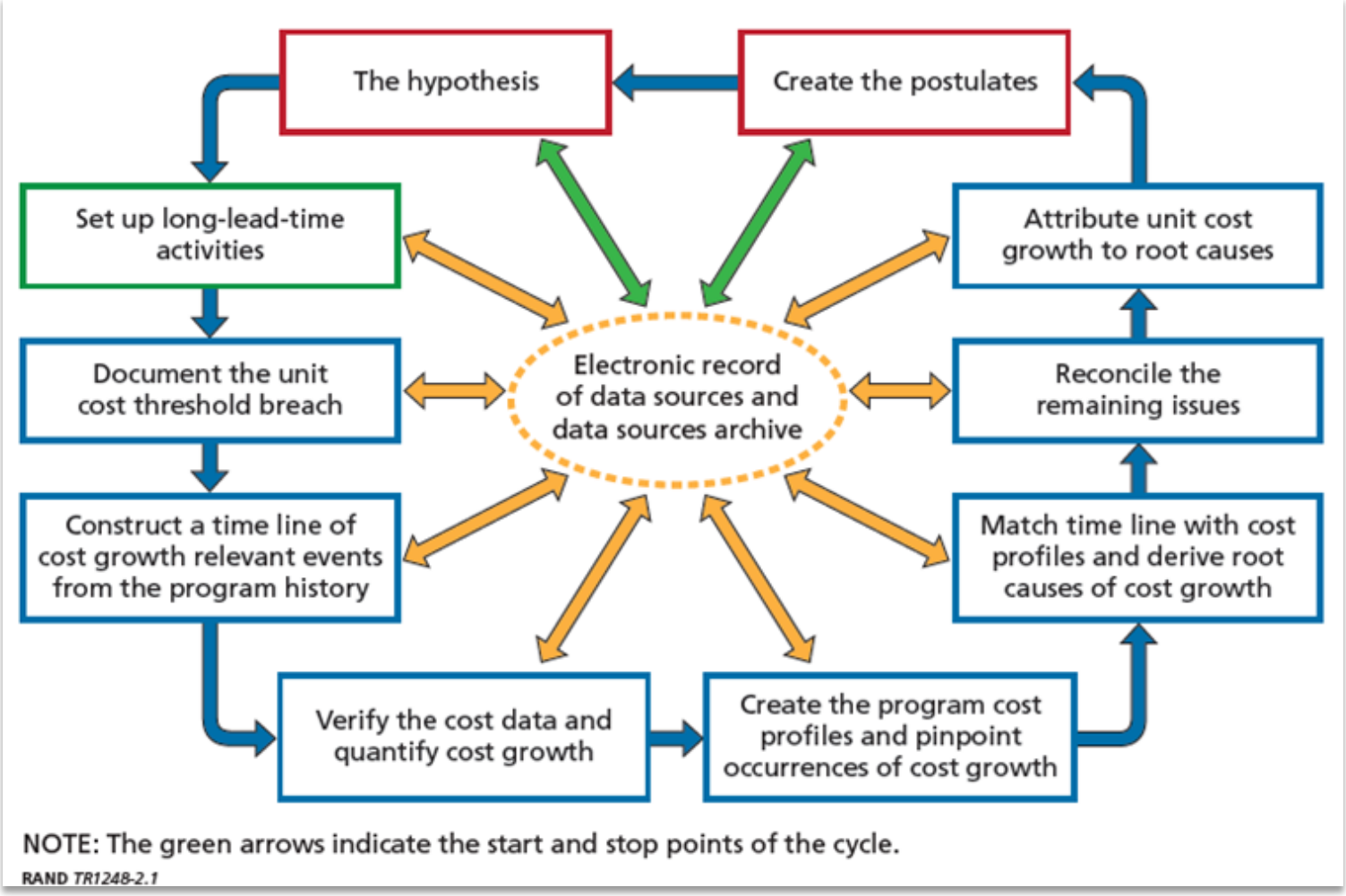
In this publication, they lay out a method and discuss data sources. Likewise for DOE's project RCAs, a method is required, data sources need to be identified, and resources made available. As shown in Figure 1, Rand identified the following approach to conducting an RCA:

- Gather and review readily available data.
- Develop a hypothesis.
- Set up long-lead-time activities.
- Document the unit cost [project] threshold breach.
- Construct a timeline of relevant cost growth events in the program history.
- Verify the cost data and quantify cost growth.
- Create and analyze the program cost profiles pinpointing occurrences of cost growth.
- Match timeline events with changes in the cost profiles and derive root causes of cost growth.
- Reconcile any remaining issues.
- Attribute unit cost growth to root cause.

