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Paul Bosco,
Director of the
Office of Project
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Project management success (delivering a project at its original scope, on cost and schedule) is determined in the beginning, not the end. According to research conducted by the Construction Industry Institute (CII), and many others, it has been shown that projects with adequate front-end planning (at the start) do not always succeed; but, those with inadequate front-end planning most often fail (CII, 1995).

In this month's newsletter, we will focus on the importance of front-end planning and the many efforts underway to help us through this critical phase of a project. For example, the Project Definition Rating Index (PDRI) is one of many front-end planning tools available to project teams and is an industry best practice for evaluating how well the project's scope has been defined. Used effectively, PDRI can highlight upfront planning deficiencies early on, target actions to address those deficiencies, and ultimately improve the probability of the project team meeting or exceeding business, operational, and project objectives. Recently we have teamed with academia to train several PDRI Facilitators within DOE and NNSA as well as creating a new Project Management Career Development Program (PMCDP) elective course focused specifically on front-end planning. All projects have unique challenges, but if properly planned upfront, the probability of delivering a project on budget and schedule is significantly improved.

Keep charging!

Sincerely,
Paul Bosco

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Actions to Improve Front-end Planning at DOE

Zac West, Project Controls Division (PM-30)

The theme of this year's project management workshop was managing uncertainty. Two project uncertainties identified by the National Research Council for *Improving Project Management in the Department of Energy* (1999) included: 1) 'internal uncertainties such as labor rates, productivity, site foundation condition, suspected hazardous waste, prices or commodities for concrete or steel, and, 2) external uncertainties described as influences beyond the control of the project -- political change, Congressional actions, DOE policy changes, local, state, or tribal influences; these originate outside of the project for reasons unrelated to the project's mission or objectives.'¹ The report emphasized the need to increase front-end planning at DOE especially at CD-0, *Approve Mission Need*, and CD-1, *Approve Alternative Selection and Cost Range*.

[Click here to view a process map that depicts the front-end planning range](#)

The value of a front-end planning tool, such as Project Definition Rating Index (PDRI) developed by the Construction Industry Institute (CII), is achieving successful assessment of planning performance and gap identification. Actions are now underway to boost front-end planning activities at pre-CD-0 and CD-1 with a recently updated supply of 13 CII decision-support tools tailored to the needs of DOE Federal Project Directors and planning teams. Resources to support front-end planning will be located on the PM-MAX site under the **413 Resource Center** in the near future.

¹ *Improving project Management in the Department of Energy*, National Academy of Sciences, National Academy Press, Washington, DC, 1999.

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To assist with the use of these tools, three additional efforts are underway.

1. The Department hosted a 2017 PDRI Facilitator training event with HQ, NNSA, and EM members attending. CII established this certification program, taught through Arizona State University, to train external facilitators to help project teams and leadership gain the maximum benefit from PDRI. Several of the attendees have now gained their certification. The benefit of using an external facilitator helps the project team select the right tools, focus on the issues, avoid optimism bias, and gain an action list at the conclusion.
2. The Office of Project Management (PM) is working with Dr. Edd Gibson, principle researcher on the team that created PDRI, and the program offices to establish a course in the Project Management Career Development Program (PMCDP) focused on front-end planning, related tools and the outcome of their use. A classroom pilot delivery took place in January 2018. Feedback from the delivery is being reviewed and the course will be modified for deskside delivery for PMCDP. The course will emphasize the importance of using front-end planning processes and the tools to engage the integrated project team in important discussions to define scope. Look for this course later this year.
3. PM is working with the Program Offices to update the current guide on the use of PDRI to capture more of the intent of using these tools in front-end planning. An integrated project team was appointed to revise the guide with plans to get the final draft completed by summer 2018. The guide will describe all available assessment tools, including one that combines maturity of scope definition and team alignment and buy-in on the path forward for the project. Tools are expected to build confidence in design maturity leading to successful project completion.

