Secretary Perry presents Energy Project Management Awards at the PM Workshop in Arlington, VA
I’d like to thank everyone who joined us for our 2017 Project Management Workshop in Washington D.C. last month. With over 400 attendees and a host of speakers sharing critical insights and external perspectives, I believe the workshop was one of, if not the best, workshops we’ve held. Additionally, over 210 participants attended the half-day Project Controls Session, which focused on data analytics supported by timely, comprehensive, accurate and reliable information to facilitate informed decision making.

Saving the best for last, Secretary Perry made time in a very busy schedule to share some of his thoughts with us, and present the Project Management awards. The Secretary’s participation highlights the importance he places on what each and every one of you do, day-in and day-out, to enable DOE/NNSA to meet its mission of ensuring America’s security and prosperity by addressing its energy, environmental, and nuclear security and challenges through transformative science and technology solutions. He personally thanked all those in attendance for all of their efforts towards that end.

Presentations given at the workshop as well as speaker biographies and a list of attendees are now available on the workshop’s website: https://www.energy.gov/projectmanagement/2017-doe-project-management-workshop

Continued on next page...
The Federal Project Director of the Year and Project Management Awards can be viewed at: https://community.max.gov/display/DOEExternal/PM+2016+Awards

I would to extend, once again, my congratulations to Wendy Cain, as our Federal Project Director of the Year, and congratulations to the two project teams that were recognized with Project Management Achievement Awards for their efforts on their projects.

As always, we look forward to improving future workshops with input from the field to make the next forum a valuable networking and learning opportunity! Suggested topics/input for future events should be forwarded to PMworkshop@hq.doe.gov.

Keep charging!

Sincerely,

Paul Bosco

Director of the Office of Project Management Oversight and Assessments (PM)
Don’t Get Anchored Down: How to Set Course for A Successful Risk Summit

Jeff Thomas, Departmental Project Oversight (PM-20)

Most people have heard the old adage that says “Never be the first person to put an offer on the table...you might pay too much!” This concept isn’t just true when you’re buying a new car or home, it’s also true when hosting a successful Risk Summit.

The Department of Energy arguably is overflowing with the best and brightest minds in the world. But even those with tremendous expertise and experience can be subject to what is commonly termed as “the anchoring effect”. Anchoring is the phenomena that occurs when an individual is influenced by the first piece of information provided (the anchor). Research in this area has shown that “…people use an anchoring-and-adjustment heuristic: They begin with a starting value, one supplied to them or generated by them, and insufficently adjust their estimates around this anchor.”¹ The resulting impact is that if someone receives an initial value, their own initial values are influenced by that piece of data.

These influencers make their way into the Risk Summit in a variety of ways, and are most notable when the participants are establishing what risks may occur, the probability of that risk occurring and the likely cost associated with the risk. This is especially true when historical data or reliable parametric costs are limited or not available at all. A successful Risk Summit will have a mitigation strategy in place to prevent the effects of anchoring from skewing the risk assessments that will make their way to the Risk Register and guide management decisions for the life of the project.

Don’t Get Anchored Down: How to Set Course for A Successful Risk Summit

Jeff Thomas, Departmental Project Oversight (PM-20)

Ralph Keeney, an emeritus professor at Duke’s Fuqua School of Business and occasional consultant to the Department of Energy, suggests that mitigating the anchoring effect starts in the days and weeks prior to a Risk Summit. In a paper published in the Journal of Decision Analysis, he discusses how he approaches the challenge and helps the participants doing a risk assessment focus their thoughts independently and without influence from the anchoring effect. He’s boiled it down to these three steps. Click on the buttons below to view the details.

Step 1
Conduct individual interviews or request input from the participants prior to the Risk Summit convening.

• In person or by phone interviewing is ideal as this allows for further clarification of the risk and expected probability and cost, but this takes a significant time commitment...time that many folks don’t have.

• Another option is to conduct a survey of participants via email and seek clarification on an as needed basis.

Step 2

Step 3

Continued on next page...
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Step 2

Compile the results of the interview or survey and bin them according to their respective WBS or major topic conditions.

- Clearly identify what the problem is and discuss alternatives based on what was discovered through the interview or survey process.
- Describe the attributes of the risk in as much detail as possible (i.e., what are the root causes of the risk; are there adjacencies that need to be considered; and if realized, will this trigger additional risks that weren’t previously considered).
- Consider using heat maps or other means for objectively mapping out the participants assessment of probability, impact and cost.

