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# DOE Project Management News

*Promoting Project Management Excellence*



Happy  
Holidays!

## December 2017 Edition



## Director's Corner



Paul Bosco,  
Director of the  
Office of Project  
Management (PM)

First and foremost. Happy Holidays! I wish you and yours the very best. Enjoy the time with family and friends.

I'd like to highlight a couple of things for you as we close out the year and prepare for the holidays and hopefully, some well-deserved down time. First, DOE had another great year in 2017 for project management success. The success rate in FY 2017 for capital asset projects was 88%, based on a three year rolling timeline. Specifically, of the 17 projects completed (achieved CD-4) during the last three fiscal years (2015 through 2017), 15 met the DOE project management success standard, completed at full scope within 110% of the original (CD-2) cost baseline. We even performed admirably when compared against the international Project Management Institute's (PMI) standard of 80%; we performed at 82%, using the same three-year timeframe, but tightening the success standard to count only those projects delivered at the original (CD-2) scope, cost and schedule. The PMI gold standard is above 80%. All of your hard work, Feds and contractors, and all of those new project management processes, are making a difference. Each and every one of you should take pride in your contributions to this achievement - Congratulations!

Second, planning is well underway for the 2018 DOE Project Management Workshop. Please mark your calendars for March 13 - 14, 2018, followed by a third day on March 15th, which will be split between Project Controls and Program Office breakout sessions. Additional information on the Workshop and the registration process will follow shortly. Suffice to say, besides recognizing our project successes and our FPD of the year, and

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## Director's Corner



Paul Bosco,  
Director of the  
Office of Project  
Management (PM)

getting updates on some of our biggest projects, we are optimistic to hear from our new leadership team and to learn about other energy-related topics, like status on the Vogtle nuclear power plant project, and the electrical infrastructure rebuild effort in Puerto Rico. Hope to see you there.

Enjoy the holidays, spend some precious time with your family and friends, relax and recharge. With a quorum of the Department's senior leadership team now on-board, I expect 2018 will be another exciting and interesting year.

Happy Holidays! And, Be Safe!

Sincerely,

*Paul Bosco*



# Earned Value Performance Assessment for Level of Effort Work?

**Robert Loop, Office of Project Controls (PM-30)**

This article's title ends with a question mark because the topic has been contentious since Earned Value Management (EVM) was first conceived. The [Earned Value \(EV\) technique for Level of Effort \(LOE\)](#) work sets performance equal to budget because, by definition, it never has a schedule variance. Measuring LOE performance can only compare actual costs to budgeted (planned) costs (ACWP / BCWS). Therefore LOE is not discreetly measured and, if LOE-type tasks are pervasive in a project schedule, they distort EVMS performance indices.

The question for a project manager then is which activities are appropriate for measuring with discrete EV techniques and which can be LOE? Guideline 12 in the EIA-748 industry standard requires us to "Identify and control level of effort activity by time-phased budgets established for this purpose. Only that effort which is not measurable or for which measurement is impracticable may be classified as level of effort." In order to assess whether a work package or activity should be characterized as LOE there are three standard criteria typically applied:

1. Can the performance of the work scope in the proposed LOE activity ever slip?
2. Does performance in any discrete work package ever impact the proposed LOE activity?
3. Does the proposed LOE activity provide technical products that are required by and can directly impact the completion of other discrete work?

If the answer to any of these three criteria questions is yes, then LOE is not appropriate for the subject work package or activity. LOE cannot be linked in the schedule to discrete work. Effort mischaracterized as LOE will be impacted or impact other discrete work and therefore the "stated" schedule will not truly reflect performance. Hands-on effort and any other field level support activities that might slip day to day should be tracked with applicable discrete EV techniques. Examples of such field level activities that can slip day for day in direct relationship to the discrete work are Title III engineering, construction supervision and support, and QA final inspection/signoff.

*Continued on next page...*



## Earned Value Performance Assessment for Level of Effort Work?

**Robert Loop, Office of Project Controls (PM-30)**

Functionally, then, LOE-type tasks are limited to overall work such as project management, project controls and other activities that relate only to the overall project performance rather than particular discrete deliverables. Though there have been attempts to make project management discrete, planning true LOE work as discrete results in meaningless schedule variance and EV performance data. What is a one-month slip to project management (due to a vacation for example) when work on the critical path is on schedule and progressing well?

