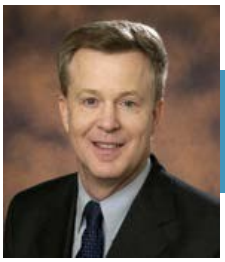
DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

November 2023

IN THIS ISSUE:



DIRECTOR'S CORNER

Having a realistic estimate of a project's cost enables the effective allocation of resources and increases the probability of the project being successfully delivered. Department of Energy (DOE) Guide 413.3-21A, *Cost Estimating Guide*, provides project teams with uniform guidance, methodologies, and best practices to ensure the development of high-quality cost estimates. The guide outlines four key attributes for a high-quality cost estimate: credibility, thorough documentation, accuracy, and comprehensiveness, and encourages the adherence to recognized standards like the Government Accountability Office's 12-step cost estimating process. Learn more about this important guide in the article on page 2.

Another important guide, DOE Guide 413.3-12A, *Front-End Planning and Project Definition Rating Index for Nuclear and Non-Nuclear Construction Projects,* was recently updated. This guide, based on a numerical project management tool developed by the Construction Industry Institute tailored for DOE use, assists project teams in assessing the completeness of a project's scope definition during the front-end planning process. Additional information on the updated guide can be found on page 6.

DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, requires a certified earned value management system (EVMS) prior to CD-3 for all projects with a total project cost (TPC) greater than $50M unless the project is being executed under a firm fixed-price contract, or an exemption allowing the use of an approved alternative project controls method has been obtained. The Office of Project Management (PM), as the cognizant federal authority (CFA) for certification of EVMS for DOE and National Nuclear Security Administration contractors on projects with a TPC of $100M or greater, encourages contractors to adopt a comprehensive self-governance model utilizing the same methods, procedures and templates used on DOE-led EVMS reviews. The article on page 8 highlights the self-governance efforts by Triad National Security, LLC (TRIAD), at Los Alamos National Lab (LANL). TRIAD's robust self-governance process has minimized the need for PM surveillance reviews and may serve as a model for other contractors to follow.

(continued on next page)

Last month, PM published its 2023 Escalation Report update. The escalation model, initially developed in 2017 and updated and improved annually, now includes more sites, allows for project-specific tailoring, and provides short- and long-term rates. Read more about the 2023 update on page 7.

Keep Charging!

Paul Bosco

DOE Guide 413.3-21A, Cost Estimating Guide, Overview

Perry Barker, Office of Project Analysis (PM-20)

Department of Energy (DOE) Guide 413.3-21A, *Cost Estimating* Guide, provides DOE cost estimators with consistent guidance, methodologies, and best practices for generating high-quality cost estimates. Although its applicability extends to all cost estimation endeavors, the Guide is particularly tailored to cost estimates for construction projects and programs, which often lead to project independent cost estimates (ICEs) aimed at validating project performance baselines. ICEs share similarities with independent government cost estimates (IGCEs), typically used in contract actions, but differ in some content and their specific usage, as explained below.

The Guide encompasses all phases of the Department's work in constructing reliable project cost estimates, which are crucial for predicting, assessing, and managing a project or program's cost and schedule. These estimates also serve as critical tools for program control planning. Once cost estimates are deemed credible and approved by leadership, they serve as benchmarks for evaluating performance against an approved baseline using an earned value management system (EVMS).

While this guide primarily pertains to construction cost estimation (and all appropriate cost elements for a project), the recommended practices and methodologies are also applicable to IGCEs. IGCEs are used to support contract cost and price analysis, cost realism analysis for negotiated contracts, and contract source selection. Coordinating with contracting officers and cost and price analysts ensures alignment with prescribed methodologies, cost treatment, and guidance outlined in Federal Acquisition Regulations, DOE Acquisition Regulations, and other agency policies.

The Guide references the Government Accountability Office (GAO), *Cost Estimating and Assessment Guide* (09-3SP), which contains the GAO twelve steps for proven techniques that enhance cost estimates. Formal documentation of cost estimates following the GAO 12-step process adds an extra layer of quality. Relying solely on GAO best practices may not guarantee high-quality cost estimates in every scenario, thus, this guide presents additional techniques and best practices to complement the GAO 12-step process, collectively enhancing the quality of cost estimates.