The RAND report provides significant detail for each of the boxes listed. This report provides a good starting point for a team charged with conducting an RCA to reference in terms of defining process. Based on experience, RAND notes that since each acquisition program [project] is unique, each RCA is unique. That said, RAND's experience also indicates that the set of core activities identified above is instrumental to a successful root cause analysis. The report goes on to state, "Carrying out this set of activities should enable the research team to create the primary deliverables and postulates for a root cause analysis: a summary narrative that includes clearly stated root causes of cost growth supported by a formal documentation…" While additional RCA guidance is planned for the conduct in future DOE Guide updates, the RAND document provides a basis with core activities all RCA teams should evaluate and include for their specific analysis requirement.

Figure 1: Standard Steps in Forensic Root Cause



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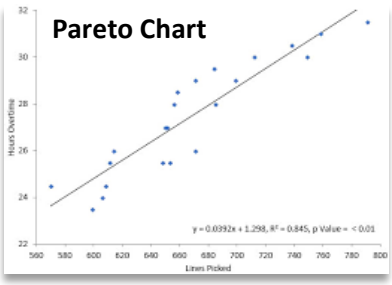
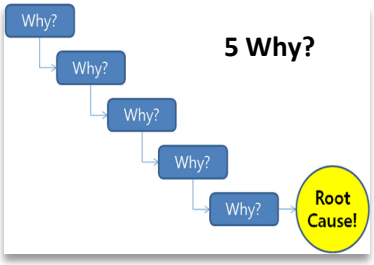
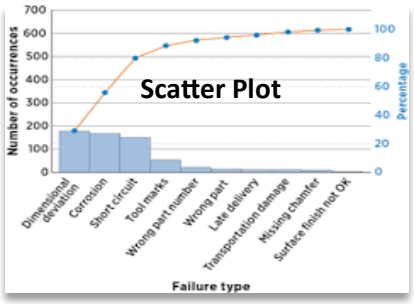
Five common root cause analysis tools (see Figure 2) include:

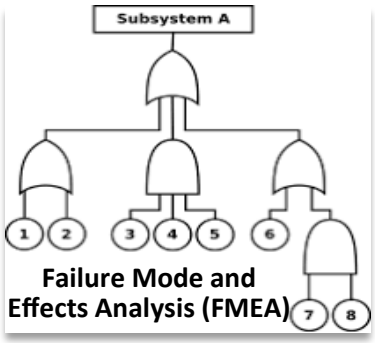
- Pareto Chart
- The 5 Whys
- Fishbone Diagram
- Scatter Diagram
- Failure Mode and Effects Analysis (FMEA)

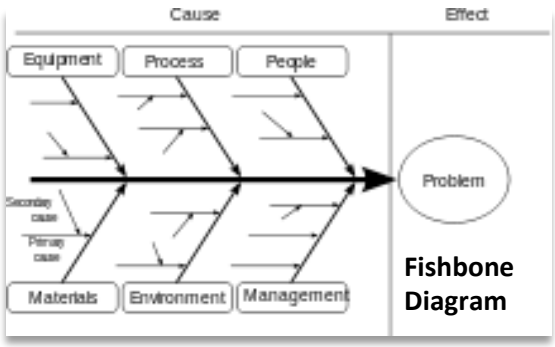
Figure 2: Five Common Root Cause Analysis Tools







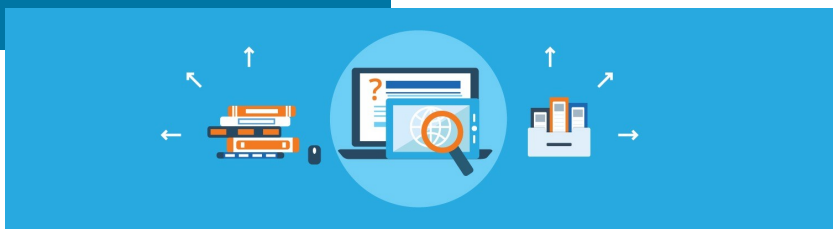




More recently, many RCA practitioners have recognized problems often are rooted in the integration of human errors, equipment failures, and poorly performing organizations rather than just one critical component, schedule impact or cost overrun and they have adapted more sophisticated data-driven computer-based tools such as Blue Dragon's *Hyper-Integrated Causal Analysis (HCA)®,* Intelex Root Cause Analysis Software®, and Sologic's Causelink®.

As noted in last month's PM newsletter, expect new requirements (i.e., DOE O 413.3B policy memo) and guidance (i.e., update to DOE G 413.3-20, *Change Control Management Guide*) on PB deviation RCAs and corrective actions in the near future.