The general and logical rule of thumb in project management space is that no more than 15% of the budget in the current future detail planning window is expected to be LOE. If this benchmark is exceeded, one should review each work package or activity against the above three criteria for proper assessment.

There is a common misunderstanding about the difference between LOE and Apportioned Effort. Apportioned effort has a direct relationship to discrete work. It is time phased proportionally to the discrete work. It earns accomplishment in terms of percent complete from the discrete work. LOE is not directly related to discrete work; it earns status as a passage of time. LOE may be re-categorized as apportioned effort only if it meets the requirements of apportioned effort regarding relationship and time phasing.

A future article will delve deeper into this topic and discuss how to tailor a contractor's EVM system to plan support type effort (such as Title III) that does not meet the three criteria above and therefore cannot be assessed as LOE. It will also discuss the common misunderstanding that all discrete work must be planned to the same rigor.

[Click here](#) to learn more about this topic.

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## PM Chief of Staff Drops-In on PMCDP Course

Jay Glascock, Chief of Staff, Office of Project Management (PM), provided an update on DOE Order 413.3B (Change 4) during the desktop delivery of *Project Management Systems and Practices in DOE*. As the guest presenter and PM's dedicated point of contact, Jay afforded students direct access to the Office of Primary Interest (OPI) for the order with his knowledge and insight. PMCDP will continue to leverage the certification curriculum to provide opportunities for professional networking or mentoring while enhancing the course learning objectives in an interactive format. PMCDP Course materials are on PM-MAX in the [Course Catalog](#). Click on the Project Management Systems and Practices course and drill down to find Jay's presentation or [click here](#) to view it.

**Two Major Order Updates**

1. Order applicability threshold raised from \$10M to greater than \$50M.
2. Only the facility construction and facility improvement activities of High Performance Computing projects will be subject to the earned value management requirements.

**Chat (Everyone)**

Wes Lakenan: Welcome back!

Wes Lakenan: Hi Carol, I've got you marked as present today. Thanks

Lindel holden: lindel here

Wes Lakenan: Thanks, Lindel

Wes Lakenan: Jay's slides are available for download in the Files pod as well as on Samepage

**Files**

Name	Size
S&P Oct 2017 Supplemental Links.docx	13 KB
S&P Homework and Case Study.zip	339 KB
S&P Supplemental Resources.zip	6 MB
DOE STD-1189 2016.pdf	2 MB
DOE O 413.3B Chg 4.pdf	2 MB
PM Systems and Practices Student Manual Oct 2017.pdf	33 MB
Glascock Guest Speaker Webinar 9.pptx	391 KB

[Download Files](#)

**Attendees (21)**

Hosts (3)

- Jay Glascock
- Wes Lakenan

Participants (18)

- Anthony Belin
- Bob Leugemors
- Carol Brown
- Derrell Cressy
- Irin Rubin
- Linda Ott
- Lindel holden
- Mark Staley(Official)
- Patrick Swann
- Robin
- Stan Wiles and Michael Pearson
- Stanley Pyram
- 4103402497
- 5095761734
- 6039623728
- 6039623462
- 6655749043
- 9412167189



## In the Spotlight: Karen Deacon, FPD Level I at Oak Ridge, TN in the Office of Environmental Management

Karen Deacon, Federal Project Director (FPD) Level I, has been with DOE for 25 years working primarily in Oak Ridge, Tennessee. Karen has recently been assigned as Acting FPD and Contracting Officer's Representative to take on some capital asset project challenges at East Tennessee Technology Park (ETTP). Projects include Building 2026 Processing Preparation Campaign at Oak Ridge National Laboratory where the challenge is to down blend U233 to create a low level waste form to be stabilized for disposal at the Nevada National Security Site (NNSS). Previously she served as Deputy FPD for Sludge Processing Facility Buildouts Project and Deputy FPD at ETTP.



Karen Deacon (pictured on the right) with other ETTP site personnel.

