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Happy New Year!



January 2018 Edition



Director's Corner



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

While there are many things in life that are uncertain, I know this year's DOE Project Management Workshop is going to happen (it just got officially approved), and I expect it to be great. It is scheduled for March 13-14, 2018, followed by a half-day project controls session in the morning and program office breakout sessions in the afternoon on March 15th. Please [register](#) as soon as possible to attend the Workshop. This year's theme is "Managing Uncertainty" with an agenda packed full of information that should interest you. Any questions should be addressed to PMWorkshop@hq.doe.gov.

The Workshop continues the tradition of providing an opportunity to discuss projects and project challenges with senior leadership, share lessons learned, to network, and to recognize excellence in project management from across the complex. This year should be particularly interesting because you'll have the opportunity to hear directly from many of the new DOE's senior leadership about the current administration's plan for DOE's modernization and reorganization. You'll also get a perspective on the Georgia Vogtle Nuclear Power Plant project, and hear about the infrastructure recovery efforts in Puerto Rico. As always, one of the highlights of the Workshop is the presentation of the Project of the Year and the FPD of the Year awards by the Secretary.

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Director's Corner



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

In this month's newsletter, Pamela Marks, Federal Project Director (FPD) for Environmental Management's \$2.3 billion Salt Waste Processing Facility (SWPF) project at the Savannah River Site, is the FPD in the spotlight for this month. Pam has done a tremendous job for the Department and her project was recognized in March 2017 by the Deputy Secretary of Energy as the Most Improved Project of the Year.

Keep Charging!

Sincerely,
Paul Bosco



Save the Date for the 2018 DOE Project Management Workshop

The Department of Energy Office of Project Management (PM) is pleased to announce the 2018 Project Management Workshop. The workshop will again offer the opportunity to discuss project management challenges with senior leadership, review best practices, share lessons learned, recognize excellence, and on the final day, focus on project controls. The workshop is a designated training event attendees will earn continuous learning points (CLPs) for each full day of participation.

Date

Location

Agenda Framework

Intended Audience

Cost

Registration

Click on any button to view details

If you have any questions regarding the PM Workshop, please email PMWorkshop@hq.doe.gov



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Date

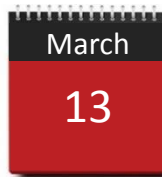
Location

Agenda Framework

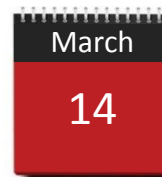
Intended Audience

Cost

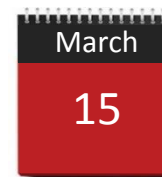
Registration



Workshop Day 1



Workshop Day 2



Project Controls Session (AM only)*

** The afternoon of March 15 will feature Program breakout sessions.*

If you have any questions regarding the PM Workshop, please email PMWorkshop@hq.doe.gov



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Sheraton Pentagon City Hotel

900 South Orme Street
Arlington, VA 22204
(703) 521-1900

[Book your lodging here](#)



If you have any questions regarding the PM Workshop, please email PMWorkshop@hq.doe.gov



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[Date](#)[Location](#)[Agenda Framework](#)[Intended Audience](#)[Cost](#)[Registration](#)

Notional Agenda Framework (Final Agenda due out in February):

- Travel Day (March 12, 2018), as appropriate.
- **Workshop Day 1** (March 13, 2018) – Presentations from departmental Senior leadership, OMB's views, best practice briefings on risk management and uncertainty, lessons learned from Vogtle Units 3&4, current economic trends impacting PM and perspectives from the program's PM support offices.
- **Workshop Day 2** (March 14, 2018) – Data management, cost estimating, Puerto Rico recovery, Wilson Bridge replacement project, ethics in PM, project updates and presentation of annual project management awards.
- **Project Controls Session** (March 15, 2018) – Focus on improving DOE's project controls/PM integration, improving scheduling, new PARS capabilities and contractor's perspective on self-governance.
- **Program Breakout Sessions** (March 15, 2018, after 12:00 PM)
- Travel Day (March 16, 2018), as appropriate.