Continued on next page...
Don’t Get Anchored Down: How to Set Course for A Successful Risk Summit

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Step 1

Step 2

Step 3

Conduct the Risk Summit using this pre-compiled data that has not been influenced by others to that point.

- Dedicate a few moments at the beginning of the Risk Summit to understanding the concept of anchoring.
- Establish expectations for respect for each other and appreciation for different viewpoints on the various risk assessments.
- Work to diminish the negative effects of an over-dominant participant by limiting the amount of time for each person to speak and establishing a one person speaks at a time rule.
- Foster open discussion and capture the results for the Risk Register.


Continued on next page...
Don’t Get Anchored Down: How to Set Course for A Successful Risk Summit

Jeff Thomas, Departmental Project Oversight (PM-20)

Avoiding the impacts of anchoring may not be completely possible. However, having participants work through an interview or take part in a pre-summit survey can go a long way toward reducing the potential for others to influence others on an independent assessment. Binning the interview or survey results will give focus to the participants of the Risk Summit. Lastly, and perhaps most importantly, using this prep work as a foundation to fully explore the risks in group setting will give the project the best opportunity to understand the risks and opportunities that may lay ahead.
Congratulations to the 2016 Project Management Award Winners!!

Department of Energy Project Management Achievement Award
The Office of Environmental Management’s K-31 Facility Demolition Project

On March 22, 2017, the Secretary of Energy, Honorable Rick Perry, presented the Project Management Achievement Award to the K-31 Facility Demolition Project team. Ms. Wendy Cain, the FPD for the K-31 Facility Demolition Project and Ms. Laura Wilkerson, Acting Deputy Site Manager for Oak Ridge Environmental Management Office received the award on behalf of the K-31 Project team.

Photos and a short description of the K-31 Facility Demolition Project are on the following page.
Congratulations to the 2016 Project Management Award Winners!!!

Department of Energy Project Management Achievement Award
The Office of Environmental Management’s K-31 Facility Demolition Project

The K-31 Facility Demolition project team successfully decontaminated and demolished the K-31 building ahead of schedule and significantly under budget. The K-31 building was one of the five uranium enrichment facilities built in 1951. The K-31 was a massive steel framed building covering approximately 19 acres under one roof and encompassing 1.66 million square feet of total floor area. Completing this demolition project ahead of schedule has enabled the acceleration of cleanup of the East Tennessee Technology Park and brings the Department another step closer to its goal of returning an environmentally remediated site to the local community. The project team is commended for their outstanding performance.
Congratulations to the 2016 Project Management Award Winners!!!

Department of Energy Project Management Achievement Award
The Office of Science’s U.S. Belle-II Project

On March 22, 2017, the Secretary of Energy, Honorable Rick Perry, presented the Project Management Achievement Award to the U.S. Belle II Project team. Mr. Jeffrey Day, the FPD for the U.S. Belle II Project, Pacific Northwest Site Office; Mr. Helmut Marsiske, U.S. Belle II Program Manager, Office of High Energy Physics; Mr. James Fast, U.S. Belle II Project Manager Pacific Northwest National Laboratory; Mr. Paul Weinman, U.S. Belle II Project Controls, Pacific Northwest National Laboratory received the award on behalf of the U.S. Belle II Project team.

Photos and a short description of the U.S. Belle II Project are on the following page.
Congratulations to the 2016 Project Management Award Winners!!!

Department of Energy Project Management Achievement Award
The Office of Science’s U.S. Belle-II Project

The U.S. Belle-II project, at the Pacific Northwest National Laboratory, successfully developed, assembled, and delivered advance detector systems to the KEK particle physics laboratory in Tsukuba, Japan, that are essential for efficiently collecting high-precision data on positron-electron collisions within the SuperKEKB accelerator. The $14.8 million project will be one of the premier experiments exploring “new physics” beyond the Standard Model through high-precision measurements over the coming decade. Outstanding features of Belle II’s ultramodern detector systems include advanced quartz optics for a first-of-its-kind iTOP counter manufactured for extreme precision; custom, cutting-edge readout electronics for iTOP, with 70 iTOP and 136 KLM readout modules; 36 custom, state-of-the-art muon detector panels; 10 micro-Time Projection Chamber and 64 silicon diodes developed to exacting specifications. The project team is commended for successfully delivering this complex project, including meeting Belle II’s very tight schedule for integration, completing two months ahead of schedule and under budget while meeting or exceeding the objective Key Performance Parameters.
Congratulations to the 2016 Project Management Award Winners!!!

