DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

FEBRUARY 2023

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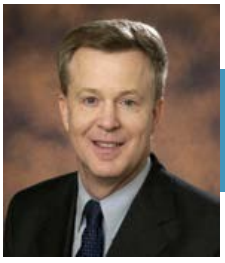


DIRECTOR'S CORNER

In our sixth article of the series examining the ten best practices identified by the Government Accountability Office (GAO) in the Schedule Assessment Guide (GAO-16-89G), we look at Best Practice #6, *Confirming That the Critical Path Is Valid*. Having a valid critical path is essential to effective project management, from assigning and leveling resources to monitoring and reporting on progress and keeping scope creep in check. Understanding, analyzing, and proactively managing the project schedule, and most importantly the critical path, is the Federal Project Director's roadmap to successful project delivery. For more information on this best practice, see the article on page 2.

Last August, we began a series of articles focused on the ten management subprocess areas identified in the *Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) using EVMS*. These articles introduce and explore each of the subprocess areas and their respective attributes.

This month's article is on the budgeting and work authorization subprocess area. It focuses primarily on planning and developing strategies for the project to accomplish technical objectives, on budget and on schedule. You can learn more about this subprocess and its twelve attributes in the article on page 6.

The identification and submission of project management lessons learned is a requirement under the Department of Energy (DOE) Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. The ultimate purpose of documenting and sharing lessons learned is to provide future project teams with information that can increase a project team's effectiveness and efficiency. It helps build on the experience developed and progress made by each completed project. Find out more about DOE's lessons learned process, the department's corporate lessons learned system, OPEXShare (OPEXShare), and how to register for an OPEXShare account on page 8.

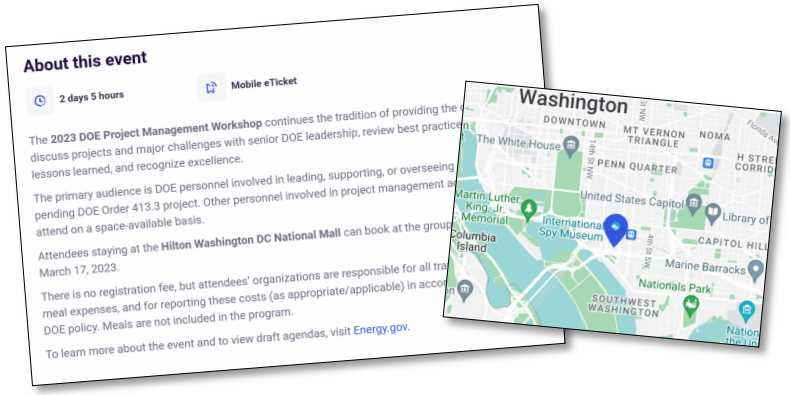
Finally, don't delay — act now! The 2023 DOE Project Management Workshop will be held Tuesday and Wednesday, April 11-12, 2023, at the Hilton Washington DC National Mall Hotel, 480 L'Enfant Plaza SW, Washington, DC 20024.

Continued on Page 2.

More information about the workshop, including the agenda, workshop registration, and hotel booking link, is available online at https://www.energy.gov/projectmanagement/2023-department-energy-project-management-workshop.

Keep Charging!

Paul Bosco



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**

GAO Scheduling Best Practice #6: Confirming That the Critical Path is Valid

Rick Blaisdell, Office of Project Analysis (PM-20)

This is the sixth 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*. Subsequent PM Newsletters provided articles on best practices 2 through 5. This month we will look at the important sixth best practice, *Confirming That the Critical Path Is Valid*.

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. GAO Scheduling Best Practices

Best Practice #1	**Capturing all activities**
Best Practice #2	**Sequencing all activities**
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**

What is a Valid Critical Path in a Project Schedule?

To have a well-constructed schedule, a valid critical path must be established. The critical path in a schedule is the path of longest duration through the sequence of activities. Establishing a valid critical path allows the project team to examine the effects of activity slippage along this path.

Continued on Page 3.

The project's critical path determines the project's earliest completion date and focuses the team's energy and management's attention on the activities that will lead to the project's timely success. Activities on this path are termed critical path activities. Any delay in an activity on the critical path generally causes the same day-for-day delay in the project forecast early finish date.