Ultimately, the Guide conveys information cost estimating methodologies aligned with industry-standard estimating practices, aiding in the development of site-specific or local cost estimating requirements. The Guide outlines four key attributes of high-quality cost estimates: credible, well-documented, accurate, and comprehensive:

1. Credible: Estimates earn credibility when they transparently acknowledge data and assumption limitations, scrutinizing major assumptions and assessing sensitivity to changes. Employing risk and uncertainty analysis helps gauge estimate reliability, offering decision-makers insights into potential cost variability amid changing circumstances. Cross-referencing with historical data enhances confidence. If alternative methods produce consistent results, credibility increases; otherwise, discrepancies must be explained.

2. Well-documented: Cost estimates require thorough documentation, tracing to original sources for repeatability and updates. Precise cost documentation bolsters credibility and informs decision-making.

Continued on Page 3.

Explicitly identifying methods, calculations, assumptions, and data sources for each cost element, including work breakdown structure (WBS) components, is essential. Additionally, documenting estimating methods ensures traceability for easy replication and updates. Alignment with schedule milestones and deliverables enhances documentation consistency.

3. Accurate: Accuracy is achieved by assessing most likely costs, adjusting for inflation, and minimizing errors. Validation involves detailed examination of WBS cost elements to ensure precise calculations and comprehensive cost coverage, encompassing indirect costs. Proper use of escalation factors maintains consistent and accurate cost expression. Regular verification of spreadsheet formulas and data input is imperative. Evaluation of the appropriateness of the chosen estimating technique is vital for the level of design or requirements.

4. Comprehensive: Cost estimators or analysts must ensure cost estimates are comprehensive, accounting for all likely costs. The estimates should fully define the program, align with the project schedule, and be technically feasible. Technical approaches to scope completion should be considered, with the awareness that different approaches may yield different estimates. The level of detail should prevent both omitted and redundant cost elements. For instance, when software reuse is assumed, the estimate should encompass all associated costs, including interface design, modification, integration, testing, and documentation.

Independent reviews are essential to confirm the estimate's comprehensiveness, criteria adherence, and reasonableness of assumptions and exclusions. These reviews validate the quality of the estimate and ensure it encompasses the full technical scope, compliant with logical WBS structures, performance criteria, and requirements. Moreover, they confirm that assumptions and exclusions are clearly identified, explained, and reasonable.

The Guide recommends twelve key steps to DOE and other agency practitioners to produce high-quality cost estimates:

1. Define the estimate's purpose
2. Develop an estimating plan
3. Define the Project (or Program) characteristics
4. Determine the estimating structure [e.g., WBS]
5. Identify ground rules and assumptions
6. Obtain data
7. Develop a point estimate and compare to an independent cost estimate
8. Conduct sensitivity analysis
9. Conduct risk and uncertainty analysis
10. Document the estimate
11. Present the estimate for management approval
12. Update the estimate to reflect actual costs and changes

Each of these 12 steps crosswalk to key areas in the DOE Guide that provide additional considerations when developing quality costs estimates:

- Cost estimating inputs
- Planning cost estimates
- Cost estimating methods
- Estimating development process
- Cost estimating outputs
- Cost estimating expectations

Cost estimating inputs: The process of cost estimate development begins with various inputs. These inputs encompass elements that can be categorized as either one -time or iterative. One-time inputs encompass items such as project/program requirements, the mission need statement, and the acquisition strategy or acquisition plan. On the other hand, iterative inputs comprise technical/ scope development, schedule development, and the risk management plan, including associated risk identification and mitigation strategies.

The process may involve peer reviews, which can highlight the need to revisit specific process elements in order to enhance the quality of the cost estimate. It is important to note that cost estimates generated in the early stages of a project might not be based on detailed engineering designs and specifications. Instead, they may take the form of a range, encompassing both high and low estimates, rather than a precise point estimate. Nevertheless, these estimates should be sufficiently developed to facilitate budget requests for the subsequent phases of project definition.

