



# DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

AUGUST 2022



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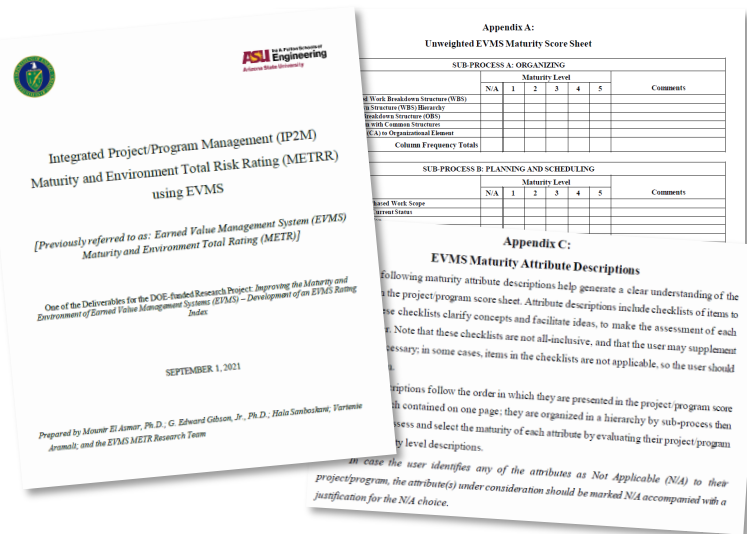
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## Director's Corner

In part two of our series on scheduling best practices, we look at the General Accountability Office's (GAO) Best Practice #2, *Sequencing all activities*. Regardless of the size and complexity of your project, establishing the order or sequence of the activities required to be accomplished is critical to ensuring that you can complete your project on time. Properly developed, your schedule will serve as a predictive model to help you determine the appropriate allocation of resources and respond to unexpected events such as supply chain disruptions. For insight on the effective sequencing of activities, see the article on page 3. You can find the GAO's Schedule Assessment Guide in the PM Library at: <https://community.max.gov/x/v4VUQw>

In last month's newsletter, we kicked off the discussion of the Integrated Program and Project Management Maturity and Environment Total Risk Rating (IP2M METRR) tool with an article on Environment Assessment Factor 1, *Culture*. This month, we start exploring the ten subprocesses evaluated to determine the Maturity Assessment rating with a look at the *Planning and Scheduling* subprocess.



Learn more about this subprocess and how it contributes to effective project management in the article on page 6. Additional, information on IP2M METRR can be found at: <https://community.max.gov/x/aKcBh>.

Our Professional Development Division, PM-40, is currently preparing the Project Management Career Development Program (PMCDP) course schedule for FY 2023 and it is important that we understand your requirements. To see how you can provide input, go to page 2.

Keep Charging!