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[Date](#)[Location](#)[Agenda Framework](#)[Intended Audience](#)[Cost](#)[Registration](#)

This workshop is for everyone engaged in DOE capital asset project management to include federal and contract employees. The target audience is DOE federal employees and DOE contractors involved with DOE project management and/or DOE contracting. This includes, but is not limited to, federal project directors, project controls personnel, program/staff office representatives, contracting officers, DOE contractors, and others in the DOE project management community.

If you have any questions regarding the PM Workshop, please email PMWorkshop@hq.doe.gov



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Date

There is no registration fee, but attendees' organizations are responsible for travel, lodging, and meal expenses.

Location

Agenda Framework

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If you have any questions regarding the PM Workshop, please email PMWorkshop@hq.doe.gov



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[Date](#)

Find more detailed workshop information and links for registration and hotel booking [click here](#). This site also includes links to area restaurants, hotel shuttle services, and will provide the final agenda.

[Location](#)

To register now, [click here](#).

[Agenda Framework](#)[Intended Audience](#)[Cost](#)[Registration](#)

If you have any questions regarding the PM Workshop, please email PMWorkshop@hq.doe.gov



Managing Uncertainty: An Enterprise View

Mike Myers, Office of Project Management

What is uncertainty to a program manager, project manager, cost estimator, risk manager, or scheduler? How does it differ from risk? How do we manage uncertainty to advance project management excellence?

As much as we research, plan, estimate, control variables, or anticipate what might go wrong on a project, we can never completely eliminate uncertainty from projects. The more complex a project is, the more uncertainty will be introduced by that complexity. Recognizing that uncertainty is always present is the first step toward managing it. Knowing the sources, drivers, and magnitude of uncertainty allows us to develop tools and techniques to manage what we can't eliminate. Good project management practices, to include the Department's phase gate critical decision process, prescribed reviews, independent estimates, project status reporting, and closeout and lessons learned requirements, are part of the institutional processes that help us share knowledge and manage uncertainty in capital asset projects.

Uncertainty vs. Risk Events

Although risk events and uncertainty are related, it is useful to understand their differences. Risk events, positive and negative, have an occurrence probability. Realized risks may impact scope, schedule, cost, or some combination of the three. Uncertainty, on the other hand, describes the range or precision of our estimates. This could be the range of time we think it will take to perform a work package or the cost range for that package. While we may estimate cost or schedule as a single number, we recognize there is a range (e.g. +/- 10%) due to a variety of circumstances we cannot control or know when we estimate. We may manage a risk event by reducing the probability that it will occur or the consequences if it does. We may manage uncertainty by increasing our confidence in the estimate or improving its precision.

Continued on next page...



Managing Uncertainty: An Enterprise View

Mike Myers, Office of Project Management

Improving Precision through Knowledge Management

We can't manage uncertainty by simply mandating better estimates. The process of tightening our estimate ranges and improving our precision requires organizational processes that support continuous learning, diligent front-end planning, gathering and using historical data, and addressing biases. The project management industry has recognized the importance of each of these organizational processes and has developed techniques and procedures to strengthen them. The Department continuously benchmarks these best practices to take advantage of these improvements. Institutionalizing these benchmarks adds to the organization's operational process assets or its ability to apply lessons learned.

The Project Management Institute's Project Management Body of Knowledge (PMBOK) describes organizational process assets as

“... the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. They include any artifact, practice, or knowledge from any or all of the organizations involved in the project that can be used to perform or govern the project. The process assets also include the organization's knowledge bases such as lessons learned and historical information. Organizational process assets may include completed schedules, risk data, and earned value data.”

The collection of corporate knowledge earned from years of experience is the foundation for managing uncertainty in complex capital asset projects. Knowledge management is akin to uncertainty management. As project managers, we can manage the inherent uncertainty in our estimates of cost, schedule, and risk by improving how we collect, process, manage, and apply the knowledge we've gained from our collective experience.

