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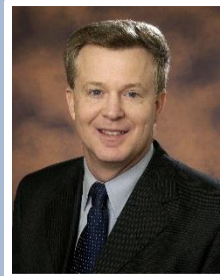
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Paul Bosco,
Director of the
Office of Project
Management (PM)

See you in March!

It is that time of year again, beyond the Super Bowl and Valentine's Day, the one day we can all come together, root for the same team and collectively share the love, is during DOE's Annual Project Management Workshop. This year's theme is "Managing Uncertainty," however, that does not apply to the date and location of the workshop. The workshop will be at the Sheraton Pentagon City Hotel, in Virginia, March 13-14, 2018, from 8:00am-5:00pm each day. As in previous years, we will hold a half-day project controls session afterwards on the morning of March 15th and the Program Office's will host breakout sessions in the afternoon.

We have a terrific lineup of speakers this year. Please come out and hear from some of our new senior leaders to include opening remarks by Deputy Secretary Dan Brouillette, our new Under Secretary for Science, Paul Dabbar, and our new CFO, John Vonglis. We will also hear presentations on the Vogtle Nuclear Plant project, Puerto Rico Contingency Operations, and the D.C. Woodrow Wilson Bridge project as well as other exciting speakers from across academia, industry, and the DOE complex, who will share their thoughts and ideas, to include managing uncertainty. Finally, something that is always a highlight, we will recognize the winners of the Department's annual project management awards and the Federal Project Director (FPD) of the year.

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Paul Bosco,
Director of the
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If you have registered to attend this year's workshop, you will not be disappointed. For those of you who have not yet registered, avoid disappointment by clicking the registration link on the next page where you can also learn more about the exceptional program we have planned. Hope to see you there!

Sincerely,
Paul Bosco

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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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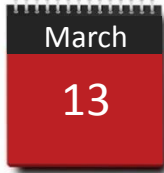
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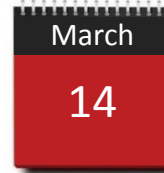
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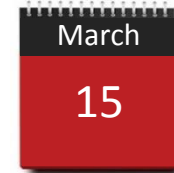
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Workshop Day 1



Workshop Day 2



Project Controls Session (AM only)*

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

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Sheraton Pentagon City Hotel

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

[Book your lodging here](#)



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

Agenda Framework:

- Travel Day (March 12, 2018), as appropriate.
- **Workshop Day 1** (March 13, 2018) – Presentations from departmental Senior leadership, CFO's perspective, best practice briefings on risk management and uncertainty, lessons learned on the Vogtle nuclear power plant, current economic trends impacting project management, and perspectives from the Program offices.
- **Workshop Day 2** (March 14, 2018) – Presentations on data management, cost estimating, Puerto Rico contingency operations, D.C. Woodrow Wilson Bridge replacement project, ethics in project management, FPD project updates, and the presentation of annual project management awards.
- **Project Controls Session** (March 15, 2018) – Focus on improving DOE's project controls/integration with project management, 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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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.

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There is no registration fee, but attendees' organizations are responsible for travel, lodging, and meal expenses. Meals are not included in the program.

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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 the final agenda.

Location

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

Agenda Framework

To see the DOE Project Management Workshop planned agenda, [click here](#).

Intended Audience

Cost

Registration

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Getting the Most out of the Workshop – Networking

Jeff Thomas, Project Assessments Division (PM-20)

The upcoming DOE Project Management Workshop this month promises to be the best one yet. The agenda packed and one of the best assembled to date...great speakers, relevant topics, and getting to hear from the Department's leadership. But that is only part of what is so valuable about this event. Interacting with your fellow colleagues and establishing new points of contact for current and future issues – often referred to as networking -- is incredibly valuable as well. While most of us can recognize the potential benefits of networking, it is tempting to just focus on our smartphone. Below are some tips that can make networking a bit easier for all of us.

First, is networking *really* going to help me? As managers of incredibly complex projects that have visibility at the highest levels, having a cadre of folks in your network will most certainly help you resolve project or personal challenges by:

- Establishing a bank of resources (people and things)
- Seeking guidance or mentorship
- Opening doors to new opportunities
- Creating opportunities for personal and professional growth
- Offering your expertise to others

For example, when you are preparing for a major project review or you are struggling to meet the expected cost and schedule performance criteria, getting advice from others who have had these very same experiences could be extremely beneficial. As Federal Project Directors, we owe it to our stakeholders to seek every opportunity possible to make our projects successful and bring credit to our individual organizations. Experienced managers will find it very rewarding to provide assistance to others.