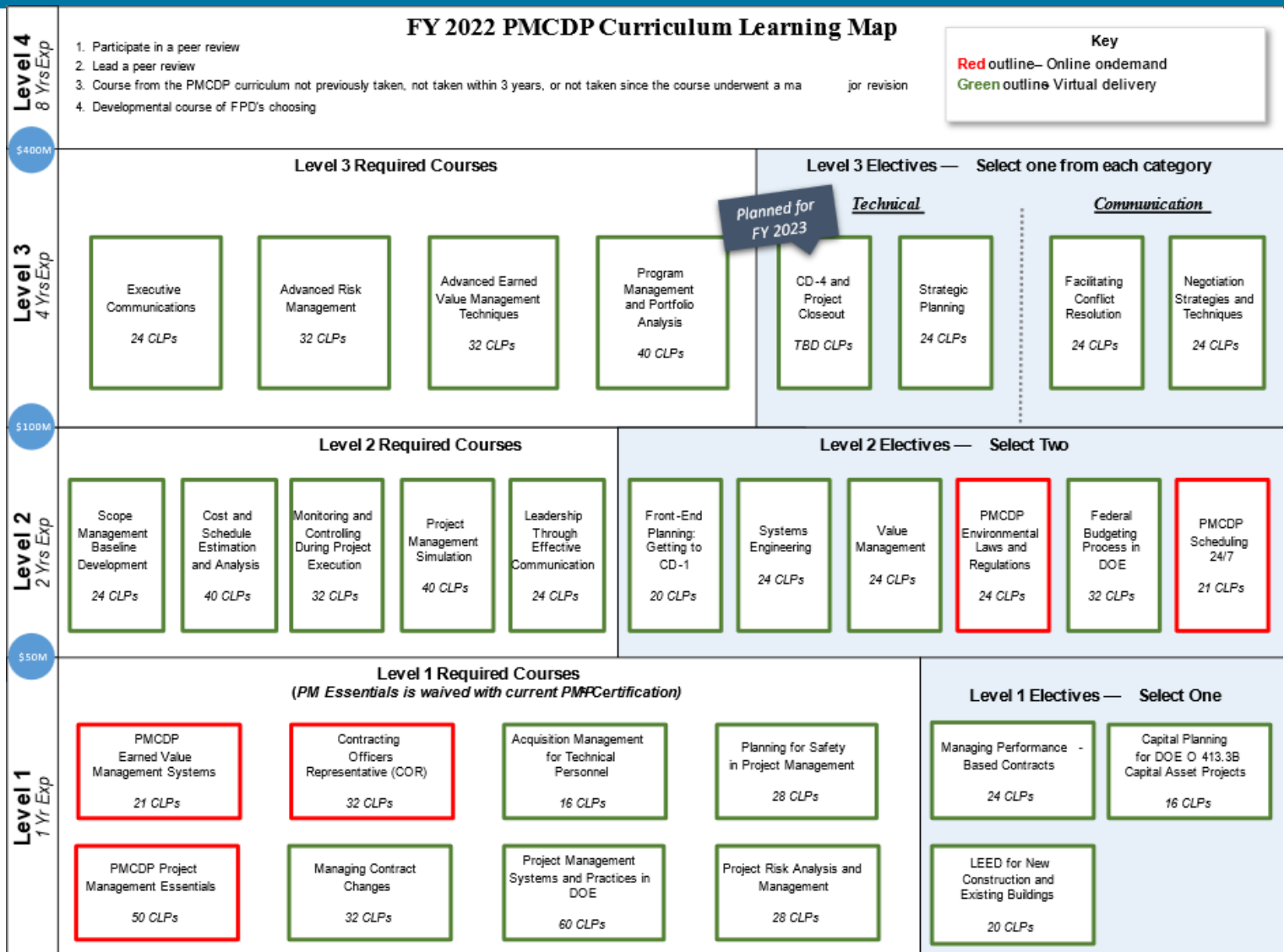
*Paul Bosco*

## Time to Plan for FY 2023 PMCDP Classes

FPDs! We are planning PMCDP classes for the coming fiscal year, FY 2023. Do you need a class for the current level of FPD certification you are seeking? Is there a PMCDP class that would be of benefit to you based on where your project is in the project lifecycle/critical decision process? Providing your PMCDP training needs to our office now will help us plan PMCDP training to meet those needs.

For the coming year, we will continue to deliver our classes virtually. Presently we are offering classes in two basic formats: online/on demand, webinar or desktop delivery. Online/On Demand means these classes are available when you want to use them to satisfy a requirement or for refresher training/continuous learning. Webinars are classes that run for six hour sessions over contiguous days. Desktop delivery are classes run for 2-4 hours once or twice weekly over two weeks or more.

Here is the full PMCDP curriculum showing delivery method for each course.



FPDs: Please go into the Learning Nucleus and select “[PMCDP course catalog.](#)” Here are the breadcrumbs to get you there: Department of Energy Training / Enterprise / FEDERAL - Training for Federal Employees / Technical Training/ PMCDP - Project Management Career Development Program / PMCDP Instructor-Led

For PMCDP classes you need in the near future, select Interested in the class? Click here. to communicate your PMCDP training needs. Please access the LN to provide your input by August 19 to ensure your PMCDP training needs for FY 2023 are captured.

## GAO Best Practice #2 for Project Schedules: Sequencing All Activities

Andy Buzbee, Office of Program Analysis (PM-20)

DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, requires projects to develop, maintain, and document an integrated master schedule (IMS) in a manner consistent with the methods and best practices identified in the National Defense Industrial Association (NDIA) *Planning and Scheduling Excellence Guide* (PASEG) and the Government Accountability Office (GAO) *Schedule Assessment Guide* (GAO 16-89G). In addition, the GAO Schedule Assessment Guide provides ten best practices (Table 1) to help project teams with developing and maintaining a reliable, high-quality schedule.

The July 2022 Office of Project Management (PM) Newsletter kicked off this series of articles addressing these GAO ten best practices with an article that addressed Best Practice #1, *Capturing all activities* in a project schedule. This article continues with GAO scheduling **Best Practice #2, Sequencing all activities**, and builds upon the previous article by discussing how to sequence these activities after they have been identified.