Continued on next page...



Managing Uncertainty: An Enterprise View

Mike Myers, Office of Project Management

An Opportunity to Learn More

'Managing Uncertainty' is the theme of this year's Project Management Workshop which will be held March 13 - 14 at the Sheraton Pentagon City Hotel in Arlington VA ([register here](#)). At the workshop, speakers will discuss tools, techniques, and anecdotes they have used and how we might learn from their experiences to improve our organizational processes. Even if you are not able to attend the workshop, you can access the presentation materials and explore the speaker references after the workshop. You can discuss the idea of knowledge management and improving estimates within your integrated project teams and among your program colleagues. Please consider adding to the conversation through discussion, questions, and feedback before, during, and after the workshop. Improving the Department's project knowledge management is the fundamental reason for putting on the workshop.

References and Further Reading

- Project Management Institute 6th edition (2017). A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Newton Square, PA: Project Management Institute.
- Hollman, John K. (2016). Project Risk Quantification: A Practitioner's Guide to Realistic Cost and Schedule Risk Management. Gainesville, FL: Probabilistic Publishing.
- Tetlock, Philip and Dan Gardner (2015). Superforecasting: The Art and Science of Prediction. New York, NY: Crown Publishing Group.



FPD Spotlight: Pamela Marks and the Salt Waste Processing Facility Project

Pamela Marks is the Federal Project Director for the \$2.3 billion Salt Waste Processing Facility (SWPF) project at the Savannah River Site (SRS) in Aiken, South Carolina. Pam joined the Department of Energy in 2013 to lead the SWPF project after more than 30 years in the private sector managing and operating large nuclear manufacturing and technical services operations for the commercial nuclear industry and the U.S. Government. She holds a Bachelor of Science Degree in Chemical Engineering from Purdue University and a Master's Degree in Engineering Administration from George Washington University.



Beginning in the 1950s, the Savannah River Site (SRS) in Aiken, South Carolina, produced plutonium and other materials used in nuclear weapons. Over the next four decades, that production effort resulted in the generation of liquid radioactive waste that is being stored in 51 underground waste storage tanks that are a significant portion of the environmental cleanup effort managed by the U.S. Department of Energy (DOE). Removing salt waste, which fills approximately 90 percent of the tank space in the SRS tank farms, is a major part of emptying the site's waste tanks, which currently contain approximately 36 million gallons of waste. SWPF is the facility designed to process this waste. Start-up of the SWPF facility is one of the DOE's highest environmental cleanup priorities and is a main component of its commitment to reducing risk at the SRS. Once operational, the SWPF will significantly increase processing rates for the SRS radioactive liquid waste system to empty the site's waste tanks. SWPF's key mission is to separate and concentrate the highly radioactive waste—mostly cesium, strontium, actinides, and waste slurry—from the less radioactive salt solution. After the initial separation process is completed, the concentrated high-activity waste will be sent to the nearby Defense Waste Processing Facility, where it will be immobilized in a glass matrix and stored in vaults until it can be placed in a geological repository. The decontaminated salt solution will be mixed with cement-like grout at the nearby Saltstone Facility for disposal on site.

Continued on next page...



FPD Spotlight: Pamela Marks and the Salt Waste Processing Facility Project

In just four years as a Federal Employee and as the FPD of the SWPF project, Pam turned the project around from experiencing significant challenges to being recognized in March 2017, by the Deputy Secretary of Energy, as Most Improved Project of the Year. The SWPF project was experiencing poor performance and was suffering from degraded relationships between the Federal and contractor workforces when Pam accepted the position of FPD in April 2013. The degraded relationships adversely impacted effective communications, timely decision making and overall project performance.



