



# DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

OCTOBER 2022



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## Director's Corner

In July we explored culture, the first of the four environmental categories (culture, people, practices, and resources) that impact the effectiveness of an EVMS. This month we explore the second environmental category, people.

From the qualifications and experience of the project's leadership team to the actions of those placing concrete, hanging pipe, and pulling wire, the impact of people on project performance is indisputable. For insight into *Understanding the People Environment for EVMS Implementation*, see the article on page 4.

Finally, this month we welcome and share an outside perspective from one of DOE's contract partners and member of the Energy Facility Contractors Group (EFCOG) of what it's like to participate in one of PM's EVMS compliance reviews. Rick Millikin (Jacobs) provides his thoughts and observations after participating in an EVMS implementation review led by the Office of Project Controls and Policy (PM-30). Rick's perspective can be found on page 6.

Happy Fiscal New Year!

Keep Charging!

*Paul Bosco*

This month we continue our series of articles on the Government Accountability Office (GAO) Schedule Assessment Guide's best practices and understanding how a project's environment impacts the effectiveness of an earned value management system (EVMS).

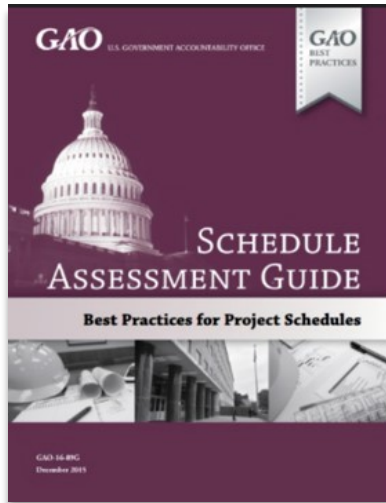
In the third article examining GAO's ten best practices for developing and maintaining a high-quality schedule, we look at best practice #3, *Assigning Resources to All Activities*. For a schedule to be considered reliable, it must be comprehensive, well-constructed, credible, and controlled. To be comprehensive, all resources required to execute the project must be identified, including when they are available, and loaded in the schedule. For more information on this best practice, see the article on page 2.

### GAO Scheduling Best Practice #3: Assigning Resources to All Activities

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

This is the third of ten articles in the ongoing series examining the Government Accountability Office (GAO) *Schedule Assessment Guide* (GAO 16-89G) and its ten best practices for developing and maintaining a high quality schedule. Table 1 lists the ten best practices. The series began in July 2022 with an article on best practice #1, *Capturing All Activities*. The August 2022 Newsletter continued with best practice #2, *Sequencing All Activities*. This month we will look at the important third best practice, *Assigning Resources to All Activities*.

The Department of Energy (DOE) Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, is the guiding document for project development and management within the Department. It provides two references for developing an integrated master schedule (IMS), the first being the National Defense Industrial Association’s *Planning and Scheduling Excellence Guide* (PASEG). The second reference is the GAO 16-89G, *Schedule Assessment Guide*.



GAO 16-89G lists four characteristics of a reliable schedule: *comprehensive, well-constructed, credible, and controlled*.

Table 1.

Best Practice #1	Capturing all activities
Best Practice #2	Sequencing all activities
<b>Best Practice #3</b>	<b>Assigning resources to all activities</b>
Best Practice #4	Establishing the duration of all activities
Best Practice #5	Verifying that the schedule can be traced horizontally and vertically
Best Practice #6	Confirming that the critical path is valid
Best Practice #7	Ensuring reasonable total float
Best Practice #8	Conducting a schedule risk analysis
Best Practice #9	Updating the schedule using actual progress and logic
Best Practice #10	Maintaining a baseline schedule

As part of a comprehensive schedule, the necessary resources should be identified and determined to be available when needed. Further, a schedule would not be deemed credible if resource availability assumptions were not validated and considered reasonable.

You are likely familiar with the quote, “Time is nature’s way of keeping everything from happening at once,” typically ascribed to theoretical physicist John A. Wheeler. However, the earliest source is actually science fiction author Ray Cummings. Regardless of the source, as an astute reader of the monthly Office of Project Management (PM) newsletter, I am sure you know that it is “resources” and not “nature” that keeps everything from happening at once.

Since resource requirements directly drive activity durations, assigning resources improves the realism and rationality of proposed schedule dates. By loading resources into a schedule, the project team identifies all required labor, material, equipment, and other costs for each work element, and provides an assurance of their availability.