Federal Project Director of the Year for 2016
The Office of Environmental Management’s Ms. Wendy A. Cain.

On March 22, 2017, the Secretary of Energy, Honorable Rick Perry, presented the Federal Project Director of the Year award to Ms. Wendy Cain of Oak Ridge Environmental Management Office. Photos and a short description of the K-31 Facility Demolition Project that Ms. Wendy Cain led are on the following page.
Congratulations to the 2016 Project Management Award Winners!!!

Federal Project Director of the Year for 2016
The Office of Environmental Management’s Ms. Wendy A. Cain.

For demonstrating exceptional leadership and project management acumen as Federal Project Director for the $40 million K-31 Facility Demolition Project at the East Tennessee Technology Park, Oak Ridge. Ms. Cain’s leadership, attention to detail, empowerment of team members and fostering of open communications enabled the demolition of the K-31 building ahead of schedule and under budget. The K-31 building covered approximately 19 acres under one roof and encompassed more than 1.66 million square feet of floor area. Completing the K-31 building ahead of schedule enabled the acceleration of the cleanup of the East Tennessee Technology Park and brings the Department closer to the goal of returning an environmentally remediated site to the local community. Ms. Cain represents the best of DOE Project Management leadership.
Congratulations to the 2016 Project Management Award Winners!!

Congratulation to all the Award winners!

We are all proud of your accomplishments!
Congratulations to Jason Budd from Argonne National Laboratory!

Winner of PM-MAX’s $50 Starbucks gift card raffle
2017 DOE Project Management Workshop

Pete Bako, Office of Project Assessments (PM-10)

This year’s Project Management Workshop was held on March 21-22, 2017, and attracted more than 400 attendees from across the DOE complex. Sponsored by the Office of Project Management Oversight and Assessments (PM), this year’s theme of “Project Management: Different Perspectives” was reinforced with a diverse agenda of both internal and external speakers that illuminated a wide variety of project management topics.

The workshop provided an opportunity to learn from industry and other federal agency experts, share lessons learned, and hear senior leadership’s perspectives on project management issues. The conclusion of the second day was highlighted by Secretary Perry’s presentation of the Federal Project Director of the Year award and two Project Management achievement awards.

March 23rd featured a half-day Project Controls Session focused on our ongoing initiative to improve the integration of project controls/earned value management with project management and the afternoon was set aside for Project Management Support Office (PMSO) breakout sessions.

Workshop presentations and speaker biographies are now available on the workshop’s DOE website: https://www.energy.gov/projectmanagement/2017-doe-project-management-workshop or on the PM MAX.gov page: https://community.max.gov/x/IaiPSQ

We look forward to improving future workshops with input from the field to make the next forum a valuable networking and learning opportunity! Suggestions for topics and speakers for next year’s workshop should be forwarded to PMworkshop@hq.doe.gov.
PM EVM Roadside Assist Visits - 2017
Melvin Frank, Office of Project Management Policy and Systems (PM-30)

MAP: May 9-10
SPRO
Upcoming Training

Click here to view training in April/May

Click Here for the Full FY 2017 Training Strategy*

* To print the FY 2017 Training Strategy, print only pages 32-35 of this document

On-Demand Online Training**

**On-Demand courses are available at any time through DOE’s Online Learning Center (OLC).

Environmental Laws and Regulations
24 CLPs
On-Demand OLC

Earned Value Management Systems (24/7)
24 CLPs
On-Demand OLC

Project Management Essentials
50 CLPs
On-Demand OLC

Click on any button to view details
### Upcoming Training: April - May 2017

**Classroom Training**

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<th>Training Event</th>
<th>Duration/CLPs</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Project Risk Analysis and Management</td>
<td>3.5 Days / 28 CLPs</td>
<td>April 18-21</td>
<td>New Orleans, LA</td>
</tr>
<tr>
<td>Federal Budgeting Process in DOE</td>
<td>4 Days / 32 CLPs</td>
<td>April 24-27</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>Scope Management Baseline Development</td>
<td>3 Days / 24 CLPs</td>
<td>May 9-11</td>
<td>Oak Ridge, TN</td>
</tr>
<tr>
<td>Federal Budgeting Process in DOE</td>
<td>4 Days / 32 CLPs</td>
<td>May 15-18</td>
<td>Richland (HAMMER)</td>
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**Desktop Training**