For example, if an activity on the critical path is delayed by a week, the project finish date will generally be delayed by a week unless the slip is mitigated. Therefore, the critical path is most useful as a tool to help determine which activities deserve focus and, potentially, proactive management attention. The critical path assists project managers in prioritizing resources (e.g., labor, equipment, and funding) to have the most positive effect on project performance.

The Critical Path Changes Over the Life of the Project

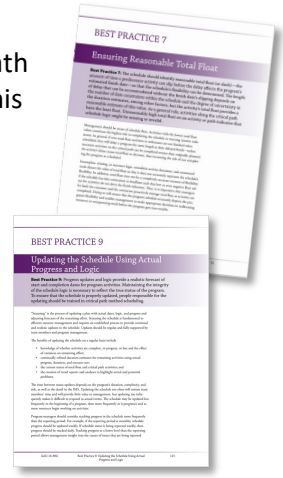
It is important to note that the critical path is not constant and will likely change numerous times over the life of a project. The sequence of activities that make up the critical path changes as activities are delayed, finished early, occur out of planned sequence, and so on. Activities that were previously critical may become non-critical, and activities that were not critical may become critical.

It is crucial that project managers understand that an important activity may not necessarily be critical. At any point in time, the critical path may or may not contain activities that management believes are particularly important. A delay in an activity may be important for any number of reasons related to scope and cost without delaying the finish milestone date. In contrast, some routine activities—training, for example—may be on the critical path and not particularly risky but can delay the project finish date if it takes longer to accomplish. Similarly, an activity of long duration should not be referred to as a critical path activity simply because it will take a long time to accomplish.

Common Barriers to a Valid Critical Path

As noted above, the critical path ideally represents the longest path of your project schedule activities. It is important to highlight issues that prevent the critical path from being the longest path. When these issues arise, it is imperative that management recognize not only critical path activities but also activities that are truly driving the finish date of key milestones.

Calculating a critical path is directly related to the logical sequencing of activities. Missing or inaccurate logic and artificial date constraints will likely prevent the calculation of a valid critical path; they can cause activities that are not critical to appear to be critical. This can cause project managers to focus on the wrong activities and expend resources inefficiently when trying to complete a project on time.



Successfully identifying the critical path relies on a valid, reliable schedule. This includes capturing all activities (Best Practice #1), proper sequencing of activities (Best Practice #2), horizontal traceability (Best Practice #5), the reasonableness of float (Best Practice #7), accurate status updates (Best Practice #9), and—if there are resource limitations—assigning resources (Best Practice #3).

It is essential that the critical path be evaluated before the schedule is baselined and after every status update to ensure that it is valid. If the schedule is missing activities, then the critical path will not be valid. Moreover, if the critical path is missing logic dependencies or has excessive constraints (e.g., complete no later than, complete on or after, etc.), lags, or level of effort (LOE) activities, or if it is not a continuous path from the current status date to the finish milestone, then it is most likely not a valid critical path.

Continuous Through All Activities

The critical path should be a continuous sequence of activities from the schedule status date to the finish milestone. In general, the sequence of activities should have no breaks and no large gaps of unaccounted time. The critical path may branch off into several sequences of activities, but they must ultimately converge at the finish milestone. Sorting the schedule by activity start date, filtering by critical activities, and visually assessing the sequence of activities in a Gantt chart is an easy way to

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Ideally, the Gantt chart displays a continuous waterfall of activities from the status date to the program finish date that are logically linked with finish-to-start relationships. Scheduling tools such as *Primavera P6* can easily calculate and display these type of Gantt charts.

Breaks in the critical path should be examined immediately and justified or otherwise addressed. Common causes of noncontinuous critical paths include the following:

- the start or finish date of an activity is driven by a constraint;
- a successor activity is driven by an unexplained lag;
- the start date of an activity is driven by an external predecessor;
- activities are scheduled according to different calendars, as when a predecessor activity ends in a nonworking period for the successor; and
- resource leveling is causing delays.

For example, if an activity on the critical path starts some days or weeks after its driving predecessor finishes (assuming finish-to-start logic) because of a start date constraint or an unexplained lag, then the path is considered to be noncontinuous and broken.