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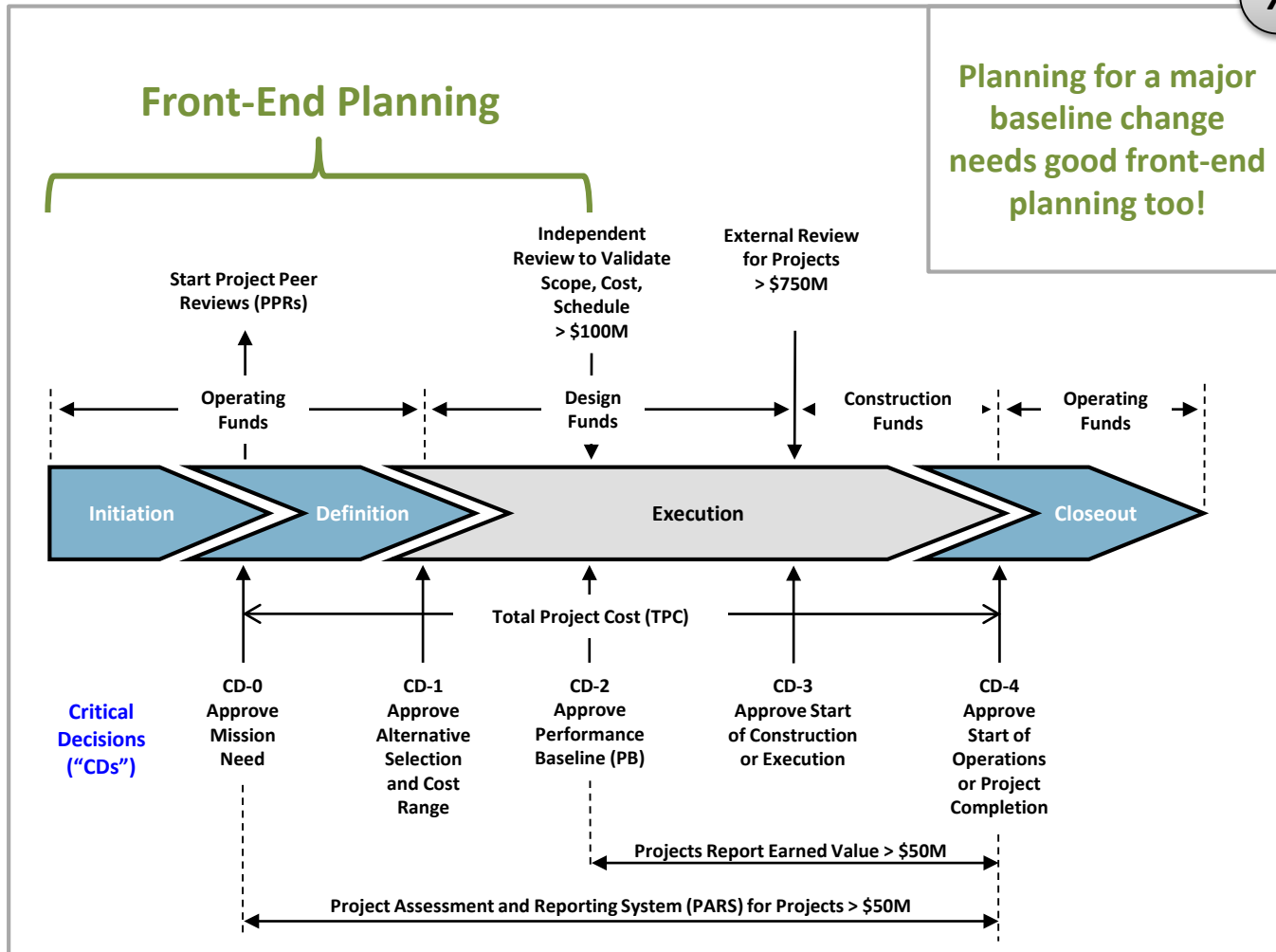


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Project Management Lessons Learned

Ed Gully, Project Assessment Division (PM-20)

The Department of Energy's (DOE's) project teams are charged with executing challenging projects in dynamic environments. Lessons learned are inevitable. Capturing and sharing these lessons learned on a given project can facilitate greatly improved execution on other projects. It can also help us avoid potential Yogi Berra moments: "We made too many wrong mistakes." A "wrong mistake" could be viewed as a challenge on your project that had been a prior lesson learned on another project. To be effective, lessons learned and best practices should be captured, considered, and leveraged throughout the continuum of a project.

DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, provides requirements for lessons learned reporting at Critical Decision (CD)-3, *Approve Start of Construction*, and CD-4, *Approve Project Completion*:

Within 90 days of CD-3 approval, up-front project planning and design lessons learned shall be submitted to the Office of Project Management (PM). Likewise, project execution and facility start-up lessons learned shall be submitted within 90 days of CD-4 approval.

As a resource for your use, the lessons learned provided will be posted in the Project Assessment and Reporting System (PARS). Lessons learned reports and information are accessible in both the Lessons Learned and Document Management System (DMS) sections of PARS. In the Lessons Learned section of PARS, select the "Lessons Learned Repository." In DMS, select "Project Documents," and in the "Project Attachment Title" filter, select "Lessons Learned Report" and then hit the "Apply" tab. Using the prior sequence in PARS, the "Initial Closeout Report" and "Final Closeout Report" (at the "Project Attachment Title" filter) also contain useful lessons learned information. There are currently over 150 lessons learned reports posted in DMS, and the filters available can facilitate your specific queries.

The reports in PARS are a resource which can help you identify other project teams with similar projects and challenges. However, the reports are just a point of departure.

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Project Management Lessons Learned

Ed Gully, Project Assessment Division (PM-20)

Proactive, direct communications with other project teams can be an especially powerful tool to further explore and fully leverage lessons learned; this practice is strongly encouraged. As a recent example, both the Salt Waste Processing Facility and Uranium Processing Facility project teams are to be commended for their proactive, detailed discussions regarding lessons learned on startup and commissioning. Similarly, a joint MOX, WTP and SWPF workshop was held a few years ago to discuss lessons learned with Commercial Grade Dedication (CGD) procedures and requirements for nuclear grade material, which proved highly beneficial.

Additionally, participation in project reviews (e.g., Project Peer Reviews, Independent Project Reviews, etc.) can offer valuable insights regarding lessons learned, and facilitate subsequent communications and sharing of lessons learned between sites and programs. This practice is also strongly recommended.

Ideally, the above resources and effective lessons learned practices will improve project planning and execution and also help us avoid another Yogi Berra-ism on our projects: "It's like déjà vu all over again." Suggestions for how we can better support and manage project management lessons learned are welcomed and encouraged; please provide any specific feedback to the respective PM-20 Project Analyst.

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Scheduling Best Practices – Capturing All Activities

Maris Lenss, Project Controls Division (PM-30)

The US Government Accountability Office (GAO) has published a Schedule Assessment Guide (GAO-16-89G), which presents ten Best Practices associated with developing and maintaining a reliable, high-quality project schedule. The Guide also presents guiding principles for use by auditors to evaluate schedules in use on government programs and projects. This article is the first in a PM-30 series describing various characteristics of high-quality schedules that meet the criteria outlined in the GAO Schedule Assessment Guide.



GAO Scheduling Best Practice #1, Capturing All Activities, is stated as follows:

The schedule should reflect all activities as defined in the program's Work Breakdown Structure (WBS), which defines in detail the work necessary to accomplish a project's objectives, including activities both the owner and the contractors are to perform.

Key to this effort is the use of a comprehensive WBS. It is the structure and code that serves as the basis for an effective schedule ensuring that all authorized work scope is associated with schedule activities necessary to complete the project, at an appropriate level of detail. The WBS contains the scope baseline necessary to achieve the technical objectives of the work described. It is generally a multi-level framework that organizes and graphically displays elements representing the work to be accomplished in logical relationships. Relationships among WBS elements and detailed descriptions of each element are presented in the WBS Dictionary accompanying the schedule. Any weakness in the WBS (and the definition of scope) can have far-reaching and debilitating effects upon the schedule and the project's decision-making and reporting process.