<table>
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<th>Training Event</th>
<th>CLPs</th>
<th>Dates</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>Leadership through Effective Communication</td>
<td>3 Days / 24 CLPs</td>
<td>May 16-18</td>
<td>Oak Ridge, TN</td>
</tr>
<tr>
<td>Advanced Concepts in Project Management</td>
<td>50 CLPs</td>
<td>April 13-June 8</td>
<td>Adobe Connect</td>
</tr>
</tbody>
</table>
PMCDP is offering an instructor-led delivery of the 3.5-day course, *Project Risk Analysis and Management*, April 18-21 in New Orleans, LA.

This course is designed to prepare Federal Program or Project Managers to:
- Determine project risks and develop risk management and mitigation strategies
- Determine at which points in a project life-cycle risk analyses should be performed
- Evaluate potential risk probability and consequences
- Determine risk factors
- Select risk management or mitigation strategies
- Develop a risk management plan

Participants also acquire the skills that enable them to:
- Assign risk responsibility between Federal agencies and contractors
- Determine appropriate project cost and schedule contingencies for identified risks
- Determine appropriate project management and project control tools to assist in managing identified risks
- Evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds

You will earn 28 continuous learning points for this course. This is a Core course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.

**CHRIS Code: 001033/0052**
PMCDP is offering an instructor-led delivery of the 4-day course, *Federal Budgeting Process in DOE*, April 24-27 in Chicago, IL (Argonne National Laboratory).

This course is designed to provide DOE and NNSA program and project managers a working knowledge of Federal financial and managerial systems to accomplish their Department’s budgeting and accounting processes, including budget submissions, managing authorized funding and establishing success criteria. Participants apply the foundational skills required to successfully manage a project through its financial life cycle. These skills include: integrating projects, programs, and missions; resourcing and funding programs; validating and funding projects; effectively participating in the budget process; managing the flow of funds to programs and projects and effectively using financial accounting and reporting systems to attain program and project success.

You will earn 32 continuous learning points for this course. This is an Elective course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.

**CHRIS Code:** 001034/0030
Upcoming Training: April - May 2017

Scope Management Baseline Development

PMCDP is offering an instructor-led delivery of the 3-day course, *Scope Management Baseline Development*, May 9-11 in Oak Ridge, TN.

This course is designed to enhance a Program or Project Manager’s ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle. The course emphasizes the development of the Work Breakdown Structure (WBS).

Topic areas include:

- Baseline development techniques
- Identifying risk and constraints for requirements
- Prioritizing requirements
- Trade-off analysis
- Iterative requirements management
- Scope change/configuration management

You will earn 24 continuous learning points for this course. This is a Core course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001036/0027
PMCDP is offering an instructor-led delivery of the 4-day course, *Federal Budgeting Process in DOE*, May 15-18, 2017 in Richland, WA (HAMMER Training Facility).

This course is designed to provide DOE and NNSA program and project managers a working knowledge of Federal financial and managerial systems to accomplish their Department’s budgeting and accounting processes, including budget submissions, managing authorized funding and establishing success criteria. Participants apply the foundational skills required to successfully manage a project through its financial life cycle. These skills include: integrating projects, programs, and missions; resourcing and funding programs; validating and funding projects; effectively participating in the budget process; managing the flow of funds to programs and projects and effectively using financial accounting and reporting systems to attain program and project success.

**You will earn 32 continuous learning points for this course. This is an Elective course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**CHRIS Code: 001034/0028**
Leadership Through Effective Communication

PMCDP is offering an instructor-led delivery of the 3-day course, *Leadership Through Effective Communication*, May 16-18, 2017 in Oak Ridge, TN.

This course is a highly interactive session focused on developing powerful communication skills to lead people and manage projects. The course emphasizes personal communications preferences and the impacts of these preferences on others, and provides tips and techniques for maximizing effectiveness in leading project teams. Skills-based lessons include the use of different communications styles, and techniques for managing conflict, giving and receiving feedback, and decision-making. The course provides a practical and effective toolkit for communicating in a project-focused environment, and a resource list for continuous learning.