Continued on next page...



Getting the Most out of the Workshop – Tips for Networking

Jeff Thomas, Project Assessments Division (PM-20)

Below are some tips for making your networking at the Workshop a success. Click on each button to view details.

One great saying is, “It’s not what you know, but who you know.” This applies to everyone who will be at the Workshop regardless of credential or position in the organization. Making new connections and establishing or expanding a cadre of people in your network can only help you be the best at what you do.

I look forward to talking with you at the Workshop!

Start with a plan

Start with a plan before you get to the Workshop. Are there particular people that you would like to meet? Are there specific challenges that you need help on? If so, list who you might want to meet or simply establish a goal of meeting a select number of new people or leaders. Think about experiences and areas of expertise that you can share with others. Have you recently gone through a review that was successful? Have you ever taken a class that helped you with a particular problem? Consider how to succinctly share this with others who will be wanting to know how you might fit into their network.

Listen carefully

Find someone you already know

Ask open-ended questions

Everyone has something valuable to offer

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Listen carefully to the presentations and questions that are asked. This can provide a great way to identify people who can answer questions for you or be good contacts in your networks. Introduce yourself to presenters and ask them follow-on questions. As experts, they will be more than happy to share more of their knowledge and experience.

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Start with a plan

Find someone who you may already know and accompany them as you meet new people. Have a system in mind for capturing people’s information. If you are collecting business cards, write down on the card additional information that will help you remember why that person was a good contact.

Listen carefully

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Ask open-ended questions

Everyone has something valuable to offer



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Start with a plan

Listen carefully

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Ask open-ended questions

Everyone has something valuable to offer

When talking to people, ask open ended questions like, “What have you been working on recently?”, “What challenges/successes have you experienced on your project?”, “What did you learn from your recent design effort?” The list is endless, but once you learn more about what the other person is doing, you will have a better understanding of how you can relate to them either to seek guidance or provide mentorship.

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I look forward to talking with you at the Workshop!

Start with a plan

Every person who will be at the workshop has something valuable to offer. Sometimes simply re-establishing friendships or professional connections that have been dormant for a while can lead to new discussions and networks.

Listen carefully

Find someone you already know

Ask open-ended questions

Everyone has something valuable to offer



Project Management and Optimism Bias

Pete Bako, Project Assessments Division (PM-20)

The DOE project management community is charged with executing and overseeing projects of all types and sizes--from small, relatively simple infrastructure projects to large, complex, first-of-a-kind nuclear projects. In every case, the project team starts off with the best intentions to successfully deliver the project scope on time and on budget, as established in the performance baseline.

However, the best intentions are often overcome by factors that can quickly derail a project. One subtle, but powerful influence is optimism bias. This is the natural tendency to believe that your project is less likely to experience a negative event compared to other projects. It's natural for your team to believe it's doing a good job in objectively assessing the project, but there are a few key areas where optimism bias tends to manifest itself:

- **Risk:** Project teams are usually pretty good at identifying risks, but there's a tendency to downgrade the impact or likelihood ("it won't happen on my project"), which then reduces the ability to adequately respond to a realized risk.
- **Contingency:** Linked directly to risk is the contingency funding a project team is willing to set aside for specific risks. Again, teams may optimistically believe they won't experience this risk and as a result, they may reduce the level of associated contingency since they don't want to appear to be too conservative.
- **Project Health:** Often, bad news about a project gets diluted as it's communicated from the project team to the highest level in the organization, because there may be a perception that leadership does not want to hear bad news. As a result, the status is portrayed as being more optimistic than it really is.

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Project Management and Optimism Bias

Pete Bako, Project Assessments Division (PM-20)

So, what can a project team do to avoid the pitfalls of optimism bias?

- Be vigilant for optimism bias and identify it when we see it in practice.
- Bring in outside experts not associated with the project who don't stand to benefit or lose from decisions made.
- Build your team with a diverse membership. Use people not afraid to question business as usual.
- Monitor project controls data and take action when needed. With good data, earned value is a valuable tool to help overcome optimism bias.
- Look for analogous projects to benchmark and cross-check likely cost and schedule drivers (cost per square foot, cost/schedule contingency used, escalation rates, etc.)