Since the schedule is developed in the initial stages of the project, some sets of activities for clearly understood scope will initially be planned in detail, and others will be planned at a more summary level in long-duration planning packages. The incorporation of various levels of detail, based on what is known at a

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Scheduling Best Practices – Capturing All Activities

Maris Lenss, Project Controls Division (PM-30)

point in time is known as rolling wave planning. This work content must also be subdivided to an appropriate level of product-oriented detail for project planning, control, and reporting. The resulting work elements must be clearly identified and included within the project WBS under the correct hierarchical branches. As the end-product is decomposed into smaller subproducts at lower WBS levels, management will assign responsibility for technical, schedule, and cost performance. It is at this intersection of WBS element and organization unit that a Control Account (CA) is established, work is scheduled, budget is planned, cost is collected, and performance is measured.

When determining the completeness of the project schedule the following questions should be considered:

- Is the WBS and corresponding work package activity coding scheme a direct representation of the work scope in the project?
- Are critical subcontractor scope and schedules fully integrated with the prime schedule at a level that defines key interfaces and the way the effort will be accomplished?
- Are procurement items, material requirements, specialized equipment and Government obligations (GFE/GFI) factored into activity planning?

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PM Values Your Feedback

The Office of Project Management welcomes your comments on the Department's policies related to DOE Order 413.3B. Please send citations of errors, omissions, ambiguities, and contradictions to PMpolicy@hq.doe.gov. Propose improvements to policies at <https://hq.ideascale.com>.



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New LMS for DOE: The *Learning Nucleus*

Sigmond Ceaser, Professional Development Division (PM-40)

The Office of the Chief Human Capital Officer (HC) is implementing a new Learning Management System (LMS) for the Department of Energy. The new LMS, called the *Learning Nucleus*, streamlines the Department's training operations and improves the user experience.

In preparation for the implementation, the Project Management Career Development Program (PMCDP) encourages Federal Project Directors (FPDs) and others to log into the Online Learning Center (OLC) via the [Employee Self Service](#) site to view their current Learning Assignments and complete any outstanding courses. Incomplete courses will not be transferred over to the new LMS. **The last day to complete courses in OLC is Friday, April 20.**

The phased availability of PMCDP courses in the new LMS is as follows:

PMCDP COURSE	AVAILABLE IN LEARNING NUCLEUS
DOE PMCDP Environmental Laws and Regulations	Phase I : April 20, 2018
DOE PMCDP Earned Value Management Systems (24/7)	Phase I : April 20, 2018
DOE PMCDP Scheduling	Phase I : April 20, 2018
DOE PMCDP Project Management Essentials	Phase II : May 4, 2018

Look for DOECASTS announcing the status of the migration to the new Learning Nucleus.