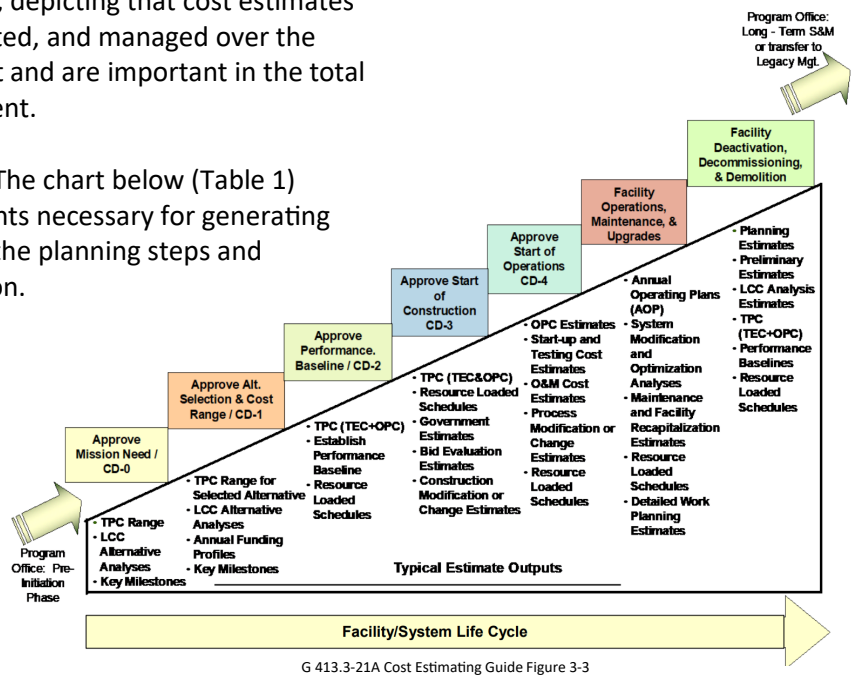
As the project or program progresses over time, the scope and design become increasingly well-defined. With this greater level of definition, cost estimates also become more precise, characterized by narrower cost ranges. Ultimately, these estimates will align with the scope and schedule of work packages and planning packages defined for the project. This progressive refinement typically leads to a reduction in uncertainty, the need for assumptions, and the number of risks and their potential impact if they materialize.

Continued on Page 4.

Common cost estimating outputs are shown in the following figure (Figure 1), depicting that cost estimates must be developed, updated, and managed over the total life cycle of any asset and are important in the total life-cycle asset management.

Planning cost estimates: The chart below (Table 1) shows planning components necessary for generating reliable cost estimates – the planning steps and their associated description.

Figure 1.



G 413.3-21A Cost Estimating Guide Figure 3-3

Table 1.

Planning Step	Description
Clear Identification of Task	• Estimator must be provided with the scope description, ground rules and assumptions, and technical and performance characteristics. • The estimate's constraints and conditions must be clearly identified to ensure the preparation of a well-documented estimate.
Broad Participation in Preparing Estimates	• The Integrated Project Team and the Integrated Acquisition Team should be involved in determining requirements based on the mission need, in development of the Project Execution Plan, and in defining parameters and other scope characteristics at each Critical Decision milestone. • Data should be independently verified for accuracy, completeness, and reliability.
Availability of Valid Data	• Use numerous sources of suitable, relevant, and available data. • Use relevant, historical data from similar work to project costs of the new work. The historical data should be directly related to the scope's performance characteristics.
Standardized Structure for the Estimate	• Use of a standard WBS that is as detailed as possible, continually refining it as the maturity of the scope develops and the work refining it as the maturity of the scope develops and the work becomes more defined. • The WBS elements should ultimately drill down to the lowest level, the work package. • The WBS ensures that no portions of the estimate (and schedule) are omitted or duplicated. This makes it easier to make comparisons to similar work.
Provision for Uncertainties and Risk	• Identify the confidence level (e.g., 80 percent) needed to establish a successful planning process. Identify uncertainties and develop an allowance to mitigate cost effects of the uncertainties. • Include known costs and allow for historically likely but specifically unknown costs. (Reference: DOE G 413.3-7A, Risk Management Guide).
Recognition of Escalation	• Ensure that economic escalation is properly and realistically reflected in the cost estimate. Escalation is schedule driven, and scheduling assumptions need to be clearly noted. NOTE: Project teams may use specific rates relative to the site when available. In any case, the source of escalation information used should be identified and the applicability of the rates should be explained/justified.
Recognition of Excluded Costs	• Include all costs associated with the scope of work; if any cost has been excluded, disclose and include a rationale.
Independent Review of Estimates	• Conducting an independent review of an estimate is crucial to establishing confidence in the estimate. The independent reviewer should verify, modify, and correct an estimate to ensure realism, completeness, and consistency.
Revision of Estimates for Significant Changes	• Update estimates to reflect changes in the design requirements. Large changes that affect costs can significantly influence decisions.