Karen's history of project management and FPD assignments is impressive. Her project management history includes:

- Integrated Project Team (IPT) member for the Sludge Project from October 2012 -2017 serving a stint as Project Manager and Deputy FPD
- Project Manager for the K-25 Decontamination and Decommissioning Project from 2004-2012 (Total Project Cost (TPC) through 2012 \$709M)
- Project Manager for the K-27 Demolition Preparation Project during the Recovery Act from 2009-2011. (TPC \$26M)
- Deputy FPD and Project Manager for the Sludge Processing Facility Buildouts Project from October 2012- 2016. (TPC \$18M in 2016).
- Currently serving as Alternate Contracting Officer's Representative (COR) on the Sludge Processing Facility Buildouts Project (TPC \$127M – \$171M).





## ICE and EIR for Projects at CD-2 and BCPs

Tony Ermovick, PE, CCP, PMP, CEM, Director, Project Assessments (PM-20)

Prior to baselining a project at CD-2 (or rebaselining in the case of a Baseline Change Proposal (BCP)), an Independent Cost Estimate (ICE) and an External Independent Review (EIR) are required for projects with a Total Project Cost (TPC) >\$100M. In general, the ICE is developed prior to the EIR and the results are incorporated into the EIR. The ICE essentially serves as a highly detailed cost/schedule/risk sub-committee input for the EIR that completes most of its work before the EIR Team ever meets onsite. This can better be explained by understanding the specific functions of the ICE and EIR, described below.

- **ICE:** An ICE is both a statutory<sup>1</sup> and Departmental project management requirement that is required at CD-2 and for all BCPs for projects with a TPC >\$100M. The purpose of the ICE is to independently determine the total cost and time to complete the project, given the project's specific scope, performance parameters and projected funding profile. In performing the ICE, the estimators, risk, and scheduling subject matter experts rely on the Basis of Estimate and logic-sequenced schedule provided by the project team. The contractor's costs are redacted, so the ICE Team can develop an independent cost breakdown that includes estimates for risk and other direct costs as well as a risk-based, resource-loaded project schedule. The ICE development also includes a reconciliation process that involves transparent discussions between the ICE and project teams. This results in a reconciled ICE reflecting the ICE team's professional assessment of the project's TPC and schedule. The development of an ICE is usually a 2 to 6 month process, depending on the size and complexity of the project, and precedes the EIR effort.
- **EIR:** The EIR, on the other hand, is an industry best practice and Departmental project management requirement (based on the FY2001 Energy and Water Development Appropriations House Report and follow-on National Research Council study recommendations from 2004/2005) that comprehensively assesses all of a project's functional areas to determine what a project will

<sup>1</sup> Consolidated Appropriations Act, 2017; Division D—Energy and Water Development and Related Agencies Appropriations Act, 2017, Title III, Department of Energy, Section 304 (most recent; first established in Public Law 2055, Section 310)

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## ICE and EIR for Projects at CD-2 and BCPs

**Tony Ermovick, PE, CCP, PMP, CEM, Director, Project Assessments (PM-20)**

mostly likely cost. The functional areas assessed not only include cost, schedule and risk areas, which were analyzed in great detail during the ICE, but also staffing (federal and contractor), management, contracting, technical, quality (especially important for nuclear-related projects), safety, and environmental concerns to determine a project's recommended Performance Baseline (TPC, CD-4, Key Performance Parameters, and Project Scope at a given funding profile). The broader look at the project's functional areas during an EIR will almost always provide additional insights, highlight complexities, and identify opportunities that affect the proposed TPC and schedule previously produced in the ICE phase.

However, the underpinning basis the EIR team starts out with is the ICE, which again "feeds" into the EIR, and allows the EIR team to more succinctly focus on TPC and schedule/CD-4 refinements as informed by the subject matter experts on the ICE team.

So the bottom line is an ICE and an EIR fully support one another. To get to the point where a Performance Baseline (TPC, CD-4, Key Performance Parameters, and Project Scope at a given funding profile) can be validated and provided to the Project Management Executive, senior leaders within DOE and Congress, both an ICE and EIR are needed. Together, they provide leadership with an unbiased independent assessment of whether a capital asset project can be executed with the proposed scope, schedule and cost commitments at a given funding profile, while also meeting its key performance parameters and fulfilling its associated mission need.