The Number of Critical Activities

In general, assessing the quality of the critical path by predetermining the number of activities that should be critical is not useful. The number of activities on the critical path depends on the visibility required to manage the program and reduce risk. However, if the ratio of critical path activities to the total remaining activity count is nearly 100 percent, then the schedule may be overly linear and resource limited. Conversely, if only a few activities are on the critical path and if all represent LOE, then the critical path is being driven by supporting effort and will not identify effort that is driving key milestones.

Logical Sequencing

Float calculations are directly related to the logical sequencing of events (see Best Practice #7 — you'll read about float in next month's article on Best Practice #7). Because float dictates the criticality of activities, the critical path is directly related to the logical sequencing of events and float calculations. If activities are missing dependencies, linked incorrectly, or performed out of sequence, then float estimates would most likely be miscalculated. Incorrect float estimates will result in an invalid critical path, hindering management's ability to reallocate resources from noncritical activities to those that must be completed on time.

Errors or incomplete logic often cause values of total float that do not represent the state of the project schedule (a discussion of the effect of dependencies on total float is available in the Best Practice #7 section of the GAO *Schedule Assessment Guide* and a description of out-of-sequence progress can be found in the Best Practice #9 section).


BEST PRACTICE 2

Sequencing All Activities

Date Constraints

Best Practice #2 explains that placing a hard constraint on an activity fixes the dates and almost always causes the activity to become critical. It is therefore possible to use hard constraints as a working tool while developing a schedule to calculate total available float up to key milestones. The temporary use of hard constraints is also valuable for assessing the likelihood that using available resources can achieve the planned activity date. However, using hard constraints simply to fix activity dates at certain points in time for project convenience immediately convolutes critical path calculations. It also reduces the credibility of any schedule date on activities that logically occur after the hard constraint. In this case, the critical path is no longer the longest path; instead, each hard constraint in the schedule generates its own sequence of critical activities, and the purpose of critical path method (CPM) scheduling is defeated.

Critical Path Management

Without clear insight into a critical path, management cannot determine which slipped activities will be detrimental to the achievement of key project milestones and the project's finish date. The more complex schedules will require additional analysis by tracing critical resources. Float within the schedule can be used to mitigate critical activities by reallocating resources from activities that can safely slip to activities that must be completed on time.

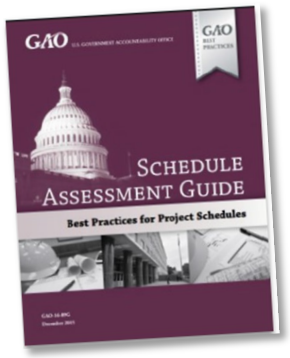
Continued on Page 5.

Until the schedule can produce a valid critical path and a valid longest path, management will not be able to provide reliable timeline estimates or identify problems or changes or their effects. Moreover, project managers will not be able to reliably plan and schedule the detailed work activities.

As stated earlier, the critical path and longest path must be reevaluated after each status update because the sequence of activities that make up the paths changes as activities are delayed, finish early, occur out of planned sequence, or the like. Additionally, activity duration updates and changes to logic may alter the paths. After each status update, the critical path and the longest path should be compared to the previous period's paths, and managers should appropriately align their attention and resources to any emerging critical path and driving activities. The critical and longest paths should make intuitive sense to subject matter experts. That is, the sequence, logic, and duration of critical activities should appear to be rational and consistent with the reviewers' experience.

Best Practices Checklist: Confirming That the Critical Path Is Valid

In summary, a lot of information has been covered in this article. To make it easier for the project management team to ensure the critical path is valid, the following best practices checklist from the GAO *Schedule Assessment Guide* is provided.