**Resources, Effort, and Duration:** Resources are broadly characterized as labor, equipment, subcontracts, funding, and material. Some resources are measured by workdays or hours, such as labor or equipment use. Others are measured more discretely, such as material and equipment. Resources are finite and are an important tool in assessing the project schedule’s reasonableness and executability.

Care is needed in assigning resources to activities based on how the work is measured. A work activity with production elements will expand or contract as labor is assigned or removed. For instance, if a form work activity requires 50 crew-days, assigning two crews to the task would normally produce a duration of 25 days. However, a one-day training session will keep its one-day duration no matter how many employees are assigned to the activity. It is still important to schedule and track the number of attendees to better understand the actual cost versus the planned amount. Conversely, material and equipment resources will not expand or contract as the activity duration changes. A work element requiring 1,000 yards of concrete will use the same amount of concrete whether the duration is one month or two.

Continued on Page 3.

Planners also need to determine the relative efficiency (or productivity) of the assigned resources. Are the carpenters primarily journeymen or apprentices? Is the work deep underground or does some work occur at night or extreme temperatures? Does proximity to a residential neighborhood limit noisy equipment to certain time periods of the day? Steady work is generally considered more productive than start-and-stop activities. Many commercial and government guides are available to help determine productivity factors for various work environments.

**2. Loading Activities with Resources:** Assigning resources for large-scale DOE projects can be daunting at first. However, fully loading resources across the schedule is a critical aspect of developing credible schedules and the necessary budgets for projects. Many DOE projects require funding across a number of fiscal years. Program managers understandably do not want to overcommit resources (and funding is a resource) to a project during a budget cycle when other projects may be in greater need.

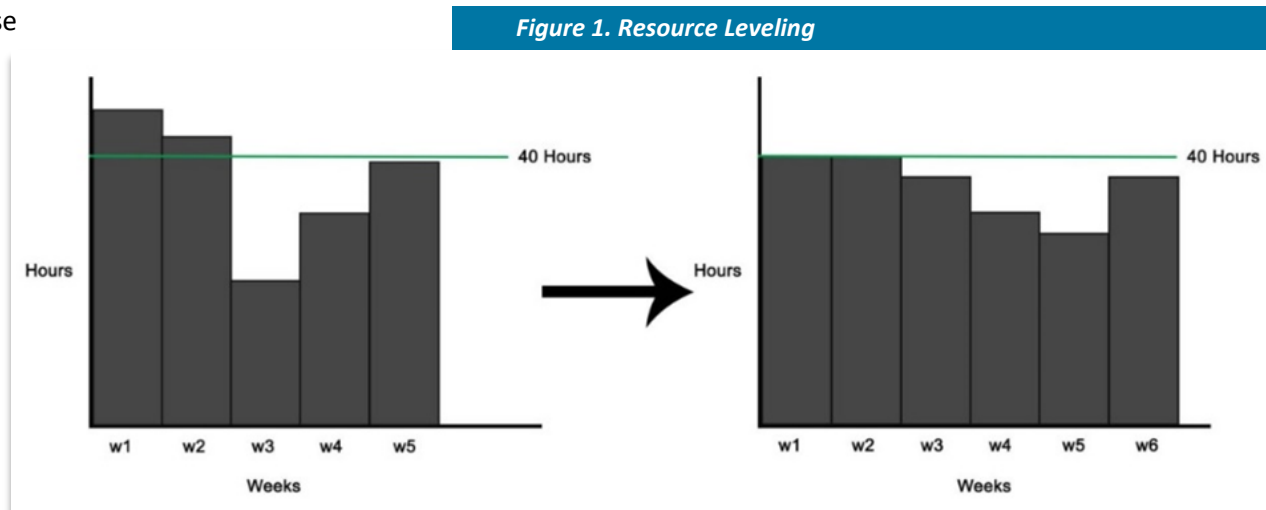
A resource-loaded schedule will provide a spending plan, including allowances for uncertainty and risk-based contingency, which provides program managers the information needed to develop the performance management baseline (PMB) which is approved at critical decision (CD)-2 per DOE Order 413.3B. The respective Program needs to provide funds to support the time-phased PMB execution to ensure work progress is uninterrupted by a lack of available funding (i.e., “technically limited” schedules versus “funding limited” schedules).

Project managers use the “rolling wave” planning technique to perform detailed planning on near-term activities (usually within six months out to a year) while performing more summary planning for the planning packages representing activities further in the future. This applies to assigning resources also.