You will earn 24 continuous learning points for this course. This is a Core course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 002366/0028
Upcoming Training: April - May 2017

Advanced Concepts in Project Management

PMCDP is offering a desktop delivery of the course, *Advanced Concepts in Project Management*, April 13-June 8 (Tuesdays and Thursdays 1:00 – 3:00 pm EST). This course consists of 15 live webinar sessions via Adobe Connect.

This course covers the concepts of project management at an advanced level of expertise, and expands upon best practices in project management from Federal agencies and the private sector. The course introduces a variety of advanced topics and includes a research project for participants to practice applying these concepts to DOE-specific projects. In addition, participants will make formal presentations as part of the course to practice communications skills that are needed to make persuasive well-founded arguments to multiple stakeholders on projects. Stakeholders may include senior management, Congress and the public.

The course focuses on the following topics:

- Project Management Competencies
- Quality Management
- Technology Readiness Assessment
- Project Definition Rating
- Project Execution
- Financial Management
- Lessons Learned

You will earn 50 continuous learning points for this course. This is a Core course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001023/0042
**Upcoming Training**

- Click here to view training in April/May
- Click Here for the Full FY 2017 Training Strategy*

* To print the FY 2017 Training Strategy, print only pages 32-35 of this document

**On-Demand Online Training**

**On-Demand courses are available at any time through DOE’s Online Learning Center (OLC).**

- Environmental Laws and Regulations
  - 24 CLPs
  - On-Demand OLC

- Earned Value Management Systems (24/7)
  - 24 CLPs
  - On-Demand OLC

- Project Management Essentials
  - 50 CLPs
  - On-Demand OLC

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For more information, visit DOE's Online Learning Center (OLC).

**PM EVM Roadside Assists Visits**

**Upcoming Training**

**FDI Corner**

**Questions/Comments?**
**Environmental Laws and Regulations**

PMCDP hosts on the Online Learning Center (OLC) a Level II Elective Course titled “*Environmental Laws and Regulations.*” This online course is intended to give Department of Energy employees an overview and basic working knowledge of pertinent environmental laws and regulations, and how those laws and regulations impact managing projects at DOE. The course identifies the resources to assist DOE staff and managers in the event they are asked to support or manage a project with potential environmental impacts. This course supports DOE employees and the Department in achieving environmental sustainability goals, including reducing energy use, enhancing pollution prevention, and water conservation.

Upon completion of the training, all participants will be able to identify the intent of the major Federal environmental laws, regulations, DOE Orders, Directives and guidance. Participants will also be able to list the detailed processes involved in the implementation of major environmental requirements by the Department of Energy.

This course is comprised of seven modules, including:

- DOE’s Framework for Environmental Compliance
- All About Water
- All About Air
- All About Waste
- All About Clean Up
- Sustainability
- Cultural Considerations

Successful completion of any six modules is required to receive credit for the course. However, a seventh module can be completed for continuous learning points.

**Registration is through the OLC**

You will earn 24 continuous learning points for this course. This is an elective course for the Level II Federal Project Director certification and is available to all DOE employees.
Earned Value Management Systems (24/7)

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course titled “Earned Value Management Systems (24/7).” This online training is designed for newcomers to gain a solid foundation in earned value management systems (EVMS) or for earned value management (EVM) practitioners interested in enhancing their ability to effectively use performance data and keep up with the latest industry guidelines, government requirements, and EVMS issues. This course covers the five major categories in the EIA-748 Standard for Earned Value Management Systems including:

- Organization
- Planning, Scheduling, and Budgeting
- Accounting Considerations
- Analysis and Management Reports
- Revisions and Data Maintenance

Registration is through the OLC
You will earn 24 continuous learning points for this course. This is a core course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.
Project Management Essentials

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course titled “Project Management Essentials.” This online training is comprised of 15 individual lessons and introduces employees to a comprehensive set of project management principles. The primary source materials for this course are the Project Management Institute’s Project Management Body of Knowledge® (sometimes referred to as the PMBOK®), DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets, and the associated guides supporting the Order. Other guides and manuals are referenced throughout the course.