- The schedule's critical path is valid. That is, the critical path or longest path (in the presence of constraints):
    - does not include LOE activities, summary activities, or other unusually long activities, except for future planning packages;
    - is a continuous path from the status date to the finish milestone;
    - does not include constraints that cause unimportant activities to drive a mile-stone date;
    - has no lags or leads; and
    - is derived in summary schedules by vertical integration of lower-level detailed schedules, not by preselected activities that management has presupposed are important.
- If backward-pass date constraints are present on activities other than the finish milestone, both the critical path and the longest path have been identified. With a number of constraints, activities with zero or negative total float may outnumber activities that are actually driving the key program completion milestone.
- The critical path, or longest path (in the presence of constraints), is used as a tool for managing the program. That is, management:
    - has vetted and justified the current critical path as calculated by the software;
    - uses the critical path to focus on activities that will be detrimental to the key program milestones and deliveries if they slip;
    - examines and mitigates risk in activities on the critical path that can potentially delay key program deliveries and milestones;
    - has reviewed and analyzed near-critical paths because these activities are likely to overtake the existing critical path and drive the schedule;
    - recognizes not only activities with the lowest float but also activities that are truly driving the finish date of key milestones; and
    - evaluates the critical path before the schedule is baselined and after every status update to ensure that it is valid.

Congratulations To Our Newly Certified FPDs!

Level I

Steven Wahnschaffe (EM)

Thomas Thompson (EM)

IP2M METRR— Budgeting and Work Authorization

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

Previous Department of Energy (DOE) Project Management newsletters (monthly since July 2022) have included a series of articles focused on the ten management subprocess areas identified in the *Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) using EVMS*. The purpose of these articles is to introduce and explore each of the subprocess areas and their respective attributes. This month's article will focus on the budgeting and work authorization subprocess area (C).

The IP2M METRR is an assessment mechanism developed as part of a DOE-sponsored joint research study led by Arizona State University (ASU); representing 15+ government and industry organizations (https://ip2m.engineering.asu.edu/). The IP2M METRR defines maturity levels for each of the 56 attributes across the ten management subprocesses to facilitate a consistent method for not only assessing the compliance of an earned value management system (EVMS) with industry standard EIA-748, but also to ensure that project/program participants are working with accurate, timely, and reliable information to manage their work, leading to successful project/ program performance.

The budgeting and work authorization subprocess area (C) is focused primarily on planning as well as developing strategies for the project to accomplish technical objectives and come in on time and within cost. There are a total of 12 attributes (right) that make up this subprocess area.

These 12 attributes account for approximately 18% (178 points) of the 1,000 total possible points of the maturity model at level 5 (breakout can be seen in Figure 1 on page 7).

There is some variety in the individual attribute's weights (high of 22 for C.1: Scope, Schedule, and Budget Alignment to a low of 6 for C.2: Summary Level Planning Packages (SLPPs)) within this subprocess area. Although the individual attribute scores vary, the area as a whole accounts for the second largest within the model.

Budgeting and Work Authorization Subprocess Attributes

C.1. The authorized scope, schedule, and budget align at the WP and PP levels, including the alignment of budgets with the project schedule to establish the time-phased performance measurement baseline (PMB).

C.2. SLPPs contain a scope that cannot be practically identified to a control account (CA) and is held at the project level until further defined.

C.3. All WADs identify the authorized scope of work, performance period, and the budget reconcilable to the WBS, control account plans (CAPs), basis of estimate (BOE), and project schedule.

C.4. All WADs are approved before the authorized work is allowed to begin and actual costs are incurred.

C.5. All budgets are planned and authorized by elements of cost (EOCs).

C.6. All WPs and PPs are logical decompositions of authorized work scope, schedule, and budget that are distinguishable subdivisions of a CA with realistic and short durations.

C.7. WP and PP budgets are based on dollars, hours, or other measurable units assigned to the authorized work scope.

C.8. Appropriate EVTs are assigned, and performance is earned consistent with the way work was planned, performed, and progress measured.

C.9. LOE work scope is identified and controlled with minor exceptions where CAs record separate WPs for LOE and discrete activities.

C.10. The management reserve (MR) budget is established and identified separately from the PMB and commensurate with the risk identified in the project.

C.11. Undistributed budget (UB) values have an identified work scope and are appropriately recorded in a control log and distributed/ dispositioned promptly.

C.12. The project's target cost value is reconciled with the PMB and MR values.