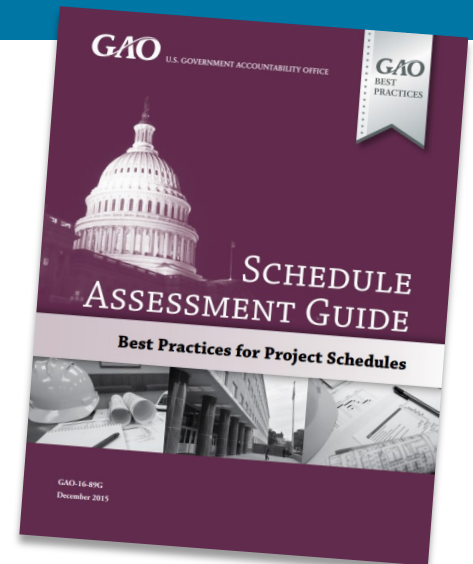
Logical sequencing and linking of schedule activities is essential for a well-developed, accurate schedule that can identify performance deviations or variations for decision makers. The benefits of an Integrated Master Schedule (IMS) cannot be overstated when accounting for multiple systems and deliverables which must be managed in an efficient error-proof method, as well as the ability to predict future performance based on changing conditions. This article provides a basic discussion on: 1) schedule networks, relationships, use of leads/lags and constraints; 2. an awareness of summary logic; and 3) will also introduce some additional concepts such as near critical path activities, negative float and the push/pull test.

## GAO Best Practice #2

The Government Accountability Office (GAO) Best Practice #2: Sequencing all activities. The schedule should be planned so that critical program dates can be met.

To do this, activities must be logically sequenced and linked. In particular, a predecessor activity must start or finish before its successor. Date constraints and lags should be minimized and justified. This helps ensure that the interdependence of activities that collectively lead to the completion of activities or milestones can be established and used to guide work and measure progress.

<https://www.gao.gov/assets/gao-16-89g.pdf>



**Table 1. GAO Schedule Assessment Guide Ten Best Practices for Developing and Maintaining a High Quality Schedule**

Best Practice #1	Capturing all activities
<b>Best Practice #2</b>	<b>Sequencing all activities</b>
Best Practice #3	Assigning resources to all activities
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

Continued on Page 4.

## 1. A Relationship and Dependency Refresher.

Before one can accurately define a sequence of events to be modeled by a schedule, the product or process being modeled must be thoroughly understood. Disciplined thought and disciplined actions are required to ensure the smallest details are properly accounted for in the relationships between schedule activities. Overall strategy must be defined for parallel processes and serial processes, which will be united at the appropriate time (i.e., project milestones), and the strategy must address the logic relationships which dictate the effect an on-time, delayed, or accelerated activity has on subsequent activities.



**Finish to Start (FS)**

*Figure 1*



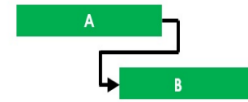
**Start to Start (SS)**

*Figure 2*

A finish-to-start (F-S) relationship (Figure 1) is the most straightforward link between a predecessor and successor, whereas a start-to-start (S-S) relationship (Figure 2) dictates that a successor activity cannot start until the predecessor activity starts. A finish-to-finish (F-F) relationship dictates that a successor activity cannot finish until the predecessor activity finishes. The Start-to-Finish (S-F) link is a theoretical, fourth combination between predecessor and successor, which has the unique effect of reversing the expected flow of sequence logic by directing a successor activity not to finish until its predecessor activity starts. Its use is widely discouraged because it is counterintuitive, and it overcomplicates schedule network logic. As a general rule, every activity should have at least one successor and one predecessor (exceptions being the start and completion milestones). Activity early and late dates are derived from the “forward” and “backward” passes, with the forward pass determining the longest continuous path through the network and the sequence of activities that controls the project completion date. Once the longest path is known, the backward pass can be used to calculate the late start and late finish dates for every activity and are needed to determine the activity total float which is the difference between an activity’s early and late dates.

Leads, Lags, Constraints, and Summary Logic. A lag in a schedule represents the passage of time between two activities, such as the time required between placing structural concrete and reaching a 7- or 28-day compressive strength. This lag example will delay successor activities to allow time for the concrete to cure, and prevents the successor activity from starting (e.g., form removal should not be done during the lag period) until the lag period is completed.