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## Upcoming Training

Click here to view  
training in  
December/January

Click Here for the Full  
FY 2018 Training  
Strategy\*

*\* To print the FY 2018  
Training Strategy, print only  
pages 25-29 of this document*

### On-Demand Online Training\*\*

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

Contracting Officer  
Representative

21 CLPs

On-Demand  
DAU Online

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

Scheduling

21 CLPs

On-Demand  
OLC

**Click on any button  
to view details**

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## Upcoming Training: December 2017 – January 2018

Leadership through  
Effective  
Communication

*3 Days / 24 CLPs*

December 11-13  
Golden, CO

Project Risk Analysis  
and Management

*3.5 days / 28 CLPs*

January 9-12  
Oak Ridge, TN

Advanced Earned  
Value Management

*3 days / 24 CLPs*

January 16-18  
EMCBC

Front-End Planning

*3 days / 24 CLPs*

January 17-19  
Washington, D.C. (Pilot)

Project Risk Analysis  
and Management

*3.5 days / 28 CLPs*

January 22-25  
Aiken, SC

Performance Based  
Management  
Contracting

*3 days / 24 CLPs*

January 23-25  
Golden, CO

Real Property Asset  
Management

*3 days / 24 CLPs*

January 23-25  
Washington, D.C.



## Upcoming Training: December 2017 – January 2018

X

### Leadership Through Effective Communication

PMCDP is offering an instructor-led delivery of the 3-day course, *Leadership Through Effective Communication*, December 11-13, 2017 in Golden, CO.

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
- Techniques for managing conflict
- Giving and receiving feedback
- 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 required course for the Level 2 FPD certification for Federal Project Directors and is available to all DOE employees.**

**CHRIS Code: 002366/0030**



## Upcoming Training: December 2017 – January 2018

X

### Project Risk Analysis and Management

PMCDP is offering an instructor-led delivery of the 3.5-day course, *Project Risk Analysis and Management*, January 9-12, 2018 in Oak Ridge, TN.

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; and
- 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; and
- 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 required course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**CHRIS Code: 001033/0055**



## Upcoming Training: December 2017 – January 2018

X

### Advanced Earned Value Management

PMCDP is offering an instructor-led delivery of the 3-day course, *Advanced Earned Value Management*, January 16-18, 2018 at EMCBC.

This course focuses on the senior-level business, cost, and financial management competency, as defined by the latest FAC-P/PM policy, and will help you harness the power of EVM to control your programs. The course also will enable you to create and utilize a realistic performance measurement baseline (PMB), and provide management with information at a practical level. Finally, as part of the course activities, you will prepare an action plan to create immediate impact on your control of projects.

#### Participants will:

- Oversee the application of total life-cycle systems management
- Demonstrate knowledge and appropriateness of cost estimating processes, methods, and techniques
- Demonstrate knowledge of analytical principles, data, and confidence bands
- Understand OMB Circular A-11 application, including the documentation processes that are employed in the development and decision making of an agency's total federal fiscal activity

**You will earn 24 continuous learning points for this course. This is a required course for the Level 3 PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**CHRIS Code: 002689/0012**



## Upcoming Training: December 2017 – January 2018

X

### Front-End Planning

PMCDP is piloting an instructor-led delivery of the 3-day course, *Front-End Planning*, January 17-19, 2018 in Washington, D.C.

This course explores the benefit of well-executed front-end planning supported with the use of Project Definition Rating Index (PDRI) tools. Front-end planning provides substantiated benefit in bringing a project in on time and budget for the approved scope with minimal change orders. The cost of good front-end planning ranges between 1.5% to 10% of the total project and generally culminates as the project reaches 30% of design. The Integrated Project Team (IPT) should ensure this work provides well defined scope, appropriate cost range, and an integrated master schedule before the project moves into detailed design. This course identifies the benefit and provides best practices to build and manage a front-end planning team to produce projects that are more predictable in the area of cost, schedule, and the ability to achieve the mission need. One of these best practices is the use of the Construction Industry Institute's PDRI tools to validate the completeness of scope and identify any potential areas of weakness or risk. In 2009, DOE committed to using PDRI to address an issue identified in the 2008 DOE Root Cause Analysis for Contract and Project Management. It simply stated that "DOE often does not complete front-end planning (project requirements definition) to an appropriate level before establishing project baselines." This course explores the tools, their use and the benefits to the project team between CD-0, Approve Mission Need, and CD-2, Approve Performance Baseline.