G 413.3-21A Cost Estimating Guide Table 4-1

Continued on Page 5.

Cost estimating methods: Choosing which cost estimating method or combination of methods to employ depends on several factors, including the project's scope, the intended purpose of the estimate, the project's maturity, and the availability of cost estimating resources. The estimating approach typically transitions from conceptual (utilizing stochastic or parametric methods) to deterministic and definitive techniques as the project's definition becomes more refined. There are five predominant cost estimating methods the Office of Project Management uses to conduct ICEs and ICRs, as follows:

1. Document Review
2. Reasonableness Review
3. Sampling
4. Parametric
5. Bottom-up/Engineering Build-up

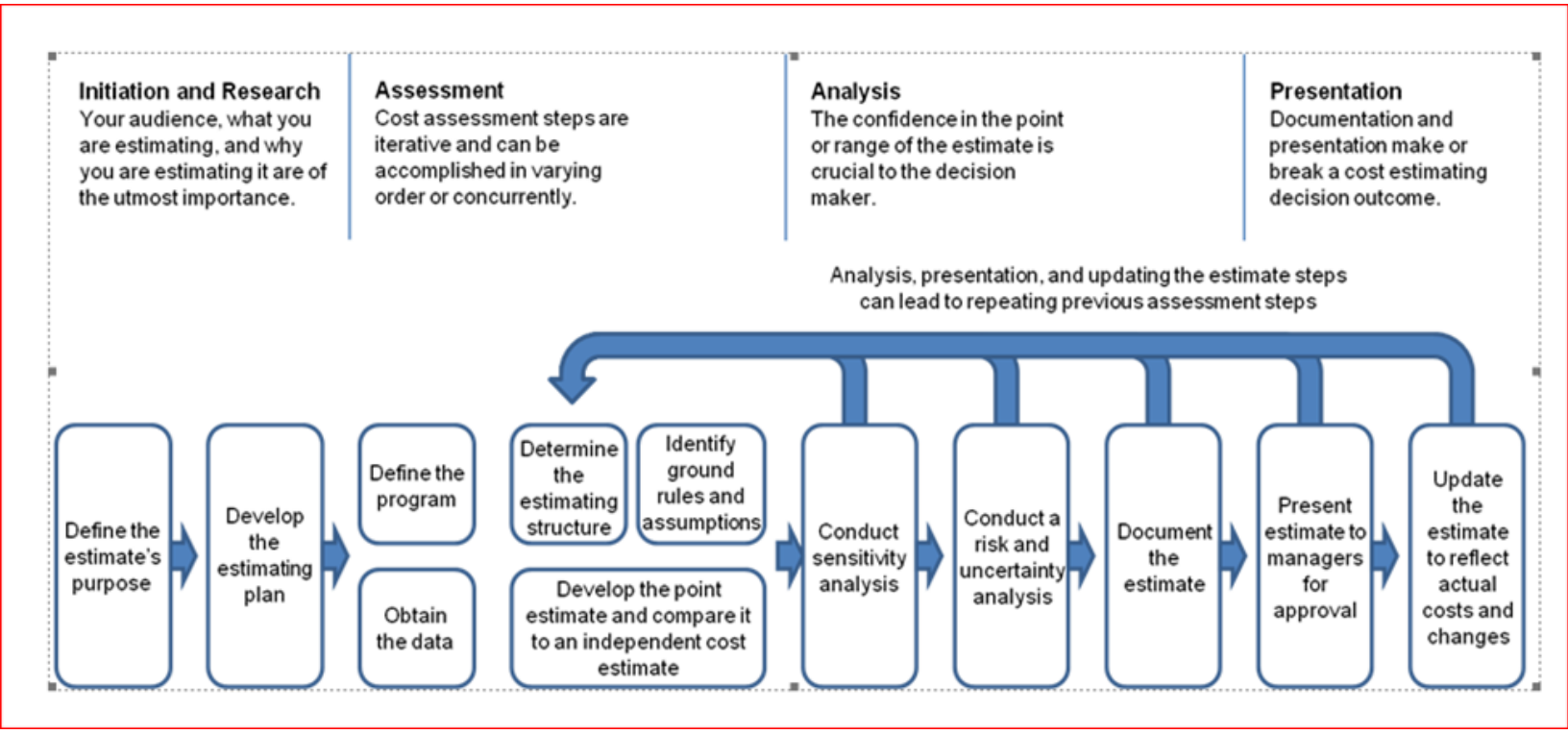
For PM ICEs, generally at least 75% of the performance management baseline (PMB) is developed using methods three and four above.