A negative lag is known as a “Lead” (Figure 3). Leads are used to allow for a successor activity to start before its predecessor is finished and allows the two



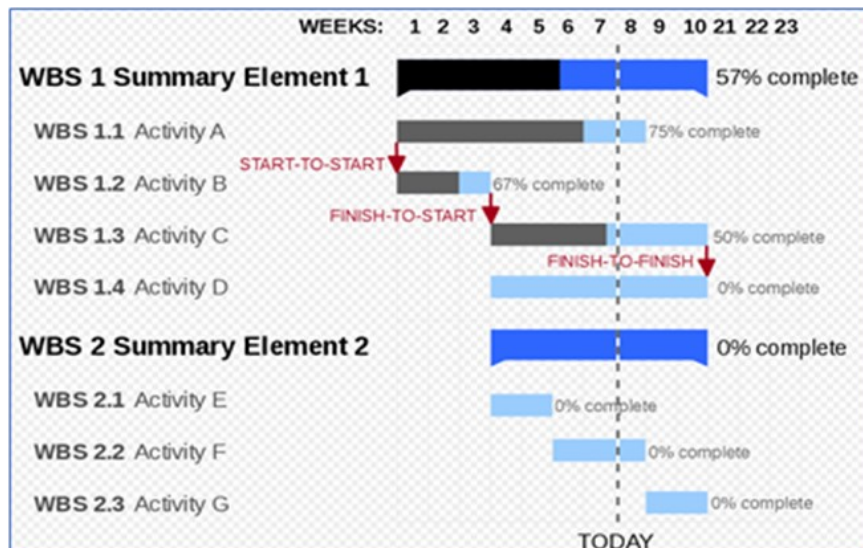
**Finish to Start (FS) with Lead**

*Figure 3*

activities to overlap by the duration of the lead. It should be noted that a lead can also be represented as a Start-to-Start relationship with a lag, and that improper use of leads and lags can cause logic failures when successor activities are not properly considered. When implementing lag or leads it is worthwhile to understand the number of activities that will be affected. In certain circumstances, it might be necessary to override the calculated start or finish dates by imposing calendar restrictions on when an activity can begin or end, otherwise known as a “Date Constraint.” Because constraints override network logic and restrict how planned dates respond to actual conditions, they should be used only if necessary and justified. An example of a hard constraint could be a utility outage for a multi-function, multiple-user facility. All facility stakeholders must account for the time when work activities are either restricted or prohibited and each stakeholder schedule must address both the outage period and the schedule logic that will accurately account for the downtime.

## 2. Summary Logic.

Summary Logic (Figure 4) is a tool included in certain scheduling software packages which allows a portion of the schedule to be “rolled up” or summarized in an efficient manner. While very beneficial for isolating certain phases/subsets of a project, the actual summary activity (see Figure 4) should not have logic relationships because their start and finish dates are derived from lower-level activities.



*Figure 4*

Summary logic hinders vertical traceability, it often fails to communicate the sequence of lower-level activities, and if summary activities are linked it will obfuscate the overall schedule logic. Generally speaking, summary logic should be used only as a tool to condense or expand schedule subsections and summary activities should not contain relationships to other activities.

**Sequencing Concerns.** Obviously, any error in schedule logic will have impacts on all downstream activities and potentially create macro-level schedule issues. One should note the tradeoff in obtaining optimum schedule accuracy and creating a schedule which is too large and complex to manage effectively. Critical thinking is a key skill for schedulers when defining activities to represent the logical flow of a project, often scrutinizing the schedule for what has been overlooked or forgotten in order to avoid a major change in logic after work has started. A worst-case scenario is one in which complete portions of the schedule must be reworked due to an omission or error of a minute detail which controls overall schedule sequencing, logic, and predicted completion.