Near-term activities need detailed resource assignments, with subcontracts, material, and work crews assigned. For planning packages, a more general assessment of needed resources is often sufficient. A clear caveat, however, is for long-lead procurements, where materials and equipment with lengthy supply chains or few sources need to be accounted for in the scheduling and resource requirements.

**3. Resource Leveling:** Once the schedule is loaded with resources and a critical path is established, the difficult work of leveling, or “smoothing”, the resource assignments can begin. Resource leveling is when the project leadership adjusts the scheduled starts of activities to either reduce spikes in resource demands or lower the level of required resources below the number of available resources. Resource smoothing seeks to avoid inefficient use of resources (such as “troughs” or low and inconsistent resource usage periods), looking for gaps in a resource’s use and delaying the start date of an activity to avoid gaps. For instance, if a crane is needed for three weeks, but then not needed for two weeks, and then need again, can the first activity’s start be slid to the right two weeks, so the crane is in continuous use for five weeks, without affecting the projects critical path?

When leveling or smoothing resources, the project manager should look first for activities with the highest amount of float and fewest resources. When leveling resources, most activities will move to the right, reducing float. For resource smoothing, some activities may be scheduled earlier than necessary, so as to keep a resource from inefficiently starting and stopping.



Continued on Page 4.

**Final Thoughts:** The following thoughts will help guide you in assigning and leveling resources across your project's work breakdown structure (WBS):

- The number of available resources affects duration estimates.
- The schedule should realistically reflect the resources necessary to do the work, and whether required resources will be available when needed.
- Special attention is needed for significant resources, i.e., the ones which strongly influence the critical path or represent single points of failure.
- Assign budgets to both work and planning packages so the total project cost is understood at the outset. This also identifies the required budget each fiscal year to bring the spending profile within the funding profile.

- Do not assign resources to milestone, summary activities or schedule visibility tasks.
- Document assumptions (generally within the Basis of Estimate (BOE)) regarding resource availability, productivity rates, and costs.
- Document resource conflict decisions/resolutions.
- One of the earliest resource feasibility/leveling assignments is when you align the program's proposed funding profile against the project's schedule. Slip high float activities to later start dates to bring the spending profile within the funding profile.

If you have any questions, please contact your assigned PM-20 Project Analyst or PM-30 Project Controls and Earned Value Management specialist.

## Understanding the People Environment for Earned Value Management System (EVMS) Implementation (Part 2 of 4)

Mel Frank and David Kester, Office of Project Controls and Policy (PM-30)

In the July 2022 newsletter article, *Understanding the Cultural Environment for EVMS Implementation (Part 1 of 4)*, we emphasized that effective leadership is critically important to establishing a strong and productive project environment. As project leaders make choices, those choices have real consequences on a project's ability to achieve its goals and objectives; whether it's making decisions about selecting the project team or how to manage and control project resources. Choosing the right people will go a long way toward achieving desired performance levels. A project's culture, for example – its beliefs, norms, and behaviors – reflects its people. Understanding this point was the focus of a 2019 government-industry joint management research study sponsored by the Office of Project Management (PM) and led by Arizona State University (ASU) which resulted in the [Integrated Project/Program Management \(IP2M\) Maturity and Environment Total Risk Rating \(METRR\)](#).

Arguably the most significant finding coming from the management research study is the strong relationship between the effectiveness of the EVMS (or any other integrated management system) and the environment in which it operates. The environment is defined by the following four categories, each of which includes several factors: culture, people, practices, and resources.



The concept of environment refers to all circumstances and conditions both internal and external to the project during its life cycle. Many of these circumstances and conditions are under the control of project leaders and team members (the people category) which influence performance outcomes. The environment can vary significantly in type and nature depending on the organization and culture involved. The factors affecting a project environment can be classified as tangible and intangible. While tangible factors will be more visible for a project, intangible factors are often less visible and require constant attention. For example, the importance of intangible factors like team cohesion and genuine commitment toward the implementation of the EVMS cannot be overstated. While intangible factors are not physical, per se, like a documented procedure or a management toolset, they play an important role in the effectiveness of an EVMS.

*Continued on Page 5.*

The management research study identifies and explores six factors independently associated with the people who represent the interests of their respective customers, contractors, subcontractors, and stakeholders contributing to the execution of projects using an earned value management system (EVMS). Of the six factors, three stand out as being most significant accounting for 170 points (or 71%) of 238 total points. These factors consider:

- whether the contractor team is experienced and qualified in implementing the EVMS,
- whether the customer team is experienced in understanding and using an earned value management (EVM) methodology (or the act of managing with EVMS results) to inform decision-making, and
- whether project leadership (or those in positions of authority) is defined, effective, and accountable.