Accountability and integrity are the foundation of Pam's leadership approach. While holding her staff and contractor accountable, she encourages team building and seeks common ground for building coalitions. Pam holds all her employees, and herself, to a high standard of conduct, clearly expressing her goal that the project team is recognized as the benchmark by which all other projects will be measured. She expects her team members to demonstrate the same level of ethics, professionalism, and dependability. She maintains an open-door policy, makes herself available to all employees in her organization and her extended integrated project team, regardless of position or status, and listens to minority and dissenting opinions on contentious issues.

The SWPF is currently undergoing the commissioning phase of the project and is forecasted to become operational in early 2019. Pam and her entire project team hold a strong sense of pride in what they are working on and a strong sense of project legacy for the future. She considered the start-up of SWPF one of her greatest personal and professional accomplishments.

Learn more about SWPF on the following page, or [click here](#) to download the fact sheet.



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FPD Spotlight: Pamela Marks and the Salt Waste Processing Facility Project

Beginning in the 1950s, the Savannah River Site (SRS) in Aiken, South Carolina, produced plutonium and other materials used in nuclear weapons. Over the next four decades, that production effort resulted in the generation of liquid radioactive waste, which was stored in 51 underground waste storage tanks, which are a significant portion of the environmental cleanup effort managed by the U.S. Department of Energy (DOE).

Removing salt waste, which fills approximately 90 percent of the tank space in the SRS tank farms, is a major part of emptying the site's waste tanks, which currently contain approximately 36 million gallons of waste.

The Salt Waste Processing Facility (SWPF) is the key facility designed to process this waste. Construction of the facility has been among the DOE's highest environmental cleanup priorities and is a main component of its commitment to reducing risk at the SRS.

Why is it needed?

Once operational, the SWPF will significantly increase processing rates for the SRS radioactive liquid waste system in an effort to empty the site's waste tanks. With the SWPF operational, the SRS will have a complete, high-functioning system for managing the liquid waste stored in the Site's tanks.

SWPF Timeline

- 2002** ○ SWPF Design Contract Awarded to Parsons
- 2009** ○ Basemat Installed
- 2011** ○ First Story Under Construction (April)
- 2012** ○ Vessels Installed (June)
- 2016** ○ Construction Completed with DOE Validation (May)
- 2019** ○ Operations to Begin

Continued on next page...



FPD Spotlight: Pamela Marks and the Salt Waste Processing Facility Project

What will it do?

SWPF's key mission will be to separate and concentrate the highly radioactive waste—mostly cesium, strontium, actinides, and waste slurry—from the less radioactive salt solution. After the initial separation process is completed, the concentrated high-activity waste will be sent to the nearby Defense Waste Processing Facility, where it will be immobilized in a glass matrix and stored in vaults until it can be placed in a geological repository. The decontaminated salt solution will be mixed with cement-like grout at the nearby Saltstone Facility for disposal on site.

The SWPF is divided into four areas: the Central Process Area, the Cold Chemicals Area, the Facility Support Area, and the Alpha Finishing Facility. Upon startup, all radioactive materials will be stored and processed in the Central Process Area. DOE validated SWPF construction complete in May 2016. SWPF is currently undergoing the commissioning phase of the Project and is forecasted to become operational in early 2019. Parsons is under contract to DOE to design, build, commission, and operate the SWPF for one year.

SWPF Fast Facts

- Workforce Peak: 893
- Current Workforce: 654
- Miles of Piping: 27
- Tons of Concrete: 91,000
- Tons of Rebar: 5,000
- Design Capacity: 9.4 million gal/year

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Upcoming Training



Questions/Comments?

Upcoming Training

Click here to view training in January/February

Click Here for the Full FY 2018 Training Strategy*

** To print the FY 2018 Training Strategy, print only pages 33-37 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



Questions/Comments?