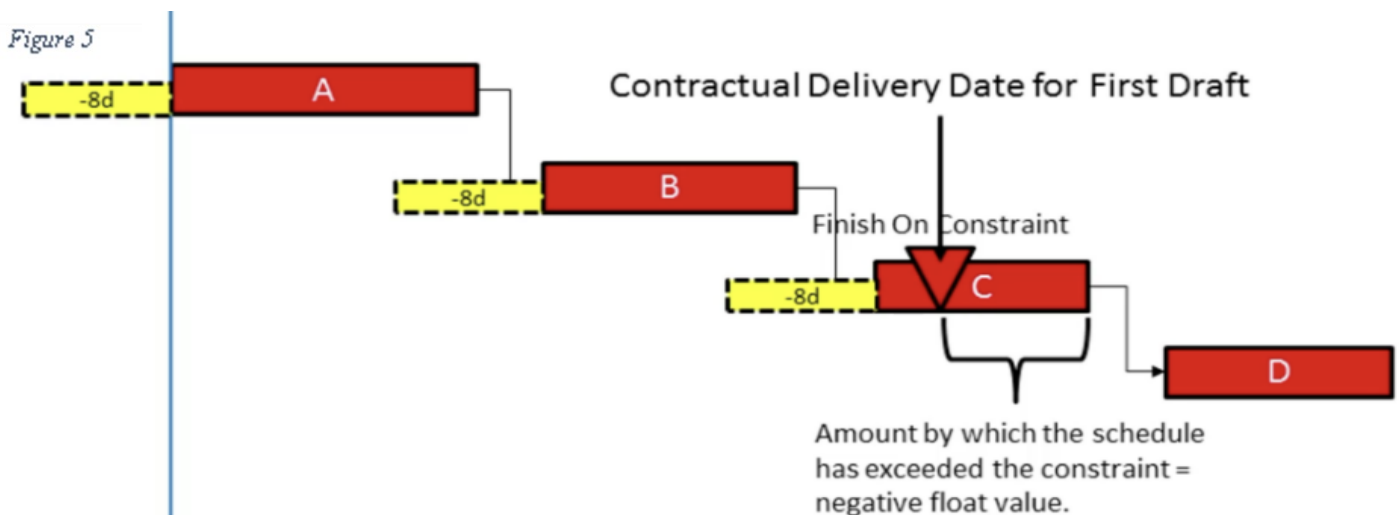
**3. Additional Concepts for Consideration.** Near-critical path activities, negative float, and the push/pull test are a few interesting concepts and tools related to a well-functioning schedule sequence. The first scenario is one in which critical (i.e., longest) path activities are executed ahead of schedule and other activities take their place along a new and different longest path. Likewise, a second scenario occurs if low-float activities close to the longest path are delayed, which in turn become critical and change the longest path through the schedule. Accounting for potential changes of the longest path during project execution is the idea behind near critical path activity awareness. An astute project manager not only will anticipate how the longest path could change with different execution

scenarios but will plan for such before they occur (note — all scheduling software packages now-a-days can create a list of near-critical path activities).

As previously mentioned, judicious use of date constraints is a recommended scheduling best practice in order to avoid problematic/erroneous calculations along the schedule longest path. “Negative Float” (Figure 5) occurs when an activity has a hard finish constraint and the activity’s start is delayed. One can see that either the activity’s duration must be reduced, or a negative float value will result during the backward pass calculation. Hopefully, all can appreciate the challenge of reducing an activity’s duration (sometimes impossible or at a significant cost premium) and at a minimum, additional scheduler effort is required to rework schedule logic/ resources to accommodate the change.

Questions to consider when developing the proper sequencing of activities.

- Do all discrete activities identify a logical predecessor and successor with the only exceptions being the activities at the beginning and end of the project?
- Is Finish-to-Start (FS) the predominant relationship used (generally ~90% of all activity relationship types)?
- Are Start-to-Start (SS) or Finish-to-Finish (FF) relationships appropriate considering the order of work and the availability of resources?
- Have Start-to-Finish (SF) activity relationships been minimized and justified, if used at all?
- Are all activity date constraints justified and well documented?
- Are unavoidable “hard constraints” used sparingly, and are they justified in reference to a controlling project event or milestone?
- Are lags used in the schedule only to denote the passage of time between two activities, or can they be replaced by an activity?



## IP2M METRR—Planning and Scheduling

Victoria Premaza, Office of Project Controls (PM-30)

As previously mentioned in the [July 2022 PM Newsletter](#) article on cultural environment for earned value management system (EVMS) implementation, the *Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) using EVMS* is a novel assessment mechanism developed as part of a DOE-sponsored joint research study led by Arizona State University (ASU) and representing 15+ government and industry organizations (<https://ip2m.engineering.asu.edu/>). The [IP2M METRR](#) defines maturity levels for each of 56 attributes across these ten management subprocesses to facilitate a consistent method for not only assessing the compliance of an EVMS with industry standard EIA-748, but more importantly, to help ensure that project/program participants are working with accurate, timely, and reliable information to manage their work, leading to successful project/program performance.

This parallel series of upcoming articles introduces and explores each of the ten IP2M METRR management sub-process areas and their respective attributes. The first subprocess to be explored in this series, **Planning and Scheduling**, aims to develop the project’s integrated master schedule (IMS), resource requirements, and performance measurement baseline (PMB) for effective management.

Figure 1 below, which shows Attribute B.5, Integrated Master Schedule (IMS) Resources, highlights six sections containing descriptive information for assessing the maturity of each particular attribute:

1. Identifies the EVMS subprocess.
2. Identifies the attribute that is part of a larger subprocess.
3. Describes the attribute’s essential characteristics.
4. Identifies the attribute’s maturity ranges from low, (1) not yet started, to high (5) optimized use.
5. Summarizes the maturity at each level to allow for a quick bracketing of the attribute’s maturity during an assessment.
6. Explains each maturity level in greater detail to allow for a more fully informed assessment of maturity.