Topics include:

- Project framework
- Project initiation including the risk planning process
- Project planning
- Project cost and schedule
- Project execution and procurement
- Project monitoring and controls
- Project closeout

Registration is through the OLC

You will earn 50 continuous learning points for this course, if you complete all 15 lessons. You can also take each lesson individually and earn continuous learning points for each lesson. This is a core course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.
### Project Management Essentials

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<th>CLPs</th>
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<tr>
<td>Lesson 2: Strategic Planning</td>
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<tr>
<td>Lesson 3: Project Initiation</td>
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<td>Lesson 4: Acquisition Strategy</td>
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<tr>
<td>Lesson 5: Risk Planning (Part 1- Process Overview)</td>
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<tr>
<td>Lesson 5: Risk Planning (Part 2- Initial Risk Planning)</td>
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<td>Lesson 5: Risk Planning (Part 3- Finalizing the Plan)</td>
<td>4</td>
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<tr>
<td>Lesson 6: Scope</td>
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<td>Lesson 7: Quality</td>
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<td>Lesson 8: Schedule</td>
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<td>Lesson 9: Cost</td>
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<td>Lesson 10: Project Execution</td>
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<td>Lesson 11: Procurement</td>
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<td>Lesson 12: Project Control</td>
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<td>Lesson 13: Monitoring and Controlling Risk and Quality</td>
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<td>Lesson 14: Communication and Leadership</td>
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<td>Lesson 15: Transition/Closeout</td>
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### Ongoing Online Training:

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<th>Location/Platform</th>
<th>Training Location/Point of Contact</th>
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<tr>
<td>Earned Value Management Systems (24/7)</td>
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<td>Ongoing</td>
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<td>Environmental Laws and Regulations</td>
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<td>Ongoing</td>
<td>OLC</td>
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<td>Project Management Essentials</td>
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### Q1 FY 2017:

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<tr>
<td>Planning for Safety in Project Management</td>
<td>28 CLPs</td>
<td>Sept 29-November 3, 2016</td>
<td>NA / Desktop delivery Thurs 1-3pm EDT</td>
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<td>Cost and Schedule Estimate and Analysis</td>
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<td>October 31- November 4, 2016</td>
<td>Classroom Lexington, KY PPO</td>
<td>Susan Sparks</td>
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<td>Negotiation Strategies and Techniques</td>
<td>24 CLPs</td>
<td>November 8- December 13, 2016</td>
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<td>CHRIS Code: 001047/0023</td>
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### FY2017 PMCDP Training Schedule

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<th>Training Location Point of Contact</th>
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<td>Project Management Systems and Practices in DOE</td>
<td>60 CLPs</td>
<td>January 19-March 3 10 Sessions (Tue/Thurs 1pm-3pm)</td>
<td>NA / Desktop delivery</td>
<td>Sig Ceasar</td>
</tr>
<tr>
<td>Facilitating Conflict Resolution</td>
<td>24 CLPs</td>
<td>January 24-Feb 21 5 Sessions (Tue 11am-12:30pm)</td>
<td>NA / Desktop delivery</td>
<td>Sig Ceasar</td>
</tr>
<tr>
<td>Capital Planning for DOE O 413.3B</td>
<td>2 Days / 16 CLPs</td>
<td>January 25-26</td>
<td>Washington DC/Forrestal/GH-019</td>
<td>Ruby Giles</td>
</tr>
<tr>
<td>Scope Management Baseline Development</td>
<td>3 Days / 24 CLPs</td>
<td>January 31-Feb 2</td>
<td>Aiken, SC Building 766-H</td>
<td>Carolyn Price</td>
</tr>
<tr>
<td>Leadership through Effective Communication</td>
<td>3 Days / 24 CLPs</td>
<td>January 31-Feb 2</td>
<td>Richland, WA Hammer</td>
<td>Robin Whitney</td>
</tr>
<tr>
<td>Advanced Earned Value Management</td>
<td>3 Days / 24 CLPs</td>
<td>February 14-16</td>
<td>Richland, WA Hammer</td>
<td>Robin Whitney</td>
</tr>
<tr>
<td>Leadership through Effective Communication</td>
<td>3 Days / 24 CLPs</td>
<td>February 22-24</td>
<td>Oak Ridge, TN</td>
<td>Peter Rivera</td>
</tr>
</tbody>
</table>

Q2 FY 2017:

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### FY2017 PMCDP Training Schedule