Development process: Figure 2 aligns the Guide with the 12-step model showing the pivotal part of the iterative cycle for creating cost estimates, through the initiation, research, assessment, analysis and presentation stages. Thoroughly executing these tasks serves to bolster the reliability and accuracy of cost estimates. This process is iterative in nature.

Estimate outputs: Cost estimating outputs encompass elements such as the conventional change control process, economic and cost-benefit analysis, value engineering, earned-value analysis, and the conclusive project cost reports. Other considerations are understanding that the cost estimate provides key interfaces to other project processes including, planning and scheduling, project control, risk management and project approval processes.

Estimate expectations: DOE project cost estimates should exhibit a level of quality that ensures its suitability for the intended use, thoroughness, and internal validation through checks and reviews. Furthermore, it should possess attributes of clarity, conciseness, reliability, fairness, reasonableness, and a degree of accuracy within specific probability or confidence levels. It is imperative that these estimates adhere to recognized standards, such as the GAO's 12-step cost estimating process while also using DOE's standard methodologies for cost estimate development and output deliverables.

Figure 2.



G 413.3-21A Cost Estimating Guide Figure 6-1

Continued on Page 6.

Summary: The Guide is an invaluable resource for developing high quality cost estimates. This article covers a portion of the content within the guide. Refer to the Guide for additional information in the areas of cost estimating characteristics, classifications, and methods, along with the development process and outputs. By adhering to the Guide's principles and guidelines, project teams can improve cost accuracy, promote consistency in cost estimates across projects, and best inform leadership and the budget process what a project will cost.

If you have any questions about the Cost Estimating Guide G 413.3-21A, please contact your PM-20 Project Analyst.

DOE G 413.3-12A, Front-End Planning and Project Definition Rating Index for Nuclear and Non-Nuclear Construction Projects, Update

Kevin Andersen and Erika Pulido, Office of Project Controls and Policy (PM-30)

DOE G 413.3-12A, Front-End Planning and Project Definition Rating Index (PDRI) for Nuclear and Non-Nuclear Construction Projects, has been approved and will be published soon on the Office of Management Directives Program website (Guidance — DOE Directives, Guidance, and Delegations).

This update to G 413.3-12 provides updated project management front-end planning best practices and tools to aid the development of a comprehensive scope and assessment of the maturity of scope planning for applicable projects. It also adds guidance on the proper use of the PDRI tools, in accordance with the requirements of DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. The Order requires that projects with a project cost estimate range ≥ $100M conduct a PDRI analysis prior to CD-2.

DOE's past program specific Project Definition Rating Index (PDRI) tools were custom made and do not benefit from the updated research by the Construction Industry Institute (CII). This CII research has improved the PDRI tools, added a second dimension that provides better insight, and updates the validation basis of PDRI tools to over $135 billion worth of projects. There are now 6 variations of the CII PDRI tool to better align with differing types of construction projects. DOE is a member of CII and has the right to use CII PDRI tools. This update of the guide better aligns PDRI usage with the latest best practices, fixes problems with the Excel workbooks, and reinforces the use of these tools throughout front-end planning to ensure mature scope for DOE projects.

Congratulations To Our Newly Certified FPDs!

Level I	Level III
Glenn McMaken (NA)	**Michael Pearson (NA)**
Brian Schuppner (NA)	

DOE PM Escalation Report— 2023 Update

Zac West and Dipali Amin, Office of Project Controls and Policy (PM-30)

The 2023 U.S. Department of Energy (DOE) Office of Project Management (PM) Escalation Report is now published. In 2017, DOE PM worked with subject matter experts to develop a model to determine realistic escalation rates for capital asset projects at specific locations across the complex. This model is utilized in various evaluations, including independent cost estimates and external independent reviews, for assessing the cost estimates of projects.