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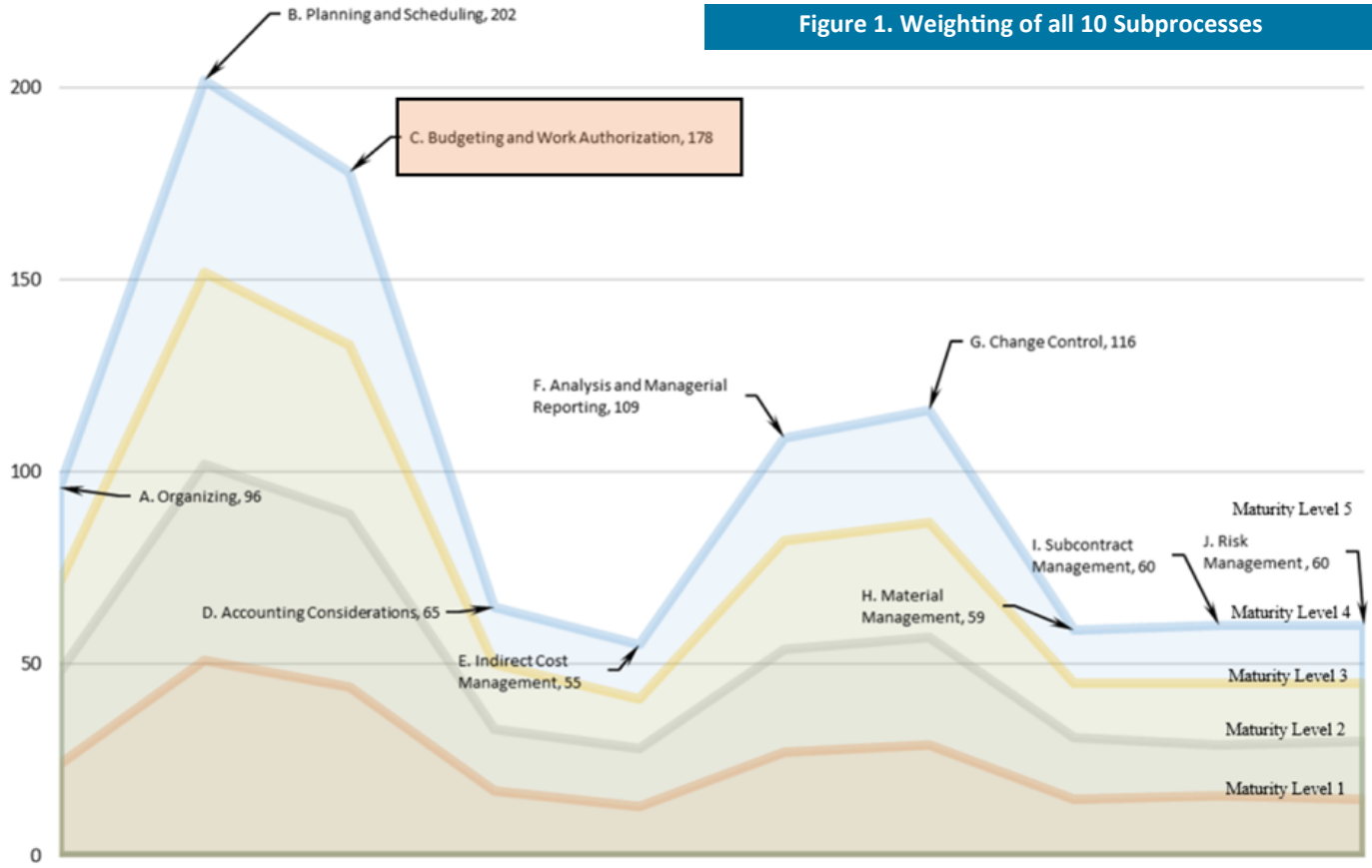

Figure 1. Weighting of all 10 Subprocesses

The first attribute (C.1), which also has the largest weight in the subprocess area, is focused on the time-phased resource plan with which work accomplished is measured against and provides the requirement that scope, schedule, and cost are aligned. This is critical for effective project control and ensures that the PMB is a common reference point for analyzing and discussing cost and schedule progress.

The second attribute (C.2) defines when and how summary level planning packages (SLPPs) can be used. The biggest take-away for this attribute is that SLPPs are specifically reserved for future effort that cannot be practically planned out at the control account (CA) level at the current time.