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Length/CLPS</th>
<th>Planned Delivery Timeframe</th>
<th>Location/Platform</th>
<th>POC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Management for Technical Personnel</td>
<td>2 Days / 16 CLPs</td>
<td>February 28-March 1</td>
<td>Washington DC/Forrestal 4A-104</td>
<td>Ruby Giles</td>
</tr>
<tr>
<td>Cost and Schedule Estimate and Analysis</td>
<td>5 Days / 40 CLPs</td>
<td>March 6-10</td>
<td>Richland, WA Hammer</td>
<td>Robin Whitney</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>3 Days / 24 CLPs</td>
<td>March 7-9</td>
<td>Aiken, SC Building 766-H</td>
<td>Lee Moody</td>
</tr>
<tr>
<td>Advanced Earned Value Management</td>
<td>3 Days / 24 CLPs</td>
<td>March 14-16</td>
<td>Idaho Falls, ID</td>
<td>Tina Wagoner</td>
</tr>
</tbody>
</table>

**Q3 FY 2017:**

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Length/CLPS</th>
<th>Planned Delivery Timeframe</th>
<th>Location/Platform</th>
<th>POC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Risk Analysis and Management</td>
<td>3.5 Days / 28 CLPs</td>
<td>April 4-6</td>
<td>Kansas City, MO</td>
<td>Mike Sullivan</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>3 Days / 24 CLPs</td>
<td>April 4-6</td>
<td>Oak Ridge, TN</td>
<td>Peter Rivera</td>
</tr>
<tr>
<td>Advanced Concepts in PM</td>
<td>50 CLPs</td>
<td>April 13-June 8</td>
<td>NA / Desktop delivery</td>
<td>Sig Ceaser</td>
</tr>
<tr>
<td>Project Risk Analysis and Management</td>
<td>3.5 Days / 28 CLPs</td>
<td>Tue/Thur 1-3pm</td>
<td>New Orleans, LA</td>
<td>Claudia Carroll</td>
</tr>
<tr>
<td>Federal Budgeting Process in DOE</td>
<td>4 Days / 32 CLPs</td>
<td>April 24-27</td>
<td>Chicago IL, Argonne Nat Lab</td>
<td>Sandra Gold- Ingram</td>
</tr>
<tr>
<td>Scope Management Baseline Development</td>
<td>3 Days / 24 CLPs</td>
<td>May 9-11</td>
<td>Oak Ridge, TN</td>
<td>Peter Rivera</td>
</tr>
<tr>
<td>Federal Budgeting Process in DOE</td>
<td>4 Days / 32 CLPs</td>
<td>May 15-18</td>
<td>Richland, WA HAMMER Training Facility</td>
<td>Robin Whitney</td>
</tr>
<tr>
<td>Leadership through Effective Communication</td>
<td>3 Days / 24 CLPs</td>
<td>May 16-18</td>
<td>Oak Ridge, TN</td>
<td>Peter Rivera</td>
</tr>
</tbody>
</table>
### FY2017 PMCDP Training Schedule

<table>
<thead>
<tr>
<th>Course Title</th>
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<th>Planned Delivery Timeframe</th>
<th>Location/Platform</th>
<th>POC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Planning CHRS Code: 001043/0015</td>
<td>3 Days / 24 CLPs</td>
<td>June 6-8</td>
<td>Idaho Falls, ID</td>
<td>Tina Wagoner</td>
</tr>
<tr>
<td>Executive Communications CHRS Code: 001031/0038</td>
<td>3 Days / 24 CLPs</td>
<td>June 13-15</td>
<td>New Orleans, LA</td>
<td>Claudia Carroll</td>
</tr>
<tr>
<td>Planning for Safety in Project Management CHRS Code: 001035/0060</td>
<td>28 CLPs</td>
<td>June 15-July 16 (4 Sessions/ Thurs)</td>
<td>Desktop delivery Thurs 1-3pm EDT</td>
<td>SigCeaser</td>
</tr>
<tr>
<td>Federal Budgeting Process in DOE CHRS Code: 001034/0031</td>
<td>4 Days / 32 CLPs</td>
<td>June 26-29</td>
<td>Oak Ridge, TN</td>
<td>Peter Rivera</td>
</tr>
</tbody>
</table>