**You will earn 24 continuous learning points for this course. This course is available to all DOE employees.**

**CHRIS Code: 003176/0001**





## Upcoming Training: December 2017 – January 2018

**X**

### Project Risk Analysis and Management

PMCDP is offering an instructor-led delivery of the 3.5-day course, *Project Risk Analysis and Management*, January 22-25, 2018 in Aiken, SC.

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; and
- 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; and
- 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 required course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**CHRIS Code: 001033/0054**



## Upcoming Training: December 2017 – January 2018

X

### Performance-Based Management Contracting

PMCDP is offering an instructor-led delivery of the 3-day course, *Performance-Based Management Contracting*, January 23-25, 2018 in Golden, CO.

This course is designed so that Program and Project Managers, as well as contracting personnel, better understand how to manage performance-based contracts at DOE facilities. The course addresses the processes by which these performance-based site and facility management contracts are planned, awarded, and managed after award. The overall objective is to focus on major site and facility contracts and to present the performance-based concepts and tools required in each aspect of the planning, award, and post award processes for these contracts. This course focuses exclusively on major site and facility contracts and the unique challenges involved in making them performance-based.

**You will earn 24 continuous learning points for this course. This is an elective course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**CHRIS Code: 001951/0026**



## Upcoming Training: December 2017 – January 2018

X

### Real Property Asset Management

L PMCDP is piloting an instructor-led delivery of the 3-day course, *Real Property Asset Management*, January 23-25, 2018 in Washington, D.C.

During this course, participants focus on the requirements of DOE Order 430.1B, Real Property Asset Management (RPAM). Participants acquire a systematic, integrated approach to the management of federal real property, order requirements, reporting mechanisms, and roles and responsibilities for RPAM. The course addresses real property planning and management, Ten-Year Site Plans, real property status reporting requirements and mechanisms, value management, performance management and DOE and contractor role and responsibilities for real property asset management. Also included in the course are the requirements contained in the February 2004 Executive Order 13327, Federal Real Property Asset Management and the January 2007 Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management.

F  
W  
You will earn 24 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.

R  
CHRIS Code: 001183/0024



## Upcoming Training

X

### Contracting Officer Representative (CLC 222)

This course is specifically designed for Contracting Officer's Representatives (CORs) who are responsible for assuring that contractors are performing the technical portion of their job. This course will provide CORs the breadth of knowledge required to perform their role, including knowledge related to COR roles and responsibilities, as well as fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical, legal, and cultural factors that impact COR responsibilities; and information necessary to effectively evaluate situations, apply knowledge gained, and make correct decisions to carry out COR responsibilities.

Course objectives include:

- Understanding the role of the COR
- Understanding what constitutes an effective COR
- Learning to read and understand a contract

**Registration is through DAU Online**

**You will earn 32 continuous learning points for this course. This is a Required course for the Level I Federal Project Director certification and is available to all DOE employees.**

OLC

OLC



## Upcoming Training

X

### 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 provides 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.

- 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.**

OLC

OLC



## Upcoming Training

X

### Earned Value Management Systems (24/7)

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course titled "Earned Value Management Systems (24X7)." 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 required course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.**

OLC

OLC



## Upcoming Training

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### 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 required course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.**

*Click here to view the  
CLPs for each lesson*

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## Upcoming Training

### Project Management Essentials

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

OLC

OLC



## Upcoming Training

X

### Scheduling

PMCDP hosts on the Online Learning Center (OLC), a continuous learning opportunity entitled "Scheduling." The course is intended for DOE employees to gain a solid foundation in project scheduling and enhance project scheduling proficiency. This online course employs a virtual learning lab to provide an intensive 21 hours of instruction that covers scheduling tools, techniques, and scheduling philosophies which can have a major impact to performance assessments and day-to-day project management decision-making. Participants may test their knowledge and gain immediate feedback with scored quizzes and case studies.