Interestingly enough, many of the project management tools and processes we employ in DOE help mitigate optimism bias. Elements of the items above can be found in DOE Order 413.3B and associated guides, in the peer review process, and in recommended best practices (GAO guides on cost estimating and scheduling, etc.). With vigilance, adherence to good project management practices, and independent reviews at key milestones, project teams can reduce the negative impact of optimism bias and improve the odds of successfully delivering the project.



Level of Effort (LOE) – A Practical Tip for CAMs

Bob Loop and Maris Lenss, Project Controls Division (PM-30)

In the EIA-748 standard for Earned Value Management Systems (EVMS), Guideline 12 addresses the appropriate use of the LOE Earned Value Technique (EVT). On large capital asset projects within DOE, instances arise where the use of LOE by contractors is inappropriate, with resulting inaccurate performance measurement. This article defines several practical considerations and tailoring opportunities from traditional EVM applications when planning effort frequently assigned as LOE, such as Title III Engineering, is not practical.

Recall from the previous article in the December 2017 newsletter, when analyzing whether work scope should be discrete rather than LOE. One simple test is asking the question: “Does the presumed LOE work directly impact other work that is clearly discrete, or does discrete work directly impact the performance of the presumed LOE work?” If the answer is “yes” to either of these questions, then the LOE EVT is most likely inappropriate. Title III Engineering work scope typically falls into this category.

[View Title III Engineering Graph](#)

Title III Engineering

Field conditions and incomplete designs can lead to construction work pauses while Engineering is called upon to re-design or re-evaluate existing designs. In these instances, the completion of the Title III Engineering effort IS directly impacting discrete construction work that has been paused. Using the question(s) asked above, this results in a clear instance where the engineering effort should be discrete rather than LOE.

As is the case with Title III Engineering, the specific scope of work for the activity to be accomplished is not known until the field conditions arise, which creates a unique issue when establishing the initial Performance Measurement Baseline (PMB) that includes budgets for future Title III work. While it is clear that Title III work will be necessary at some point in the future, specific scope cannot be identified and

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Level of Effort (LOE) – A Practical Tip for CAMs

Bob Loop and Maris Lenss, Project Controls Division (PM-30)

[View Title III Engineering Graph](#)

cannot be planned. To accommodate this definition, contractors can include Title III as discrete work in the PMB, and then implement a “PERT Cost” method for actual performance measurement. This would be defined and documented in the EVMS System Description and should include the following:

- Establish a WBS level for Title III that spans the entire duration of the construction WBS elements, and include work packages as necessary to cover lower level specific construction activity (by facility, system, etc.). It is acknowledged that these work packages may be of longer duration than is typically desirable in a PMB.
- Allow for the limited use of the PERT Cost method for performance measurement, where performance measurement (determination of BCWP) in Title III is done using Actuals/Estimate at Completion (EAC) as follows:
 - It should be noted that EAC for Title III could be expressed in terms of dollars, number of drawings, or other appropriate unit of measure. When using this technique, it becomes very important that the EAC is reviewed monthly. It should also be noted that EAC fluctuations may result in positive or negative current period performance.
 - To reflect any schedule impacts from “major” Title III efforts, it would be appropriate to include a limited number of new unbudgeted activities in the IMS to clearly show these impacts to construction. A code field in the IMS database would be established and used to identify these unbudgeted activities.

The use of this earned value technique must be limited to discrete scope that is not known during initial baseline development. The work packages used for this technique would, most likely, be of relatively long duration, but the use of a PERT cost method for performance measurement would result in Quantifiable Backup Data (QBD) requirements being waived for these work packages.

Continued on next page...



Level of Effort (LOE) – A Practical Tip for CAMs

Bob Loop and Maris Lenss, Project Controls Division (PM-30)

[View Title III Engineering Graph](#)

While Title III is the obvious example, several other activities on DOE projects should also be evaluated for possible classification as discrete rather than LOE using the EIA-748 definition. While specific solutions for these other examples will not be addressed in this article, they are identified for consideration:

- **Construction Management** – Similar to LOE, construction management is directly tied to the construction work scope and will slip day for day with construction.
- **QA Signoff** – Signoff is a discrete activity of relatively short duration and should be planned as discrete.

EVMS System Description changes should be reviewed by PM-30 prior to implementation and as part of the certification review. The purpose of this article is to provide options for consideration that differ from traditional expectations.