Let's briefly discuss each. First, the contractor should have the right mixture of qualified and experienced personnel familiar with executing DOE Order 413.3B capital asset projects. Relevant experience is important because repetition plays a major role in both organizational learning (e.g., lessons learned, mentoring, continuous improvement) and in creating routines and capabilities for the effective use of the EVMS. Realizing that everyone is inexperienced at some point, there should be a structured method for mentoring and professional development to bring these individuals up to the right level of technical knowledge and skills, given the nature of the project.

Secondly, the customer should have the right mixture of experienced personnel to make sure that EVM is used effectively to inform decision-making. Previous experience with projects of similar size and complexity increases the familiarity and understanding of the customer team using the EVMS. Key is the ability of the EVMS to capture physical and technical progress to determine what "done" looks like, rather than what work has been done. The EVM/EVMS methodology is founded on the premise that project teams make the best decisions when they have the best data and information.

Lastly, contractor and customer personnel alike in positions of authority influencing the implementation of the EVMS are appropriately identified and accountable for achieving results. For leaders to be accountable, they need to be committed to using the EVM/EVMS methodology. They must take their role in its use seriously, building trust among their teams. Accountable leaders communicate their support of the EVM/EVMS methodology through their words and deeds.

In conclusion, the relationships between whether people feel like they and their work both matter and a project's ability to achieve its goals and objectives are intrinsically linked.

## Congratulations to our newly certified FPDs!



### Level I

**Keith Sunshine (NNSA)**

**Intikhab Alam (SC)**

### Level II

**Russell Alber (SC)**

## EFCOG Member Notes from Participation in PM-30 EVMS Compliance Review

Colleagues,

I had the honor and pleasure to be a part of an Office of Project Controls and Policy (PM-30) implementation review of a Certified Earned Value Management System (EVMS). This review took place using three months worth of project data that was submitted by the prime contractor to the Project Assessment and Reporting System (PARS) maintained by the Office of Project Management (PM). PM-30 leadership has recruited and encouraged industry and Energy Facility Contractors Group (EFCOG) partners to join their review teams to learn the certification processes and take those back as lessons learned for the community. This also affords an opportunity to learn some best practices at the site being reviewed to share them with other sites. In addition, PM-30 values (and I quote):



Richard Millikin

*“...I (Mel Frank) value the feedback EFCOG/industry can provide in team discussions relative to the practical vice theoretical aspects of actually implementing a system in the field on projects and some of the tradeoffs that have to be considered which can help temper and mitigate how we end up addressing a potential corrective action request (CAR)/discrepancy report (DR)... they (previous participants) helped us greatly in these discussions so we could be more objective and fair in the assessment.”*

The implementation review that was conducted is a special type of surveillance performed in lieu of a certification review where PM-30 extends the certification of a contractor’s previously-certified system. This review included an evaluation of the culture, through an environmental survey, and compliance through assessing specific criteria referred to as “maturity attributes.” I provide the following thoughts and observations for your consideration regardless of whether you are on track for any type of EVMS compliance review (certification, implementation, surveillance):

### Preparation for the Assessment is Critical

- Knowledge of compliance criteria and attributes.
  - Your project control administrative team needs to have experts with practical experience in certified systems; there is no substitute for experience.
  - The PM-30 team is very confident that their process implements the requirements of Department of Energy (DOE) Order 413 and EIA-748 without deviation.
  - Your project control administrative team needs to be fully aware of the PM-30 process to assess compliance with EIA-748.
    - ◆ PM Earned Value Management Systems Compliance Review Standard Operating Procedure (ECRSOP), DOE-PM-SOP-04-2022, July 5, 2022.<sup>1</sup>
    - ◆ PM Earned Value Management Systems Compliance Review Standard Operating Procedure (ECRSOP), APPENDIX A; Compliance Assessment Governance (CAG) 2.0, July 1, 2022.<sup>2</sup>
    - ◆ Implementing the Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) using EVMS in a Team Environment (Report No. 6); July 19, 2022.<sup>3</sup>
  - Be prepared to demonstrate compliance, and that your management team is using the earned value system and data to make informed decisions.