Upon completion of the training, participants will understand the fundamental background of scheduling concepts and their specific applications with emphasis on analysis using the Critical Path Method.

Topics include:

- Critical path fundamentals
- Schedule baseline
- Float
- Network logic development
- Risk assessment
- Changes
- Scheduling in an EVMS environment

### Registration is through the OLC

**You will earn 21 continuous learning points for completing this course. This is a continuous learning opportunity for Federal Project Directors and is available to all DOE employees.**

OLC

OLC

FY2018 PMCDP Schedule (12/12/2017)

**Q1 FY 2018:**

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Project Management Systems and Practices in DOE CHRIS Code:001024/0047	60 CLPs	Tuesday/Thursdays 1-3pm ET October 3-November 7	NA / Desktop delivery Adobe Connect
Advanced Earned Value Management CHRIS Code: 002689/0011	3 Days 24 CLPs	October 17-19	Classroom Oak Ridge, TN Peter Rivera
LEED for New Construction and Existing Buildings CHRIS Code: 001936/0021	2.5 Days 20 CLPs	October 17-19	Classroom Idaho Falls, ID Tina Wagoner
Federal Budgeting Process in DOE CHRIS Code: 001034/0032	4 Days 32 CLPs	November 6-8	Classroom Richland, WA Vicki Spitz
Negotiation Strategies and Techniques CHRIS Code: 001047/0025	24 CLPs	Wednesdays 11am-1pm ET November 1-December 13	NA / Desktop delivery POC: Sig Ceaser
Leadership through Effective Communication CHRIS Code: 002366/0030	3 Days 24 CLPs	December 11-13	Classroom Golden, CO Lisa Weber

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FY2018 PMCDP Schedule (12/12/2017)

**Q2 FY 2018:**

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Project Risk Analysis and Management CHRIS Code: 001033/0055	3.5 Days 28 CLPs	January 9-12	Classroom Oak Ridge, TN Peter Rivera
Advanced Earned Value Management CHRIS Code: 002689/0012	3 Days 24 CLPs	January 16-18	Classroom EMCBC John Wood
Front-End Planning Course CHRIS Code: 003176/0001	3 Days 24 CLPs	January 17-19	Classroom Pilot Washington, DC
Project Risk Analysis and Management CHRIS Code: 001033/0054	3.5 Days 28 CLPs	January 22-25	Classroom Aiken, SC Lee Moody
Performance Based Management Contracting CHRIS Code: 001951/0026	3 Days 24 CLPs	January 23-25	Classroom Golden, CO Lisa Weber
Facilitating Conflict Resolution CHRIS Code: 001558/0026	24 CLPs	February 6-March 13 Tuesdays 11-12:30pm EST	NA / Desktop delivery POC: Sig Ceaser
Real Property Asset Management CHRIS Code: 001183/0024	3 Days 24 CLPs	February 6-8	Classroom PILOT Washington, DC Julie Meier
Scope Management Baseline Development CHRIS Code: 001036/0028	3 Days 24 CLPs	February 6-8	Classroom EMCBC John Wood
Federal Budgeting Process in DOE CHRIS Code: 001034/0033	4 Days 32 CLPs	February 12-15	Classroom Golden, CO Lisa Weber
Value Management CHRIS Code: 001037/0017	3 Days 24 CLPs	February 20-22	Classroom Richland, WA Pamela Packer

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**FY2018 PMCDP Schedule (12/12/2017)**

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Managing Contract Changes CHRIS Code: 002102/0069	4 Days 32 CLPs	March 5-8	Classroom Aiken, SC Lee Moody
Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0032	5 Days 40 CLPs	March 12-16	Classroom EMCBC John Wood
Labor Management CHRIS Code: 001038/0013	3 Days 24 CLPs	March 13-15	Classroom Richland, WA Pamela Packer
Capital Planning for DOE O 413.3B CHRIS Code: 002152/0013	16 CLPs	March 19-April 16 Monday/Wednesday 1pm-4pm ET	NA/Desktop Delivery POC: Sig Ceaser
Labor Management CHRIS Code: 001038/0012	3 Days 24 CLPs	March 27-29	Classroom Oak Ridge, TN Peter Rivera