The third (C.3), fourth (C.4), and fifth (C.5) attributes are all related to the work authorization process. C.3 and C.4 define work authorization documents (WADs). All WADs are required to identify the scope, schedule (period of performance), and budget of the work being authorized. It's also paramount that the work is traceable to the work breakdown structure, organizational structure, control account plan, the control account manager's basis of estimate, and the schedule.

Important to note in this section is that WADs are approved prior to the work actually starting and prior to when costs are actually incurred. It's pivotal that the authorized value in the WAD aligns and is fully reconcilable to the budgeting tool.

The sixth (C.6) and seventh (C.7) attributes focus on the requirements of work packages (WPs) and planning packages (PPs). Control accounts (CAs) are decomposed into smaller, measurable segments of work called WPs which support accurate performance measurement by assigning the appropriate earned value techniques (EVTs) and are segregated by elements of cost. When an entire CA cannot be subdivided into WPs, far-term effort will be placed into PPs for budget and scheduling purposes.

The eighth (C.8) and ninth (C.9) attributes define the EVT selections and how and when they should be utilized. For the most accurate and objective performance, a single EVT should be chosen (at the WP level) that is consistent with the duration and type work being done. Work defined as level of effort (LOE) should be separately identified from discrete effort WPs. The commingling of these WPs (discrete and LOE) should be minimized within a CA.

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When and if they are commingled within a CA, the performance of each must be separately evaluated to ensure objective and accurate visibility. Attribute C.9 further defines the controls needed for LOE work scope and its use.

The tenth (C.10), eleventh (C.11), and twelfth (C.12) attributes all concentrate on management reserve (MR), undistributed budgets (UB), and the PMB. MR is budget set aside for in-scope unforeseen events that may occur during the project and is identified separately from the PMB. It has no associated scope and should be based on the contractor's estimated risk values.

On the other hand, UB is an identified (and controlled) budget that is for a specific project effort (identified and authorized) that has not yet been distributed below the WBS reporting level to CAs or SLPPs. UB does have defined work scope and is part of the PMB. The overall target cost must reconcile with the PMB and MR. This reconciliation includes a comparison of the contract budget base (CBB), sometimes known as the project budget base (PBB), to the negotiated contract cost (NCC) plus authorized unpriced work (AUW).

More detailed descriptions of these and other attributes and criteria are contained in the DOE Office of Project Management Compliance Assessment Governance (CAG).

The Lessons Learned From Project Management Lessons Learned

Victoria Premaza and Erika Pulido,
Office of Project Controls and Policy (PM-30)

Project management lessons learned (PMLL) have been a consistent requirement for the Department of Energy's (DOE) capital asset projects in DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. However, projects have provided lessons learned to a variety of different databases, such as DOE corporate lessons learned, and platforms, such as the Project Assessment and Reporting System (PARS), typically siloed from other functional areas.

As such, and in the pursuit of PMLL improvement, the Government Accountability Office (GAO) published a report (GAO-19-25, December 2018) that reviewed DOE requirements for collecting, storing, analyzing, validating, disseminating, and responding with corrective actions to project management lessons learned. With the recommendations from GAO, a Deputy Secretary policy memorandum dated September 18, 2020 was established to improve its collection and sharing of PMLL by:

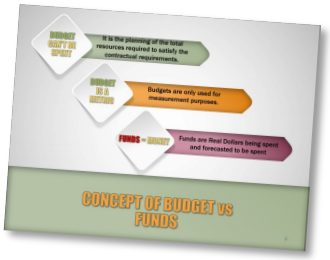
1. Broadening the definition of lessons learned appearing in DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*
2. Revising when and how collection of lessons learned occurs to include following project peer reviews
3. Centralizing PMLL storage
4. Identifying and sharing lessons learned with Department-wide implications
5. Assessing the effectiveness of certain changes made to DOE directives.