As always, if you have an EVM question please contact your PM-30 expert via the Bat Phone.



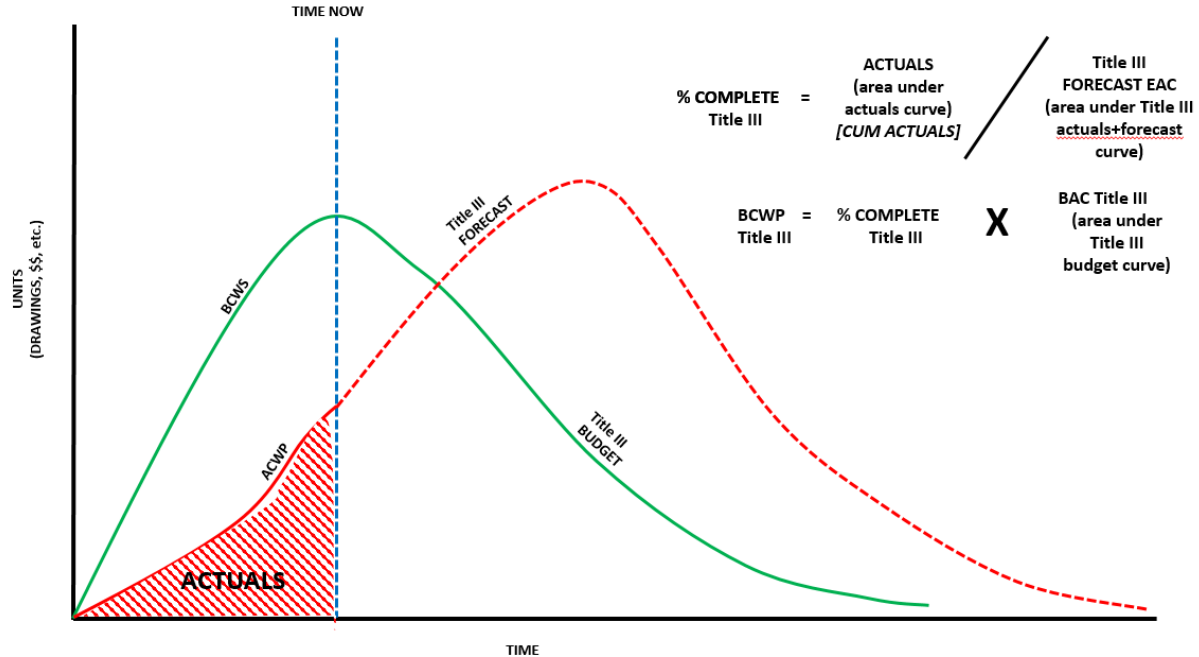


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Bob Loop and Maris Lenss, Project Controls Division (PM-30)



TITLE III Engineering – Proposed use of DISCRETE EVT



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Reporting Your Continuous Learning Points (CLPs) Has Gotten Easier

Linda Ott, Professional Development Division (PM-40)

Here is some good news! Since early in CY 2017, PMCDP training automatically reports to the FPD CLP tracking in ESS. This means less work for FPDs -- and their Supervisors -- when CLPs are pushed to the CLP tracker for PMCDP training completed by our FPDs. This includes continuous learning that is relevant for activities such as the DOE Project Management Workshop and participation in peer reviews reported to our office by the Program Offices.

Our goal is to help FPDs spend less time reporting CLPs. The last week in January we scheduled a complete scrub of the PMCDP courses managed in CHRIS from the past year to make sure all active FPDs got credit for PMCDP-related training reported in CHRIS. The scrub included pulling the information from CHRIS and comparing it to each FPD record to ensure 1) we did not have redundant data; and 2) we included any missing data.

The news gets even better! Automating the CLP reporting has resulted in eliminating manual reporting for over 800 transactions. For one FPD and his/her Supervisor, this means on average four fewer times they need to access the ESS CLP tracker. For the final approver, that means 800 fewer times PM-40 has to review and approve CLP requests in the CLP Tracker.