**Q3 FY 2018:**

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Strategic Planning CHRIS Code: 001043/0016	3 Days 24 CLPs	April 10-12	Classroom Aiken, SC Lee Moody
Managing Contract Changes CHRIS Code: 002102/0070	4 Days 32 CLPs	April 30-May 3	Classroom Idaho Falls, ID Tina Wagoner
Advanced Risk Management CHRIS Code: 001042/0025	4 Days 28 CLPs	May 21-24	Classroom EMCBC John Wood

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FY2018 PMCDP Schedule (12/12/2017)

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Executive Communications CHRIS Code: 001031/0040	3 Days 24 CLPs	June 5-7	Classroom Richland, WA Pamela Sorenson
Advanced Concepts in PM CHRIS Code: 001023	50 CLPs	TBD	NA / Desktop delivery
Project Risk Analysis and Management CHRIS Code: 001033	3.5 Days 28 CLPs	TBD	Classroom
Federal Budgeting Process in DOE CHRIS Code: 001034	4 Days 32 CLPs	TBD	Classroom
Scope Management Baseline Development CHRIS Code: 001036	3 Days 24 CLPs	TBD	Classroom
Leadership through Effective Communication CHRIS Code: 002366	3 Days 24 CLPs	TBD	Classroom
Strategic Planning CHRIS Code: 001043	3 Days 24 CLPs	TBD	Classroom
Systems Engineering CHRIS Code: 001049	3 Days 24 CLPs	TBD	Classroom
Planning for Safety in Project Management CHRIS Code: 001035	28 CLPs	TBD	NA/ Desktop delivery
Federal Budgeting Process in DOE CHRIS Code: 001034	4 Days 32 CLPs	TBD	Classroom

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FY2018 PMCDP Schedule (12/12/2017)

**Q4 FY 2018:**

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Value Management CHRIS Code: 001037/0018	3 Days 24 CLPs	August 7-9	Classroom EMCBC John Wood
Project Management Systems and Practices in DOE CHRIS Code: 001024	60 CLPs	TBD	NA/Desktop delivery
Performance Based Management Contracting CHRIS Code: 001951/0027	3 Days 24 CLPs	September 11-13	Classroom Richland Pamela Packer
Project Management Simulation CHRIS Code: 001029	5 Days 40 CLPs	TBD	Classroom
Project Execution and Readiness Reviews CHRIS Code: 001039	3 Days 24 CLPs	TBD	NA/Desktop delivery
Cost and Schedule Estimate and Analysis CHRIS Code: 001044	5 Days 40 CLPs	TBD	Classroom
Leadership through Effective Communication CHRIS Code: 002366	3 Days 24 CLPs	TBD	Classroom
Capital Planning for DOE O 413.3B CHRIS Code: 002152	16 CLPs	TBD	Desktop
Program Management and Portfolio Analysis CHRIS Code: 001025	5 Days 40 CLPs	TBD	Classroom
Acquisition Management for Technical Personnel CHRIS Code: 000145	16 CLPs	TBD	NA/Desktop delivery

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## Recently Certified

The following certifications were recently issued.

### Federal Project Directors

#### EM

- R. Max Smith – Level I

#### NE

- Mark O. Jones – Level I

#### NNSA

- Tyler F. Wean – Level I

**Congratulations to our newly certified members!**

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Director's Corner

Earned Value  
Performance Assessment  
for Level of Effort Work?

PM Chief of Staff Drops-  
In on PMCDP Course

FPD Spotlight:  
Karen Deacon

ICE and EIR for Projects  
at CD-2 and BCPs

Upcoming Training



Recently Certified

Questions/Comments?

## 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 Director 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)

**Susan Mason** — PMCDP Systems Planning Support, [susan.mason@hq.doe.gov](mailto:susan.mason@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.

Access PMCDP on PM-MAX from anywhere: [go.max.gov/doe-pm](http://go.max.gov/doe-pm)