The memorandum initiated a requirement to enter lessons learned through the Office of Environment, Health, Safety and Security Lessons Learned Database (DOE Operating Experience (OPEX)Share). In December 2020, the DOE OPEXShare database was deployed as the new DOE corporate lessons learned system and is now managed and operated by DOE Headquarters. DOE OPEXShare is an online network that serves as an interface to submit a PMLL request, so that Lessons Learned information may be centralized to improve visibility, future analysis, tracking, and trending for Project Management-related topics. It provides a wide variety of information and tools for sharing project management lessons learned. To register for a DOE OPEXShare account and take advantage of the full capability of the network, visit: https://doeopexshare.doe.gov/. The Office of Project Management plans to improve the useability and functionality of DOE OPEXShare in capturing project management lessons learned. Current efforts include PMLL templates and a PMLL standard operating procedure (SOP) which will soon be available.

If you have any questions, please contact PM-30 Policy at PMpolicy@hq.doe.gov.

EVMS Training Snippet of the Month

EVMS Training Snippet 3-1: Budget vs Funds and the Performance Measurement Baseline (PMB)



Click here to view EVMS Training Snippet 3-1: Budget vs Funds and the Performance Measurement Baseline (PMB) video.

Click here to view EVMS Training Snippet 3-1: Budget vs Funds and the Performance Measurement Baseline (PMB) PowerPoint Slide.

Summary: This EVMS Training Snippet, sponsored by the U.S. Department of Energy's Project Management Office, discusses the differences between Budgets and Funds and provides some confusing statements heard in contractor offices. 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 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

Fresh Approach to *Project Management Systems and Practices in DOE* Course

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

Feedback from recent class sessions of *PM Systems and Practices in DOE* course have stated that the course runs over too long a span. These offerings were delivered over eight four-hour sessions that ran Tuesdays and Thursdays (or Mondays and Wednesdays) over four weeks. PMCDP is responding to your feedback by changing the delivery format in the next offering scheduled for March 13-17, 2023. The class will be held daily from 10:30AM-4:30PM ET. Forty continuous learning points (CLPs) will be awarded for successful completion of the course.

There are pros and cons to changing the delivery. The instructor will deliver the material in the virtual webinar format with the expectation that participants will have DOE Order 413.3 available to reference during the class time, will be fully engaged during the delivery of the training, and will complete any homework or after the class activity by the due date. The sessions will be recorded so participants can review the sessions if needed.

This a pilot delivery of the new format; and, as such, may be adjusted to best meet participants' time and space for learning the material. As with all PMCDP deliveries, the PMCDP team will review all evaluations from the class and compare to the evaluations from past deliveries and compare the end-of-class exam scores to determine the path forward for the course. Click on the hyperlink below if you want to enroll and provide the feedback requested.

Project Management Systems and Practices in DOE
March 13-17, 2023 | 10:30AM-4:30PM Daily

Please if you have any questions or feedback to offer related to this announcement, contact me at linda.ott@hq.doe.gov.

PMCDP FY2023 Q2 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
Leadership Through Effective Communication	002366	February 7-9, 2023	32	10:30am-4:30pm ET Webinar Daily
Project Risk Analysis and Management	001033	February 13-17, 2023	28	10:30am-4:30pm ET Webinar Daily
Executive Communications	001031	February 14-16, 2023	24	10:30am-4:30pm ET Webinar Daily
Front-End Planning (FEP): Getting to CD-1	003176	February 21-March 9, 2023	20	1-3pm ET Tuesday/Thursday
Project Management Simulation	001029	March 6-10, 2023	40	10:30am-4:30pm ET Webinar Daily
Project Management Systems and Practices	001024	March 13-17, 2023	40	10:30am-4:30pm ET Webinar Daily
Acquisition Management for Technical Personnel	00145	March 20-29, 2023	16	12-4pm ET Monday/Wednesday
Monitoring and Controlling During Project Execution	000450	March 27-31, 2023	32	10:30am-4:30pm ET Webinar Daily
Strategic Planning	001043	March 28-30, 2023	24	10:30am-4:30pm ET Webinar Daily

The full FY23 schedule is available here on PM-MAX.

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Your feedback is valuable to us!

Please rate your experience with this edition of the newsletter on a scale of **1 to 5**, rating of 5 stars being highly satisfied and 1 star being highly dissatisfied.

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 Support : PARS Support (doe.gov). 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.

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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.