Continuous Learning Points (CLPs): Maintain Your Certification



80 CLPs

are required every 2 years to maintain FPD certification.

How can CLPs be earned?

- CLPs can be earned through training and activities. Check the CLP Guidance on ESS PMCDP CLP Request Link or on PM-MAX at this link. Newsletter articles from May 2020 PM Newsletter and June 2020 PM Newsletter provide virtual resources to earn CLPs at no cost to the FPD.
- Earn a CLP for providing feedback about this edition of PM News. **Click here**!
- Many online and virtual opportunities from construction vendors such as CII, CURT can be used to earn CLPs.

How are CLPs tracked?

- CLPs start from the day FPD certification is attained.
- CLPs are tracked in Employee Self Service (ESS) Project Management Career Development Program (PMCDP) module.
- Many CLPs are auto-reported to save FPDs time, including completed PMCDP training classes.
- Programming improvements over the years have reduced the manual entries required by FPDs by more than 80%.
- FPDs can carryover up to 20 CLPs from the previous reporting cycle. Contact PMCDP.Administration@hq.doe.gov to request to have CLPs carried over.
- PMCDP sends automated messages to FPDs starting at 180 days before the FPD anniversary date to help FPDs to get the CLPs needed to renew FPD certification.
- FPD certifications are renewed automatically on the anniversary date if the 80 CLP requirement is met.
- Reports are distributed monthly to Program Points of Contact (POCs) reporting status of CLPs for the Programs.

Project Management Workshop: Updated Date!

Project Management professionals – out of concern for the health and safety of our community and team members, we have made the difficult decision to once again postpone the Project Management Workshop until the Spring of 2023. While PM had considered holding a workshop in 2022, the ongoing dynamics of the coronavirus pandemic and omicron variant continues to make scheduling large, in-person gatherings problematic. We are working arrangements with the Hilton Washington DC National Mall Hotel at L'Enfant Plaza for the 2023 dates. Watch for further announcements with hotel rates and the agenda in future newsletters. These workshops are an important forum for professional development, sharing professional knowledge, hearing from departmental leadership, and interacting with your peers. We look forward to seeing you next year!

PMCDP FY22 Q2-Q3 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	LN Code	Dates	CLPs	Details
Managing Contract Changes	002102	March 7-10, 2022	32	10:30am-4:30pm EST Webinar Daily
Project Management Simulation	001029	March 7-11, 2022	32	10:30am-4:30pm EST Webinar Daily
Managing Performance-Based Contracts	001951	March 22-24, 2022	24	10:30am-4:30pm EST Webinar Daily
Advanced Risk Management	001042	March 22-24, 2022	32	10:30am-4:30pm EST Webinar Daily
Monitoring and Controlling	00450	April 4-8, 2022	32	10:30am-4:30pm EST Webinar Daily
Capital Planning for DOE O 413.B	002152	April 12-26, 2022	16	(Tue/Thurs) 12-3pm EST Webinar
Project Management and Portfolio Analysis	001025	April 11-15, 2022	40	10:30am-4:30pm EST Webinar Daily
Leadership Through Effective Communication	002366	April 19-21, 2022	24	10:30am-4:30pm EST Webinar Daily
Advanced EVMS	002698	May 2-5, 2022	24	10:30am-4:30pm EST Webinar Daily
Cost and Schedule Estimation Analysis	001044	May 9-13, 2022	40	10:30am-4:30pm EST Webinar Daily
LEED for New Construction/Existing Buildings	001936	May 10-12, 2022	20	10:30am-4:30pm EST Webinar Daily
Strategic Planning	001043	May 17-19, 2022	24	10:30am-4:30pm EST Webinar Daily
PM Systems and Practices	001024	May 16-June 13, 2022	60	(Mon/Wed) 12-4pm EST Webinar
Scope Management Baseline Development	001036	May 23-26, 2022	24	10:30am-4:30pm EST Webinar Daily
Negotiation Strategies and Technique's	001047	May 24-June 2, 2022	24	(Tue/Thurs) 12-4pm EST Webinar
Planning for Safety in PM	001035	June 15-July 6, 2022	28	(Wed) 12-3pm EST Webinar
Acquisition Management for Technical Personnel	000145	June 21-30, 2022	24	(Tue/Thurs) 12-4pm EST Webinar

Earn a CLP for reading PM News and providing feedback about the edition you read. Click here!

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 report 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.

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If you would like to contribute an article to the Newsletter or want to provide feedback, contact the Editor at DL-PM-40.