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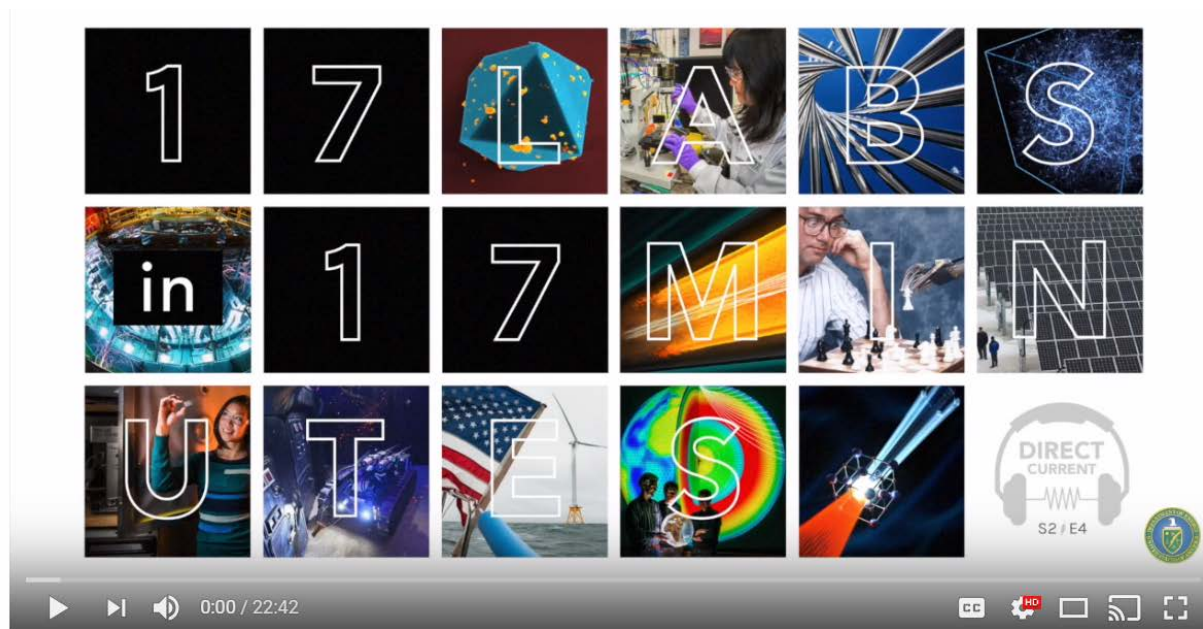
DOE Coolness: 17 Labs in 17 Minutes

Want to learn more about DOE laboratories?

Click the image below to listen to a podcast about all 17 DOE laboratories

Do you have DOE Coolness from your site that you would like to share?

Send the URL to DOECoolness and we'll include it in a future edition.



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[Click here to view training in April/May](#)

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

** To print the FY 2018 Training Strategy, print only pages 25-30 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

32 CLPs

On-Demand
DAU Online

Environmental Laws and Regulations

24 CLPs

On-Demand
OLC

Earned Value Management Systems (24/7)

21 CLPs

On-Demand
OLC

Project Management Essentials

50 CLPs

On-Demand
OLC

Scheduling

21 CLPs

On-Demand
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Click on any button to view details

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Upcoming Training: April - May 2018

Online Training

Cost and Schedule
Estimate and Analysis

5 days / 40 CLPs

April 16-20
New Orleans, LA

Planning for Safety in
Project Management

28 CLPs

April 18 - May 16
Adobe Connect

Managing Contract
Changes

4 days / 32 CLPs

April 30 - May 3
Idaho Falls, ID

Advanced Risk
Management

3.5 Days / 28 CLPs

May 21-24
EMCBC

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Questions/Comments?

Upcoming Training: April - May 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*, April 16-20, 2018 in New Orleans, LA.

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; and
- 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: 001044/0034

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Questions/Comments?

Upcoming Training: April - May 2018

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Planning for Safety in Project Management

PMCDP is offering a desktop delivery of the course, *Planning for Safety in Project Management*, April 18 – May 16, 2018 via Adobe Connect. Webinars will be held Wednesdays from 1:00 – 3:00 pm Eastern.

This course is designed to provide DOE Federal Project Directors with the knowledge needed to clearly define and carry out integrated safety management and quality management. Additionally, it provides participants with the necessary information to ensure that all DOE projects comply with DOE standards of safety. The main objective of this course is to prepare the participant to effectively apply safety management requirements throughout the project acquisition life cycle. Particular emphasis is given to the planning and design phases where application of a Failure Mode and Effects Analysis should identify potential hazards and mitigation strategies. Using a case study, this process examines nuclear, environmental, and worker safety issues in a representative project.

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 Codes: 001035/0061

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Managing Contract Changes

PMCDP is offering an instructor-led delivery of the 4-day course, *Managing Contract Changes*, April 30 – May 3, 2018 in Idaho Falls, ID.

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.