Figure 1. Attribute B.5, Integrated Master Schedule (IMS) Resources

1 SUB-PROCESS B: PLANNING AND SCHEDULING		Maturity Level				
		LOW	MEDIUM			HIGH
2	B.5. Integrated Master Schedule (IMS) Resources	1	2	3	4	5
3	<p>A fully networked, resource-loaded Integrated Master Schedule (IMS) is a foundational component to a valid time-phased Performance Measurement Baseline (PMB). A valid project/program IMS must address the availability of resources to achieve the schedule objectives. At a minimum, a resource-loaded IMS must contain all labor, material and equipment costs to include unit prices and quantities. Resource planning of both labor (hours) and non-labor (currency) at the appropriate level to aid in the decision-making process is key to ensuring a fully executable plan. The IMS can also be used to roll up schedules at the program or portfolio level. Resource planning also can occur above the project level.</p> <p>Items to consider include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Labor resources within the IMS are planned in hours (or fractions of) at a minimum, however they may include “dollarized” rates as well</li> <li><input type="checkbox"/> Resource-loading of only critical activities may not accurately depict the true resource needs as compared to availability</li> <li><input type="checkbox"/> Resource-loading of only specific resource types may not accurately depict true resource shortfalls</li> <li><input type="checkbox"/> All resources in the IMS are cross-checked with the project/program budget and contractual cost constraints</li> <li><input type="checkbox"/> Resource coding is consistent among financial software, scheduling software and cost processing software</li> <li><input type="checkbox"/> Resource peaks and valleys are examined for the feasibility of the available budgets and the availability or limitations of resources</li> <li><input type="checkbox"/> Labor resource peaks and valleys are minimized</li> <li><input type="checkbox"/> The need for the time-phasing of resources is taken into account in the IMS</li> <li><input type="checkbox"/> Other</li> </ul> <p>The IMS should be integrated with the Authorization and Budgeting sub-process, the Material Management sub-process, the Subcontract Management sub-process, and the Risk Management sub-process.</p> <p>Comments: Please reference the results of attribute A5 for resource and schedule alignment.</p> <p>References: NDIA EVMS EIA-748-D Intent Guide GL 6, 8, 9, 10; DoD EVMSG GL 6, 8, 9, 10; DOE CAG GL 6, 8, 9, 10; EIA748-D; NDIA PASEG; GAO-16-89G; GAO-20-195G; DOE O 4133R; ISO 21508:2018(E); ANSI PMI 19-006-2019</p>	<p>Some activities within the IMS contain assigned resources.</p>	<p>Most activities within the IMS include assigned resources.</p>	<p>All activities within the IMS have allocated resources. Resource limitations have been defined and gaps identified.</p>	<p>The IMS reflects realistic resource requirements to effectively manage staffing and material requirements. Resources are consistently analyzed and leveled to minimize disruptions caused by the imbalance of resource requirements to resource availability levels.</p>	
		<p>Not yet started.</p>	<p>The IMS lacks resource-loading to aid in the development of the baseline plan and decision-making process.</p>	<p>The IMS may include resource-loading for resource types which are deemed critical to the project/program success.</p> <p>Full resource-loading may exist but only on activities which are identified as critical where resource-loading does not represent all requirements to achieve the planned objectives.</p> <p>For those critical activities with resource-loading, there is alignment between resource needs and activity durations (e.g., 2 hours/day for 10 days as compared to 10 hours/day for 2 days).</p> <p>The IMS is coordinated with the Authorization and Budgeting sub-process, the Material Management sub-process, the Subcontract Management sub-process, and the Risk Management sub-process.</p>	<p>There is an understanding of the resource requirements and limitations needed to develop a time-phased baseline plan and to complete the planned scope within the contract period of performance.</p> <p>For all activities there is alignment between resource needs and activity durations (e.g., 2 hours/day for 10 days as compared to 10 hours/day for 2 days). Problems are identified, logged, tracked, mitigated, corrected and closed, providing management with insight to make timely decisions.</p> <p>The resource-loaded IMS is traceable to all labor, material and equipment costs to include unit prices and quantities, and both discrete and Level of Effort (LOE) work packages.</p> <p>The IMS is integrated with the Authorization and Budgeting sub-process, the Material Management sub-process, the Subcontract Management sub-process, and the Risk Management sub-process.</p>	<p>Resource leveling/ allocation is performed to proactively manage resources at the activity and project/program level.</p> <p>Resource optimization is a continuous process, ensuring requirements are identified far enough into the future to consider labor constraints and meet allocated material/equipment lead-times. The IMS resources are automatically tested to assess system health and integrity. Necessary corrective actions are implemented, completed, and recurring issues resolved.</p> <p>Resource details can be clearly and logically explained by the Control Account Managers (CAMs) and Project/Program Manager(s). Routine surveillance results are fully disclosed with all key stakeholders, who maximize use of these results.</p> <p>IMS resources are continuously optimized.</p>

Maturity Levels: N/A= Not Applicable; 1 = Not Yet Started; 2 = Major Gaps; 3 = Minor Gaps; 4 = No Gaps; 5 = Best in Class

p.29

Continued on Page 7.