### Q4 FY 2017:

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Length/CLPs</th>
<th>Planned Delivery Timeframe</th>
<th>Location/Platform</th>
<th>POC</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEED for New Construction and Existing Buildings CHRS Code: 001936/0020</td>
<td>2.5 Days / 20 CLPs</td>
<td>July 18-20</td>
<td>Oak Ridge, TN</td>
<td>Peter Rivera</td>
</tr>
<tr>
<td>Capital Planning for DOE O 413.3B CHRS Code: 002152</td>
<td>16 CLPs</td>
<td>July/August TBD</td>
<td>Desktop</td>
<td>Peter Rivera</td>
</tr>
<tr>
<td>Program Management and Portfolio Analysis CHRS Code: 001025/0034</td>
<td>5 Days / 40 CLPs</td>
<td>July 31-August 4</td>
<td>Oak Ridge, TN</td>
<td>Peter Rivera</td>
</tr>
<tr>
<td>Project Management Simulation CHRS Code: 001029/0036</td>
<td>5 Days / 40 CLPs</td>
<td>July 10-14</td>
<td>Chicago, IL</td>
<td>Sandra Gelb-Ingram</td>
</tr>
<tr>
<td>Leadership through Effective Communication CHRS Code: 002366/0029</td>
<td>3 Days / 24 CLPs</td>
<td>July 24-26</td>
<td>Chicago, IL</td>
<td>Sandra Gelb-Ingram</td>
</tr>
<tr>
<td>Executive Communications CHRS Code: 001031/0039</td>
<td>3 Days / 24 CLPs</td>
<td>August 15-17</td>
<td>Idaho Falls, ID</td>
<td>Tina Wagoner</td>
</tr>
<tr>
<td>Managing Contract Changes CHRS Code: 002102</td>
<td>4 Days / 32 CLPs</td>
<td>August</td>
<td>Classroom</td>
<td></td>
</tr>
<tr>
<td>Advanced Risk Management CHRS Code: 001042/0024</td>
<td>4 Days / 28 CLPs</td>
<td>August 7-10</td>
<td>New Orleans, LA</td>
<td>Claudia Carroll</td>
</tr>
<tr>
<td>Labor Management CHRS Code: 001038</td>
<td>3 Days / 24 CLPs</td>
<td>August</td>
<td>Classroom</td>
<td></td>
</tr>
<tr>
<td>Performance Based Management Contracting CHRS Code: 001951</td>
<td>3 Days / 24 CLPs</td>
<td>August</td>
<td>Classroom</td>
<td></td>
</tr>
</tbody>
</table>
Recently Certified

The following certification was recently issued.

Federal Project Directors
EM
- Charles Comeau - Level I

Congratulations to our newly certified member!
Newsletter Questionnaire

The Office of Project Management Oversight and Assessments (PM) hopes the PM Newsletter provides timely and informative articles. Complete this questionnaire by answering questions about information found in the newsletter. Submit with your name and you will earn 1 CLP for reading the newsletter.

Click here to take the online questionnaire
Fighting for FPD Feedback

The Office of Project Management Oversight and Assessments (PM) is conducting a program review to assess strengths and opportunities for improvements to the Project Management Career Development Program (PMCDP). We would like your help in evaluating the services that PMCDP provides and the critical success factors (CSFs) that are used to guide curriculum development for Federal Project Directors (FPDs).

To capture the unique knowledge and perspectives of DOE FPDs, the PMCDP is requesting FPDs participate in a short survey. Your answers will be confidential and analyzed with other FPD responses.

If you complete the short survey, you will be awarded 5 Continuous Learning Points (CLPs)!

The survey will be distributed to DOE FPDs April 7, 2017. Be on the lookout!
How to Direct Your Questions or Comments

For specific information, please contact a Professional Development Division team member:

**Professional Development Team in the Office of Project Management Oversight and Assessments (PM)**

- **Linda Ott** — Division Chief for Professional Development, PMCDP Program Manager, PM Newsletter Editor, [Linda.Ott@hq.doe.gov](mailto:Linda.Ott@hq.doe.gov), 202-287-5310

- **Sigmond Ceaser** — Alternate Delivery Platforms, Course Audit Program, Project Controls Fellows Program (PCFP) Lead, FPD Certifications Manager, [Sigmond.Ceaser@hq.doe.gov](mailto:Sigmond.Ceaser@hq.doe.gov)

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

If you would like to contribute an article to the Newsletter or have feedback or ideas you’d like to share, contact the Editor, Linda Ott.