Upcoming Training: January – February 2018

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

Desktop Training

Facilitating Conflict Resolution

24 CLPs

February 6-March 13
Adobe Connect

Real Property Asset Management

3 days / 24 CLPs

February 6-8
Washington, D.C. (Pilot)

Scope Management Baseline Development

3 days / 24 CLPs

February 6-8
EMCBC

Federal Budgeting Process in DOE

4 days / 32 CLPs

February 12-15
Golden, CO

Value Management

3 days / 24 CLPs

February 20-22
Richland, WA



Upcoming Training: January – February 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: January – February 2018

X

Performance-Based Management Contracting

P

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: January – February 2018

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Facilitating Conflict Resolution

PMCDP is offering a desktop delivery of the course, *Facilitating Conflict Resolution*, February 6 – March 13, 2018 via Adobe Connect.

This course covers a variety of topics specific to resolving conflicts in the workplace. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; and minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies. Participants take the Thomas-Kilmann® conflict mode assessment instrument (TKI) to reveal their preferred style of managing conflict, and learn the advantages and disadvantages of different styles. The course includes a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Webinars will be held every Tuesday from 11:00 am - 12:30 pm EDT. The webinar schedule is as follows:

- Webinar 1- February 6
- Webinar 2- February 13
- Webinar 3- February 20
- Webinar 4- February 27
- Webinar 5- March 6

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

CHRIS Codes: 001558/0026



Upcoming Training: January – February 2018

X

Real Property Asset Management

PMCDP is piloting an instructor-led delivery of the 3-day course, *Real Property Asset Management*, February 6-8, 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.

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.

CHRIS Code: 001183/0024



Upcoming Training: January – February 2018

X

Scope Management Baseline Development

PMCDP is offering an instructor-led delivery of the 3-day course, *Scope Management Baseline Development*, February 6-8, 2018 at EMCBC.

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 Required course for the Level 2 FPD certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001036/0028



Upcoming Training: January – February 2018

X

Federal Budgeting Process in DOE

P

PMCDP is offering instructor-led deliveries of the 4-day course, *Federal Budgeting Process in DOE*, February 12-15, 2018 in Golden, CO.

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 II PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001034/0033



Upcoming Training: January – February 2018

X

Value Management

P

PMCDP is offering an instructor-led delivery of the 3-day course, *Value Management*, February 20-22, 2018 in Richland, WA.

Value Management (VM) provides participants with techniques for re-examining projects with a view to reducing total project costs. Designed for Federal and contractor personnel from Senior Managers to Project Directors and their extended teams, the course includes an overview of VE/VM concepts, principles, and definitions, and the various legal and regulatory drivers that now mandate its application. It also focuses on building skills and understanding for applying VE/VM practices, tools and techniques to improve project and program cost and schedule results, especially Return on Investment (ROI).

This course also teaches skills for organizing a VM effort, structuring a job plan, and analyzing the functions of systems, equipment, facilities and supplies to achieve the lowest life-cycle costs while maintaining the essential values of safety, performance, reliability, and quality. The course applies modern practices in the field of Value Engineering and Value Management (VE/VM) that emphasize good communications and effective leadership of the people involved.

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.

CHRIS Code: 001037/0017



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](#)

OLC

OLC

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Director's Corner

2018 DOE Project Management Workshop Registration

Managing Uncertainty: An Enterprise View

FPD Spotlight: Pamela Marks and the Salt Waste Processing Facility Project

Upcoming Training



Questions/Comments?

Upcoming Training

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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



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 (12/18/2017)

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

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

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FY2018 PMCDP Schedule (12/18/2017)

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
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
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

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FY2018 PMCDP Schedule (12/18/2017)

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
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
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

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FY2018 PMCDP Schedule (12/18/2017)

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
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

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
Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0033	5 Days 40 CLPs	August 20-24	Classroom Oak Ridge, TN Peter Rivera
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

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FY2018 PMCDP Schedule (12/18/2017)

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
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

Ongoing Online Training:

<i>Earned Value Management Systems (24/7)</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>
<i>Environmental Laws and Regulations</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>
<i>Project Management Essentials</i>	<i>Online 50 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>
<i>Contracting Officer Representative (CLC 222)</i>	<i>Online 32 CLPs</i>	<i>Ongoing</i>	<i>DAU-Defense Acquisition Agency</i>

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Questions or Comments

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

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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.

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