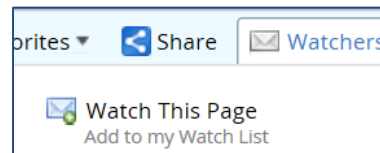


DOE PMCDP Training Updates and Notification

Ruby Giles, Professional Development Division (PM-40)



The Project Management Career Development Program (PMCDP) takes measures to ensure upcoming training events are communicated to the project management community in a timely and efficient manner. The training plan for the fiscal year is posted to PM-MAX early in August with many planned classes in a TBD status. As course details become available, the PMCDP training schedule is updated on PM-MAX. A notification is sent out from PM-MAX, if you have requested to watch the page. How do you set up a watch on the page? Visit the [PMCDP Training Schedule](#). Once there, in the white banner (upper right portion of the screen) select “Watchers”, then “Watch this page”.



Visit the [PMCDP Training Schedule](#) to keep abreast of upcoming training events.

If you do not have a PM-Max account follow the instructions below:

1. Go to **<https://max.gov>**
2. Press at top right and fill out the short registration form.
3. Activate your MAX.gov account by responding to the confirmation email you receive.

You're done! Now, **[go.max.gov/does-pm](https://max.gov/does-pm)**

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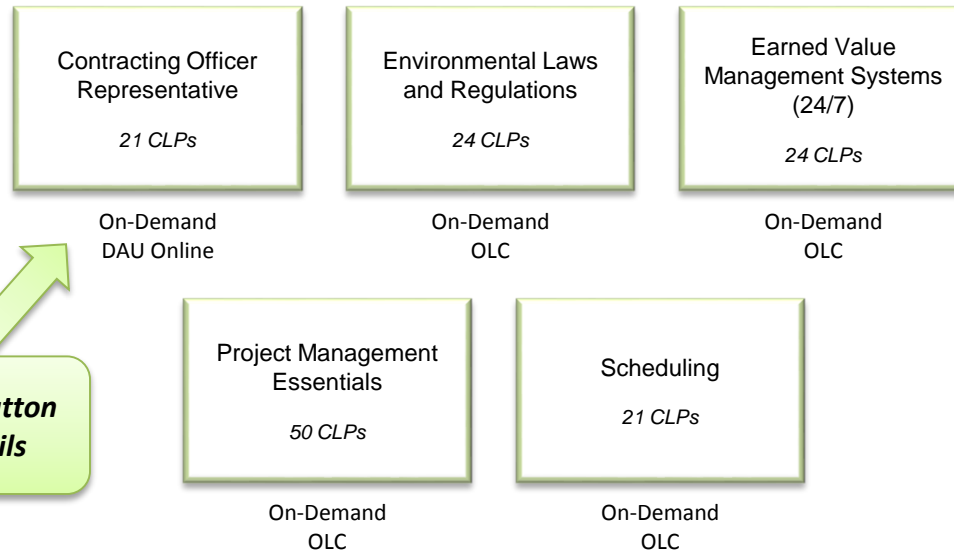
[Click here to view training in February/March](#)

[Click Here for the Full FY 2018 Training Strategy*](#)

** To print the FY 2018 Training Strategy, print only pages 39-44 of this document*

On-Demand Online Training**

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



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Upcoming Training: February – March 2018

Value Management

3 days / 24 CLPs

February 20-22
Richland, WA

Managing Contract Changes

4 days / 32 CLPs

March 5-8
Aiken, SC

Cost and Schedule Estimate and Analysis

5 days / 40 CLPs

March 12-16
EMCBC

Labor Management

3 days / 24 CLPs

March 13-15
Richland, WA

Desktop Training

Capital Planning for DOE O 413.3B

16 CLPs

March 19 - April 9
Adobe Connect

Labor Management

3 days / 24 CLPs

March 27-29
Oak Ridge, TN



Upcoming Training: February – March 2018

X

Value Management

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: February – March 2018

X

Managing Contract Changes

PMCDP is offering an instructor-led delivery of the 4-day course, *Managing Contract Changes*, March 5-8 in Aiken, SC.

This course aims to better prepare DOE Contracting Officers (COs) and Federal Project Directors (FPDs) to manage project changes on complex construction projects through effective management of contract modifications and change orders.

Managing Contract Changes includes discussions of DOE's historical and current contracting environment, authorities for contract modifications, and the various contract provisions and legal doctrines that define and limit the ability for the Government to change contracts. Additionally, the course examines the doctrine of constructive change, potential differences between project management changes and contract changes, and the things DOE senior level contracting and program officials can do to improve the effectiveness of the change management process.