Consistent with the process used in the 2022 update, DOE PM worked with various internal and external organizations as part of continuous improvement of the model's process and results as well as updating all indices that support the model. The enhanced model, which notes differences between agencies includes additional sites, allows for more project-specific tailoring, and continues to provide short- and long-term rates.

This dynamic model will undergo annual refinement and updates.

Considering the present unpredictability of inflation, DOE PM recommends the following approach:

- Tailor the model to the project type, location, and planned execution.
- Utilize the short-term rates corresponding to the 2-year compound annual growth rate (CAGR) for budget year + 2 years for FY 2024–2026.
- Apply the 30-year CAGR for the subsequent years, starting from FY2027 and onwards.

The table below provides recommended rates for select locations without project specific adjustments. The full report is in the PM-MAX Project Management Library (type escalation in the filter box).

FY2023 DOE PM Recommended Escalation Rates (%)

	2-year CAGR	30-year CAGR
Site	Short-Term Annual Escalation	Long-Term Annual Escalation
BNL	8.40%	4.48%
Carlsbad	8.91%	4.03%
Chicago	8.40%	4.48%
Hanford	7.51%	3.84%
INL	8.43%	4.49%
LANL	8.42%	4.49%
LLNL	8.40%	4.49%
Louisiana SPR	7.51%	3.85%
Nevada	7.71%	3.88%
ORNL	8.43%	4.50%
Pantex	8.86%	4.00%
SNL	8.44%	4.49%
SRS	7.76%	3.88%
Texas SPR	7.74%	3.90%
Washington DC	7.73%	3.88%
Y-12	7.81%	3.99%

Spotlight on Self-Governance — Case Study: Triad

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

The Department of Energy's Office of Project Management (PM) has been working diligently for contractors to embrace self-governance in project management and project controls. Before any specific examples are given, it is important to understand what self-governance is and its emphasis. This article will explore its importance as part of the EIA-748 compliance process and provide some observations.

When asked for the definition of self-governance, an artificial intelligence (AI) application being prototyped by PM responded: "Self-governance in project management is the practice of empowering teams with the autonomy to manage their tasks, fostering a culture of responsibility and accountability. It emphasizes the importance of clearly defined roles, open communication, and continuous improvement, promoting efficiency and success within the project." Alternatively, consider it as the project team's assumption of responsibility to perform internal surveillance of its project controls, typically an earned value management system (EVMS). This is not a one-time review, but an ongoing process to ensure the systems are being used as intended and meeting required objectives.

Self-governance is an expected element of an EIA-748 compliant EVMS. To that end, DOE PM encourages project teams to adopt the same methods used on DOE-led EVMS reviews. All procedures and templates are posted on the DOE PM website. These include the Compliance Assessment Governance (CAG) and the Integrated Project/Program Management Maturity and Environment Total Risk Rating using EVMS, also known as the IP2M METRR, as the basis and guide for performing self-governance. In order to promote consistency across government and industry, DOE PM's published assessment criteria and processes are open for all to include contractors, software vendors and other Departments and Agencies (e.g., Department of Defenses, Defense Contract Management Agency, NASA, National Reconnaissance Organization, etc.).

In addition to providing these procedures and documents, DOE PM is open to observing internal surveillance events and providing feedback.

The goal is to be able to utilize a project's self-governance program through ongoing surveillance in real-time for continuous improvement, to identify and self-disclose system implementation issues and compliance risks, and to mitigate and prevent recurrence of these issues and risks through root cause analysis and corrective action.

This allows the system to remain compliant and provide accurate, reliable, and auditable information that can be used for forecasting and, ultimately, decision-making. When the system produces trustworthy data, project management can make real-time plans to change, redirect, or fix issues before they become insurmountable. An effective and robust self-governance process should minimize the need for DOE PM to engage with more intrusive surveillance reviews.

One site in particular, whose self-governance is to be highlighted, is the Los Alamos National Lab (LANL) where Triad's Project Controls team has been leading efforts in self-governance and focusing on its importance. In May 2023, DOE PM observed the internal self-governance program at work on the Transuranic Liquid Waste Facility (TLW) project. The project's review team of 11 team members included a Review Director, Environment Assessment lead, subprocess leads, a data analyst, and a System Surveillance Officer (SSO). The onsite review lasted for one week and concluded with an Out-Brief on the final day, followed by ending remarks, a question-and answer session, and a review team hot wash to determine what went well and what needed improvement. Data analysis was conducted and distributed to the review team prior to the week of the onsite review. The review team also prepared their interview questions prior to the week of the onsite interviews. The agenda included various CAM interviews, a PM interview, various breakout sessions, and facilitated Environment Assessments using the IP2M METRR. For all intents and purposes, it was a mirror copy of a DOE PM EVMS Surveillance Review. The review concluded with findings and recommendations.