The ten management attributes in the planning and scheduling subprocess collectively account for 202 (or 20%) of the 1,000 possible points of the maturity model. The ten management attributes comprising the planning and scheduling subprocess are listed below. Of these, B.7, Critical Path and Float, with 27 points available, is the highest weighted management attribute in the planning and scheduling subprocess. More detailed descriptions are contained in DOE PM's [Compliance Assessment Governance \(CAG\)](#).

- B.1. Authorized, Time-Phased Work Scope**
- B.2. Schedule Provides Current Status**
- B.3. Horizontal Integration**
- B.4. Vertical Integration**
- B.5. IMS Resources**
- B.6. Schedule Detail**
- B.7. Critical Path and Float**
- B.8. Schedule Margin**
- B.9. Progress Measures and Indicators**
- B.10. Time-Phased PMB**

The IP2M METRR Planning and Scheduling subprocess is complementary to the [GAO Schedule Assessment Guide: Best Practices for Project Schedules](#) as they both embrace the same foundational best practices necessary to develop and maintain a comprehensive, well-constructed, credible and controlled schedule. The ten Planning and Scheduling subprocess attributes correlate with the ten GAO Best Practices for Project Schedules as shown in the table below. These GAO Best Practices are further explored in detail in [DOE G 413.3-24, Planning and Scheduling](#), relative to each Critical Decision gateway as a project's IMS matures through the project management lifecycle.

IP2M METTR Guideline Attribute	Aligns with GAO Best Practice (BP)
B.1. Authorized, Time-Phased Work Scope	<p>BP #1. Capturing All Activities:</p> <p>This attribute reviews the IMS to ensure it reflects all authorized, time-phased work scope to be accomplished that could affect the critical path of the IMS are included. All discrete work scope in the IMS is traceable to the WBS, Project Execution Plan (PEP), and SOW.</p>
B.2. Schedule Provides Current Status	<p>BP #9. Updating the schedule using actual progress and logic, GAO Best Practice #10. Maintaining a baseline schedule.</p> <p>This attribute reviews the schedule that to ensure it provides current status including forecast start and completion dates for all authorized work.</p>
B.3. Horizontal Integration	<p>BP #2. Sequencing all activities.</p> <p>This attribute reviews the IMS as a network schedule that describes the sequence of work and clearly identifies significant interdependencies that are indicative of the actual way the work is planned and accomplished at the level of detail to support project driving and critical paths development.</p>

Continued on Page 8.

IP2M METTR Guideline Attribute	Aligns with GAO Best Practice (BP)
B.4. Vertical Integration BP #5.	<p>BP #5. GAO Characteristic of Credible; Verifying that the schedule can be traced horizontally and vertically.</p> <p>This attribute reviews the vertical integration that refers to the alignment and consistency of data throughout all levels of the schedule hierarchy, from detailed level field and sub-contractor schedules up through summary level or “milestone only” schedules.</p>
B.5. Integrated Master Schedule (IMS) Resources	<p>BP #3. Assigning resources to all activities.</p> <p>This attribute ensures at a minimum, a resource-loaded IMS must contain all labor, material and equipment costs to include unit prices and quantities.</p>
B.6. Schedule Detail	<p>BP #3. Assigning resources to all activities</p> <p>This attribute reviews that the schedule detail should be at the lowest level, includes detailed activities and milestones that depict the work scope.</p>
B.7. Critical Path and Float	<p>BP #5. Verifying that the schedule can be traced horizontally and vertically,</p> <p>BP #6. Confirming that the critical path is valid.</p> <p>BP #7. Ensuring reasonable total float.</p> <p>This attribute assesses the schedule to ensure a logical critical path(s) and driving path(s) can be identified to manage the project.</p>
B.8. Schedule Margin (SM)	<p>BP #8. Conducting a schedule risk analysis</p> <p>This attribute reviews the establishment of Schedule Margin (SM) with clear ties between SM duration and the risk management process, identified in the project schedule as a single non-resourced activity.</p>
B.9. Progress Measures and Indicators	<p>BP #1. Capturing all activities</p> <p>This attribute reviews the progress measures and indicators are established to accurately assess schedule progress and to address the physical or tangible completion of work.</p>
B.10. Time-Phased Performance Measurement Baseline (PMB)	<p>BP #10. Verifying that the schedule can be traced horizontally and vertically</p> <p>This attribute reviews the PMB as an integrated, time-phased budget plan for accomplishment of all work scope and technical requirements having full alignment to resource planning and the project schedule.</p>

If you have questions or comments, please contact the Office of Project Controls .