You will earn 32 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: 002102/0069



Upcoming Training: February – March 2018

X

Cost and Schedule Estimate and Analysis

PMCDP is offering an instructor-led delivery of the 5-day course, *Cost and Schedule Estimate and Analysis*, March 12-16 at EMCBC.

This course provides participants with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Participants receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design).

Topics include:

- Identifying cost and schedule estimates
- Basic estimating methods
- Group analysis techniques
- Applying life-cycle costing techniques
- Validating estimates
- Determining critical path schedule for a project
- Crashing and fast-tracking methods
- Relationship between budget authorization and budget outlay schedules, project estimates, and the project funding profile

You will earn 40 continuous learning points for this course. This is a Required course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001044/0032

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Labor Management Relations

PMCDP is offering instructor-led deliveries of the 3-day course, *Labor Management Relations*, March 13-15 in Richland, WA.

This course provides participants with a basic overview of labor management relations. Participants learn about labor laws and regulations, implementing bargaining practices, and specific methods for resolving disputes. Additionally, the course discusses techniques for working with unions and unionized employees, and presents guidance on contract interpretation.

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

CHRIS Code: 001038/0013



Upcoming Training: February – March 2018



Capital Planning for DOE O 413.3B

PMCDP is offering a desktop delivery of the course, *Capital Planning for DOE O 413.3B*, March 19 - April 9 via five Adobe Connect webinars. Webinars will be held Mondays and Wednesdays from 1:00 – 4:00 pm Eastern.

In this course, participants review capital planning questions they should ask when a non-information technology capital asset project is in each phase of the project's acquisition. The course reviews the documents and reports from the budget formulation and acquisition planning processes that can be used to support the DOE's budget submissions to the Office of Management and Budget (OMB). This course tracks the critical decision deliverables, reports, cyclical budget data, and narratives in the context of a structured capital planning process and the critical decision model for capital asset projects.

Webinar Schedule:

- Webinar 1- Monday, March 19
- Webinar 2- Wednesday, March 21
- Webinar 3- Monday, March 26
- Webinar 4- Wednesday, March 28
- Webinar 5- Monday, April 2

You will earn 16 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 Codes: 002152/0013



Upcoming Training: February – March 2018

X

Labor Management Relations

PMCDP is offering instructor-led deliveries of the 3-day course, *Labor Management Relations*, March 27-29 in Oak Ridge, TN.

This course provides participants with a basic overview of labor management relations. Participants learn about labor laws and regulations, implementing bargaining practices, and specific methods for resolving disputes. Additionally, the course discusses techniques for working with unions and unionized employees, and presents guidance on contract interpretation.

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

CHRIS Code: 001038/0012



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



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.

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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

X

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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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 (2/13/2018)

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



FY2018 PMCDP Schedule (2/13/2018)

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



FY2018 PMCDP Schedule (2/13/2018)

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 9 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
Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0034	5 Days 40 CLPs	April 16-20	Classroom New Orleans, LA Claudia LeCompte- Johnson
Planning for Safety in Project Management CHRIS Code: 001035/0061	28 CLPs	April 18-May 16 Wednesday— 1pm -3pm ET	NA/ Desktop delivery POC: Sig Ceaser
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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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
Project Management Systems and Practices in DOE CHRIS Code:001024/0048	60 CLPs	June 5-July 31 Tue/Thurs 1-3pm EDT	NA/Desktop delivery
Federal Budgeting Process in DOE CHRIS Code: 001034/TBD	4 Days 32 CLPs	June 25-28	Classroom Aiken, SC Lee Moody
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
Federal Budgeting Process in DOE CHRIS Code: 001034	4 Days 32 CLPs	TBD	Classroom

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Q4 FY 2018:

Course Title	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Managing Contract Changes CHRIS Code: 002102/0071	4 Days 32 CLPs	July 30-August 2	Classroom Richland, WA Pamela Packer
Advanced Concepts in PM CHRIS Code: 001023/0043	50 CLPs	July 31-Sept 25 Tue/Thurs 1-3pm EDT	NA / Desktop delivery
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 Simulation CHRIS Code: 001029/0037	5 Days 40 CLPs	September 10-14	Classroom New Orleans, LA Claudia LeCompte- Johnson
Performance Based Management Contracting CHRIS Code: 001951/0027	3 Days 24 CLPs	September 11-13	Classroom Richland Pamela Packer
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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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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