In conclusion, DOE PM not only endorses but expects a self-governance process as part of an EIA-748 compliant EVMS. Not only does it ensure the project management systems continue to provide accurate and reliable data, but also can provide confidence that system implementation risks have been minimized.

Continued on Page 9.

DOE PM's AI prototype was asked to conclude what it thought was the biggest takeaways concerning self-governance. The response was: "Self-governance is a powerful tool in project management. It promotes responsibility, accountability, continuous improvement, and motivation, leading to more efficient and successful projects. By fostering a culture of self-governance, project managers can empower their teams, drive performance, and achieve their project objectives."

IP2M METRR Training of the Month
IP2M METRR— Workshop A: Evaluating EVMS Environment

The Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) using earned value management system (EVMS) is a novel assessment mechanism developed as part of a Department of Energy (DOE)-sponsored joint research study led by Arizona State University and representing more than fifteen government and industry organizations.

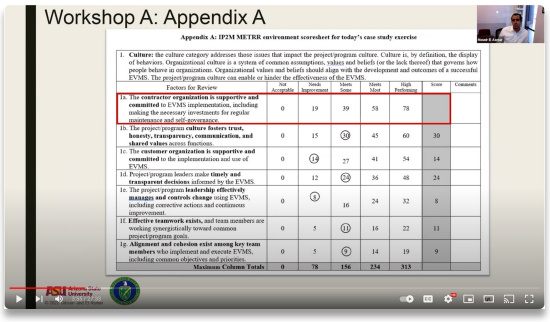
Click here to view IP2M METRR – Workshop A: Evaluating EVMS Environment.

Summary: This session presents a case study project assessment, in which the participants are asked to consider the facts and produce their own environment evaluation and gaps. Then, a recorded discussion of multiple teams is presented, reporting out on the case study assessment and findings around EVMS environment for the project at hand.

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 IP2M METRR Training at the following links:

https://www.energy.gov/projectmanagement/articles/ip2m-metrr-asu-evms-study
OR
https://community.max.gov/display/DOEExternal/PM+EVMS+IP2M+METRR+Training



For FPDs:
Interim Process for Reporting Completed Training and Continuous Learning Points (CLPs)

Sigmond Ceaser, Professional Development Division (PM-40)

As you are aware, Project Management Career Development Program (PMCDP) training completions in the Learning Nucleus (LN) have been auto-populating to the Employee Self Service (ESS) Federal Project Director (FPD) application and FPD continuous learning point (CLP) tracking application in ESS PMCDP module. This article is to alert FPDs that the data feed used to transfer training completions from the Learning Nucleus (LN) to ESS PMCDP is presently inoperable.

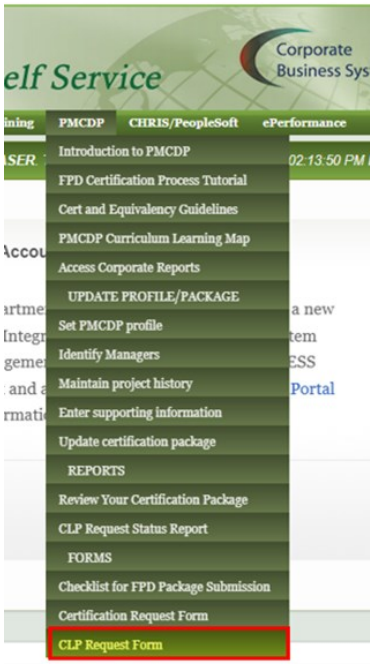
PMCDP is working collaboratively with Department of Energy (DOE) Corporate Business Systems (CF-40) and the Office of Talent Management (HC-OTM) to resolve the issue. PMCDP will keep you updated on this issue and advise when the auto-reporting in the FPD application and CLP tracking is restored. In the interim, FPDs will need to manually enter training completion information in the ESS FPD application and manually submit requests for CLPs in the ESS CLP Module.