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Advanced Risk Management

PMCDP is offering an instructor-led delivery of the 3.5-day course, *Advanced Risk Management*, May 21-24, 2018 at EMCBC.

The purpose of this course is to provide the Federal Project Director with an advanced understanding of the concepts and applications of risk and opportunity management, within the context of federally managed Department of Energy acquisition projects. This course improves Federal Project Directors' ability to develop and execute project risk management plans and to oversee the risk management activities of their contractors.

The course provides participants with more advanced treatment of risk management principles and concepts. It builds upon the concepts included in the basic Risk Analysis and Management course and reviews topics that are appropriate for Level 3 and 4 Federal Project Directors. It also introduces the notion of opportunity with respect to DOE acquisition project management.

In addition to a review of topics covered in the basic course, participants discuss the impact of technology development and how new technology risks affects the typical project. The course also addresses project risk management software and risk analysis tools, and uses two large capital and operating expense projects to enhance the learning through case study work.

You will earn 28 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.

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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.

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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 21 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.

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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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Lesson 5: Risk Planning (Part 2- Initial Risk Planning)	4
Lesson 5: Risk Planning (Part 3- Finalizing the Plan)	4
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Lesson 7: Quality	3
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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 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 (4/12/2018)

Q1 FY 2018:

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

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FY2018 PMCDP Schedule (4/12/2018)

Q2 FY 2018:

Course Title/CHRIS/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform/ Instructor
Project Risk Analysis and Management CHRIS Code: 001033/0055 Sean Casey	3.5 Days 28 CLPs	January 9-12	Classroom Oak Ridge, TN Peter Rivera
Advanced Earned Value Management CHRIS Code: 002689/0012 Gary Humphreys	3 Days 24 CLPs	January 16-18	Classroom EMCBC John Wood
Front-End Planning Course CHRIS Code: 003176/0001 Edd Gibson	3 Days 24 CLPs	January 17-19	Classroom Pilot Washington, DC
Project Risk Analysis and Management CHRIS Code: 001033/0054 Sean Casey	3.5 Days 28 CLPs	January 22-25	Classroom Aiken, SC Lee Moody
Performance Based Management Contracting CHRIS Code: 001951/0026 Jerry Zimmer	3 Days 24 CLPs	January 23-25	Classroom Golden, CO Lisa Weber
Facilitating Conflict Resolution CHRIS Code: 001558/0026 Peter Bonner	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 Julie Meier	3 Days 24 CLPs	February 6-8	Classroom PILOT Washington, DC Julie Meier
Scope Management Baseline Development CHRIS Code: 001036/0028 Sean Casey	3 Days 24 CLPs	February 6-8	Classroom EMCBC John Wood
Federal Budgeting Process in DOE CHRIS Code: 001034/0033 Alice Murphy	4 Days 32 CLPs	February 12-15	Classroom Golden, CO Lisa Weber

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FY2018 PMCDP Schedule (4/12/2018)

Course Title/CHRIS/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform/ Instructor
Value Management CHRIS Code: 001037/0017 Jeff Rude	3 Days 24 CLPs	February 20-22	Classroom Richland, WA Pamela Packer
Managing Contract Changes CHRIS Code: 002102/0069 Jerry Bertrand	4 Days 32 CLPs	March 5-8	Classroom Aiken, SC Lee Moody
Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0032 Sean Casey	5 Days 40 CLPs	March 12-16	Classroom EMCBC John Wood
Labor Management CHRIS Code: 001038/0013 Don Musacchio	3 Days 24 CLPs	March 13-15	Classroom Richland, WA Pamela Packer
Capital Planning for DOE O 413.3B CHRIS Code: 002152/0013 Sean Casey	16 CLPs	March 19-April 9 Monday/Wednesday 1pm-4pm ET	NA/Desktop Delivery POC: Sig Ceaser
Labor Management CHRIS Code: 001038/0012 Don Musacchio	3 Days 24 CLPs	March 27-29	Classroom Oak Ridge, TN Peter Rivera