## **EVMS Training Snippet of the Month:** [EVMS Training Snippet 3-9: Schedule Risk Assessment \(SRA\)](#)

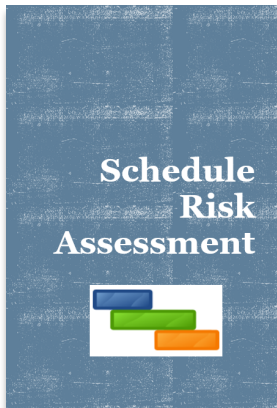
Click [here](#) to view EVMS Training Snippet 3-9: Schedule Risk Assessment (SRA) video.

Click [here](#) to view EVMS Training Snippet 3-9: Schedule Risk Assessment (SRA) PowerPoint Slide.

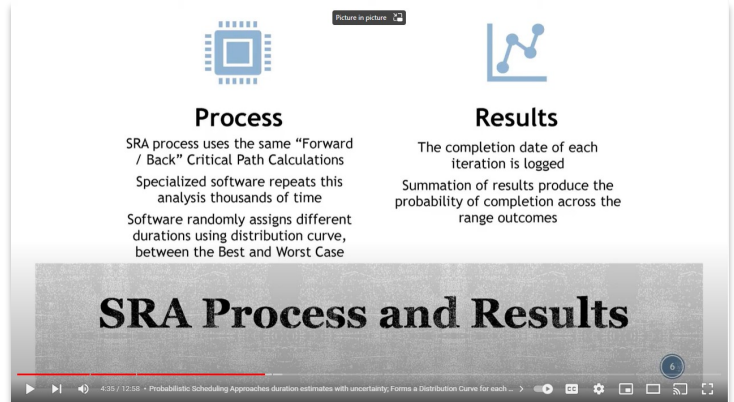
**Summary:** This Training Snippet is sponsored by the United States Department of Energy's Office of Project Management. This Snippet provides an overview of the Schedule Risk Assessment process, and how the results assist in project management. The purpose is to provide a common understanding within DOE and among DOE contractors, and to provide consistency.


**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](mailto: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>



- An industry best practice and expectation in DOE Order 413.3B, IPMR, and Clause DOE-H-2024, the SRA:
  - Identifies the high-risk areas of the project;
  - Determines the likelihood of risk materializing;
  - Assesses the impact of possible risk.
- Conducted by the Contractor, the Initial SRA assessment should begin as soon as the project baseline is implemented.
- The SRA uses Statistical techniques in the form of Monte Carlo simulations to quantify the impact of duration uncertainties, and technical, programmatic, and schedule risk on the project's schedule.



 <b>Process</b>	 <b>Results</b>
SRA process uses the same "Forward / Back" Critical Path Calculations Specialized software repeats this analysis thousands of time Software randomly assigns different durations using distribution curve, between the Best and Worst Case	The completion date of each iteration is logged Summation of results produce the probability of completion across the range outcomes

**SRA Process and Results**

## **Congratulations to our newly certified FPDs!**



### **Level II**

**Jay Buchanan (NNSA)**  
**Jonathan Caldwell (NNSA)**  
**Jennifer Sands (EM)**

### **Level III**

**Adam Daegorn (NNSA)**  
**Bryan Foley (SC)**



## PMCDP FY 2022 Q4 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
<b>Executive Communications</b>	001031	August 23-25, 2022	24	10:30am-4:30pm EST Webinar Daily
<b>Managing Performance-Based Contracts</b>	001951	August 30-September 1, 2022	24	10:30am-4:30pm EST Webinar Daily
<b>LEED For New Construction and Existing Buildings</b>	001936	September 6-8, 2022	20	10:30am-4:30pm EST Webinar Daily
<b>Advanced Earned Value Management Systems</b>	002689	September 12-15, 2022	24	10:30am-4:30pm EST Webinar Daily
<b>Project Management Simulation</b>	001029	September 19-23, 2022	40	10:30am-4:30pm EST Webinar Daily
<b>Advanced Risk Management</b>	001042	September 26-30, 2022	32	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 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/m4lly>.

Need information to apply for FPD certification? The Certification and Equivalency Guidelines (CEG) can be found here: <https://community.max.gov/x/lQd1Qw>.

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).

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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](mailto:DL-PM-40).**