To enter PMCDP courses on the **FPD Application:** Click on "Enter/update justification" under the "Action" column to update course completion dates information for PMCDP required and elective courses, as you do for other courses entered in the FPD application taken outside of the LN. Any PMCDP courses on the FPD application will be verified when the FPD package is reviewed in PM-MAX. An FPD Level 2 example is provided below (left).

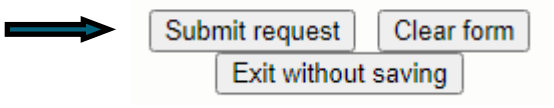
Course Name	Course Status	Justification(s)	Action
Monitoring and Controlling during Project Execution	*Not Completed*		Enter/update justification
Scope Management Baseline Development	*Not Completed*		Enter/update justification
Cost and Schedule Estimation and Analysis	*Information Entered*	View justification	Enter/update justification
Leadership through Effective Communication	**Completed**	Course Completed 11/08/2012	Enter/update justification
Project Management Simulation	**Completed**	Completed Equivalent Course FPM 231 (FPM 201) - Applications in Project & Program Management	Enter/update justification

Electives Level 2 (select 2)

Course Name	Course Status	Justification	Action
Value Management	*Not Completed*		Enter/update justification
Federal Budgeting Process in DOE	*Not Completed*		Enter/update justification
Environmental Laws and Regulations	**Completed**	Course Completed 09/16/2010	Enter/update justification
Scheduling 24/7	**Completed**	Course Completed 05/11/2021	Enter/update justification



For **Employee Self Service (ESS) CLP Module:** From the drop-down menu for PMCDP Module (above, right), select the CLP Request Form under the header FORMS. Select the hyperlink Add a New Request to complete the request. For PMCDP virtual training, select the option under Training/Education "Training: Classroom (1 hour = 1 CLP, maximum 8/ day) and complete the rest of the form.



before leaving the page.

PMCDP FY2024 Training Schedule

The training schedule is posted on PM-MAX. Save the direct link to the Project Management Career Development Program training schedule to your favorites: https://community.max.gov/x/BgZcQw

Course Title	LN Code	Dates	CLPs	Details
Managing Contract Changes	002102	November 13-16, 2023	32	10:30am-4:30pm ET Webinar Daily
Project Management Systems and Practices	001024	December 4-8, 2023	40	10:30am-4:30pm ET Webinar Daily
Project Risk Analysis and Management	001033	December 11-15, 2023	28	10:30am-4:30pm ET Webinar Daily
Advanced Risk Management	001042	December 11-15, 2023	32	10:30am-4:30pm ET Webinar Daily
Cost & Schedule Estimation	001044	January 8-12, 2024	40	10:30am-4:30pm ET Webinar Daily
Executive Communications	001031	January 16-18, 2024	24	10:30am-4:30pm ET Webinar Daily
Value Management	001037	January 23-26, 2024	24	10:30am-4:30pm ET Webinar Daily
Program Management and Portfolio Analysis	001025	January 29-February 2, 2024	40	10:30am-4:30pm ET Webinar Daily
Capital Planning for DOE 413.3B	002152	February 6-20, 2024	16	12-3pm ET Tuesdays/Thursdays
Leadership Through Effective Communication	002366	February 13-15, 2024	24	10:30am-4:30pm ET Webinar Daily
Advanced Earned Value Management Techniques	002689	February 27-March 1, 2024	32	10:30am-4:30pm ET Webinar Daily
Project Management Systems and Practices	001024	March 4-8, 2024	40	10:30am-4:30pm ET Webinar Daily
Project Management Simulation	001029	March 11-15, 2024	40	10:30am-4:30pm ET Webinar Daily
LEED for New Construction and Existing Buildings	001936	March 19-21, 2024	20	10:30am-4:30pm ET Webinar Daily
Strategic Planning	001043	March 26-28, 2024	24	10:30am-4:30pm ET Webinar Daily

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/m4lIY.

Need information to apply for FPD certification? The Certification and Equivalency Guidelines (CEG) can be found here: https://community.max.gov/x/IQd1Qw.

Can't put your finger on a document or information you were told is available on PM-MAX? Looking for information on DOE Project Management? Submit your questions and queries to: PMWebmaster@doe.gov.

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, 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

Alda Bryant — PMCDP Training Manager, FPD Certification Maintenance Lead, Alda.Bryant@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.

Rate Your Experience with the PM Newsletter!

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!