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Q3 FY 2018:

Course Title/CHRIS/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Strategic Planning CHRIS Code: 001043/0016 Marvin Gunn	3 Days 24 CLPs	April 10-12	Classroom Aiken, SC Lee Moody
Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0034 Sean Casey	5 Days 40 CLPs	April 16-20	Classroom New Orleans, LA Claudia LeCompte- Johnson
Planning for Safety in Project Management CHRIS Code: 001035/0061 Dana Krupa	28 CLPs	April 18-May 16 Wednesday—1pm -3pm ET	NA/ Desktop delivery POC: Sig Ceaser
Managing Contract Changes CHRIS Code: 002102/0070 Jerry Bertrand	4 Days 32 CLPs	April 30-May 3	Classroom Idaho Falls, ID Tina Wagoner
Advanced Risk Management CHRIS Code: 001042/0025 Chris Gruber	3.5 Days 28 CLPs	May 21-24	Classroom EMCBC John Wood
Executive Communications CHRIS Code: 001031/0040 Shelley Simms	3 Days 24 CLPs	June 5-7	Classroom Richland, WA Pamela Sorenson
Leadership through Effective Communication CHRIS Code: 002366/0031 Mac Bogert	3 Days 24 CLPs	June 5-7	Classroom Oak Ridge, TN Dean Jackson
Project Management Systems and Practices in DOE CHRIS Code: 001024/0048 Dana Krupa	60 CLPs	June 5-July 31 Tue/Thurs 1-3pm EDT	NA/Desktop delivery
Scope Management Baseline Development CHRIS Code: 001036/0029 Sean Casey	3 Days 24 CLPs	June 12-14	Classroom Aiken, SC Lee Moody

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Project Management Simulation CHRIS Code: 001029/0038 Larry Suda	5 Days 40 CLPs	June 18-22	Classroom Oak Ridge, TN Dean Jackson
Federal Budgeting Process in DOE CHRIS Code: 001034/0034 Alice Murphy	4 Days 32 CLPs	June 25-28	Classroom Aiken, SC Lee Moody

Q4 FY 2018:

Course Title/CHRIS/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Project Management Simulation CHRIS Code: 001029/0039 Larry Suda	5 Days 40 CLPs	July 23-27	Classroom Aiken, SC Lee Moody
Managing Contract Changes CHRIS Code: 002102/0071 Jerry Bertrand	4 Days 32 CLPs	July 30-August 2	Classroom Richland, WA Pamela Packer
Advanced Concepts in PM CHRIS Code: 001023/0043 Dana Krupa	50 CLPs	July 31-Sept 25 Tue/Thurs 1-3pm EDT	NA / Desktop delivery
Value Management CHRIS Code: 001037/0019 Jeff Rude	3 Days 24 CLPs	July 31-August 2	Classroom Chicago/Argonne Sandra Geib Ingram
Value Management CHRIS Code: 001037/0018 Jeff Rude	3 Days 24 CLPs	August 7-9	Classroom EMCBC John Wood
Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0033 Sean Casey	5 Days 40 CLPs	August 20-24	Classroom Oak Ridge, TN Peter Rivera
Acquisition Management for Technical Personnel CHRIS Code: 000145/0046 Jerry Zimmer	16 CLPs	August 21-30 Tue/Thurs	NA/Desktop delivery

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Leadership through Effective Communication CHRIS Code: 002366/0032 Mac Bogert	3 Days 24 CLPs	August 28-30	Classroom Aiken, SC Lee Moody
Project Management Simulation CHRIS Code: 001029/0037 Larry Suda	5 Days 40 CLPs	September 10-14	Classroom New Orleans, LA Claudia LeCompte- Johnson
Performance Based Management Contracting CHRIS Code: 001951/0027 Jerry Zimmer	3 Days 24 CLPs	September 11-13	Classroom Richland Pamela Packer

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/Comments?

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.

Access PMCDP on PM-MAX from anywhere: go.max.gov/doe-pm