### Conduct Honest/Transparent Self Assessments and/or Self-Governance prior to PM-30’s Review

- PM-30 primary pursuit is to ensure compliance through self-governance, therefore this area, when done well, will be viewed very positively by the certification team and will result in less team-generated CARs and streamline the path to certification.
- PM-30 provides for contractor use:
  - EVMS compliance reference crosswalk (CRC) Excel file for use in documenting the assessment of a contractor’s EVM system description and supporting procedures.
  - EVMS testing specification sheets for use in identifying and documenting the results of the automated and manual tests required for each attribute.
- Run testing and metrics against PARS File data.

<sup>1</sup><https://www.energy.gov/projectmanagement/evms-implementation-guidance>

<sup>2</sup><https://www.energy.gov/projectmanagement/ecrsop-appendices-materials>

<sup>3</sup><https://ip2m.engineering.asu.edu/>

Continued on Page 7.

- In your self-assessment, document results of management reviews, control account manager (CAM) interviews, and data reviews including development of issues/non-compliances and required corrective actions; develop a corrective action management plan including causal analysis, corrective actions, exit criteria and schedule for closure.

### Provide Quality Uploads to PARS

- Poor quality data frustrates the PM-30 technicians and results in re-work on both ends.
- Poor quality data will result in testing failures and CARs that otherwise could have been avoided.
- PM-30 will work with your team to ensure proper formatting and data sourcing.

### Prioritize Staff Support during the Review Preparation Period

- The PM-30 Team will provide many document requests and inquiries that should be responded to with timely and quality submittals.
- Delays or absence of responding submittals can result in CARs that could be avoided.

### Support to the Onsite or Virtual Review

- Be open/transparent and non-defensive during interviews.
- Bring resources including teammates who are part of the process (e.g., Although the CAM is the primary focus in most interviews, and must be accountable and confident, support from Scheduler, Analysts and potentially operational/technical support is ok).

### Common Themes from Recent Reviews

- Environmental and culture is as important to the certification team as data tracing and project analysis.
- Excessive float tied to issues of horizontal integration, wrong connections, lack of connections, merge points, inappropriate sequencing, etc.
- Comingling of materials/subcontracts and labor within a work package.
- Data quality of PARS feeds.
- System integration issues (e.g., dates and % complete misalignment, work authorization document (WAD) to baseline change request (BCR), WAD period-of-performance POP to start/finish dates, RAM to WAD, work breakdown structure (WBS) index to cost & schedule).
- Span of control and CAM authority over Staff.
- Time-phasing of budgeted cost of work scheduled (BCWS) matching how work is to be accomplished and quantifiable backup data (QBD).
- Accruals of cost and estimated actuals consistent with performance. Not reconciling budgeted cost for work performed (BCWP) & actual cost of work performed (ACWP) anomalies.
- ACWP without BCWP or BCWP without ACWP.
- Estimate at completion (EAC) and incorporating risk.
- Analysis of cost performance index (CPI) versus to complete performance index (TCPI).
- Classifying high dollar value (HDV)/critical item (CI) Material/Equipment.
- Lack of price/usage analysis.

### Interaction of PM-30 Team Meetings (Behind the Curtain)

- Team members are experts on the process and routinely quote from the EIA-748, ECRSOP, CAG, and METRR off the top of their heads.
- Typically, if there is a disagreement on a topic, the EIA-748/ESCROP/CAG/METRR is pulled up on screen to refresh what the actual requirement is.
- There is healthy tension amongst the team. Team members routinely challenge each other on clarity and proving an issue exists or does not exist.
- The review Director will not approve the team to go forward on a CAR without substantial discussion and proof of material and systemic non-compliance.
- The team members are very resolute that compliance with EIA-748 must be viewed in the same manner as meeting Safety and Operational Standards/Requirements and will not accept that non-compliance has low consequence.

*Continued on Page 8.*

- The team views Self-Awareness and self-identification as one of the main attributes of a high performing EVM Team and will reward this behavior during the reviews and final CAR determinations (i.e., PM-30 willing to accept CARs on items that the Team has self-identified, has made attempts at casual analysis and has\is develop (ing) corrective actions rather than issuing a new CAR; PM-30 may however identify additional issues that should be included in existing CAR).
- I can attest that when I provided counter arguments and concerns, they were thoroughly considered and debated and, in some cases, changed the outcome.

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### Final Thoughts

- Obtaining and maintaining compliance is not inexpensive.
- Scheduling, cost processor, risk tools (e.g., P6, COBRA, Acumen) are systems that take skilled practitioners, which are in high demand and are well paid.
- The tools need to be electronically integrated with all other business systems (e.g., Financial, Procurement, Time Keeping, Accrual, Estimating) to ensure seamless transactions.
- Other tools need either procured or developed to house WBS Dictionaries, Work Authorizations Documents, Variance Analysis, etc. Most desirable to have these electronically linked to avoid discrepancies in dates/dollars/signatures.
- Expert consultants for Pre-reviews/assessments, Training, and/or post review recovery are limited and expensive.
- However, cost of non-compliant practices is arguably as expensive or possibly more so.
- PM-30, in association with ASU assessed project performance by project teams with varying levels of EVMS maturity and lay out a compelling case of correlations between maturity and cost/schedule performance.
- DOE-413 requires PM-30 certification for capital asset projects >\$100M with a more graded approach below this level to recognize the cost and value of full implementation.
- Achieving a certifiable system cannot be done overnight; If you have not been working in a certified system and have a capital asset project on the horizon, get started early.
- Again, I was given a great opportunity to work with the PM-30 team and have attempted to share the most important experiences I gained over the last several months. The PM-30 team keeps at least one slot open for an EFCOG Member or corporate member to join the team with the goal to maintain a transparent process and to broaden and quicken the lessons learned throughout the project management community. Mel Frank, Director, Office of Project Controls and Policy (PM-30) is maintaining a “rolodex” of potential EFCOG industry staff to fill this position. Please let me or the Project Delivery Working Group know if you have interest.

**Richard (Rick) Millikin, Vice President and Senior Program Manager with Jacobs, member of the Energy Facility Contractors Group (EFCOG) Project Management Working Group since 2006.**

## EVMS Training Snippet of the Month: EVMS Training Snippet 1-1: DOE Order 413.3 EVM Requirements

Click [here](#) to view EVMS Training Snippet 1-1: DOE O 413.3 EVM Requirements video.

Click [here](#) to view EVMS Training Snippet 1-1: DOE O 413.3 EVM Requirements PowerPoint Slide.

**Summary:** This Earned Value Management System Background and Requirements Snippet, is sponsored by the United States Department of Energy's Office of Project Management. In this Snippet we learn about the history of EVMS and provide an understanding of the current regulatory framework, Departmental requirements, and contractual requirements for capital asset projects requiring EVMS.

**Continuous Learning Points (CLPs):** Reviewing one hour of snippets will equate to one CLP. To receive credit, FPDs can submit a CLP request under the PMCDP menu in their ESS account. All others may send an email (indicating the snippets viewed) through their respective supervisor to [DL-PM-40](#) to receive a certificate with the appropriate CLPs awarded. You can find additional EVMS Training Snippets and PowerPoint slide downloads at the following links:

<https://go.usa.gov/xubjT> OR <https://go.usa.gov/xubjm>

*Mark your calendar!*

# 2023 DOE Project Management Workshop

Washington DC

April 11-12, 2023\*

Registration Begins In February

*\* Plus: Optional Project Controls Session April 13, 2023*



### PMCDP 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
Cost and Schedule Estimation	001044	October 17-21, 2022	40	10:30am-4:30pm EST Webinar Daily
Negotiation Strategies and Techniques	001047	October 24-November 2, 2022	24	10:30am- 4:30pm EST Mon/Wed, 4 sessions
Capital Planning for DOE O 413.3B	002152	November 7-21, 2022	16	12:00-3:00pm EST Mon/Wed, 5 sessions
Systems Engineering	001049	November 14-17, 2022	24	10:30am-4:30pm EST Webinar Daily



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[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](mailto: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](mailto: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](mailto: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 on PM-MAX at the following link: <https://community.max.gov/x/m4IIY>.

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](mailto:PMWebmaster@doe.gov).

### To reach the Professional Development Division (PM-40) team:



**Linda Ott** — Division Director for Professional Development, PMCDP Program Manager, FPD Certifications Manager, PM Newsletter Editor, [Linda.Ott@hq.doe.gov](mailto:Linda.Ott@hq.doe.gov), 240-474-7721



**Sigmond Ceaser** — PMCDP Certification and Equivalency Guidelines Lead, PMCDP Curriculum and Content Manager, PMCDP Delivery Platform Advisor, [Sigmond.Ceaser@hq.doe.gov](mailto:Sigmond.Ceaser@hq.doe.gov)



**Ruby Giles** — PMCDP Budget Manager, PMCDP Training Coordinator and Training Delivery Manager, Course Audit Program, [Ruby.Giles@hq.doe.gov](mailto:Ruby.Giles@hq.doe.gov)

If you would like to contribute an article to the Newsletter or want to provide feedback, contact the Editor at [DL-PM-40](mailto:DL-PM-40).

