DOE Project Management News

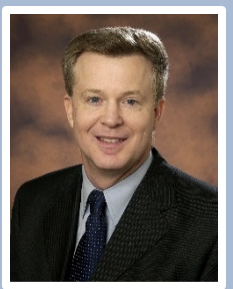
Promoting Project Management Excellence

PM needs your feedback!

We are planning upcoming editions and looking to our readers' feedback to help shape future articles. Click here!

August 2018 Edition

Director's Corner



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

DOE's capital construction projects include some of the most complex projects executed in either the public or private sectors. It is not unusual for these projects to incorporate emerging technology, innovative manufacturing methods, or unique waste processing systems that have never been deployed outside a laboratory environment. This is a risky proposition, with huge cost and schedule overrun implications. In that context, we are always striving to highlight industry best practices to our Federal Project Directors (FPDs) and our contractor partners so they may be better postured to plan and execute these highly complex projects.

All projects have unique challenges, but if properly planned upfront, the probability of delivering a project on budget and on schedule is significantly improved. Projects that perform concurrent technology development and design implementation run the risk of having a constantly changing technical baseline as the technology matures. One of the featured articles in this month's newsletter illustrates the positives of having a rigorous technology maturation program as a part of the upfront project planning process. In this particular instance, the project team was able to take the lessons learned from a full-scale prototype and incorporate them into the final design before the procurement and fabrication of key components was accomplished resulting in significant cost and schedule savings.

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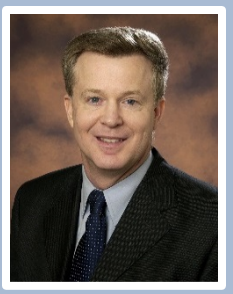
Director's Corner



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

Please also take the time to read the article highlighting some of the key discussions from the recent Construction Industry Institute's (CII) annual conference. These CII conferences are an outstanding forum where the public and private sectors, as well as academia, come together and share experiences, present research findings and reinforce current industry best practices.

Keep Charging!

Sincerely,

Paul Bosco

Test Facility Provides Positive Lessons Learned for the K-West Basin Sludge Removal Project

Roger Quintero, Deputy FPD for the Sludge Removal Project

Click here for the ECRTS Flow Diagram

The Hanford K West (KW) Basin Sludge Removal Project (SRP) received Critical Decision (CD)-4 approval in June 2018. The mission of the SRP was to design and construct the Engineered Container Retrieval and Transfer System (ECRTS) to provide the capability to safely remove highly radioactive (and potentially chemically-reactive) sludge stored in underwater engineered containers in the KW Basin, which poses a threat to the nearby Columbia River. The ECRTS is an integrated set of process systems used to hydraulically retrieve and transfer the sludge from the engineered containers to specially engineered stainless steel Sludge Transport and Storage Containers (STSCs). The scope of the project included new construction of the KW Annex sludge loading facility located adjacent to the KW Basin, and design, installation, and commissioning of the ECRTS in the KW Basin and Annex. The KW Basin/Annex is a hazard category 2 nuclear facility.

The SRP was completed 18 months ahead of schedule and $20 million below the total project cost of $311 million. A major reason for the project's success and a source of positive lessons learned was establishing a test facility early in the project at the Maintenance and Storage Facility (MASF) located in the Hanford site 400 Area. A full-scale high fidelity mockup of the KW Basin pool and Annex was constructed within MASF and used throughout the lifecycle of the project for activities such as technology development, design qualification testing, pre-operational acceptance testing, operator training, procedure development, and readiness preparation.

During the design phase, the test facility was used for technology development and design qualification testing. A rigorous technology maturation program consistent with DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, and DOE G 413.3-4A, *Technology Readiness Assessment Guide*, was followed in the design and testing of the ECRTS equipment. DOE O 413.3B requires identification of design-specific critical technology elements (CTEs) and evaluation of technology

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Test Facility Provides Positive Lessons Learned for the K-West Basin Sludge Removal Project

Roger Quintero, Deputy FPD for the Sludge Removal Project

maturation using Technology Readiness Levels (TRLs). A formal Technology Readiness Assessment (TRA) was conducted in 2009 and determined that the CTEs had been demonstrated at a TRL-4, which entails validation in a laboratory environment, to support the conceptual design. A second TRA performed in 2012 concluded that the CTEs and process integration were at a TRL-6, which entails demonstration in a relevant environment. Subsequently, an Integrated Process Optimization Demonstration (IPOD) was performed on full-scale prototype ECRTS equipment in 2013, and the lessons learned were implemented into the final design of the ECRTS equipment prior to procurement and fabrication of the production hardware that would be used for actual sludge retrieval operations.

The test facility continued to benefit the project during project execution and facility startup. At the completion of procurement in 2016, the ECRTS prototype test equipment was temporarily set aside to make room for the production hardware to be installed in the Basin/Annex mockup for cold commissioning. The MASF Pre-Operational Acceptance Testing (MPAT) was performed to ensure that the process, instrumentation and control system, and ancillary equipment would operate as planned. MPAT compared equipment performance to the baseline established during TRL-6 and IPOD testing and confirmed that the production hardware could be assembled per the design and operate consistent with the design specifications prior to installation in the KW Basin and Annex. Upon successful completion of MPAT, the ECRTS equipment was removed from MASF and reinstalled in the KW Basin and Annex prior to construction acceptance testing and final pre-operational acceptance testing in 2017.

Performing cold commissioning in the non-radiological environment at MASF allowed identification and resolution of problems prior to radiological field deployment, saving project cost and schedule. Problems with system equipment and interfaces were identified and corrected more quickly and easily compared to direct field installation in the contaminated KW Basin and the KW Annex active construction area. The

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MPAT also established the template and procedure for subsequent in-facility testing, minimizing procedure corrections and delays in the contaminated environment. For example, MPAT identified the failure of critical process instrumentation (an instrument spool flow meter) after submerging in the test pool. As a result, the test team was able to perform trouble-shooting and replacement in a non-contaminated environment.

Use of the test facility at MASF also helped the project with readiness preparations. Operator training and procedure development was conducted at MASF, before and after the MPAT, using the optimized and integrated ECRTS prototype left over from the IPOD. During the MPAT, operations personnel shadowed the testing team to observe the full range of ECRTS evolutions. Performance demonstrations using the ECRTS mockup were conducted as part of operational acceptance testing and the Operational Readiness Review (ORR) to ensure personnel demonstrated sufficient knowledge of system operations and conduct of operations. The use of the ECRTS mockup at MASF to train personnel, write procedures, and identify issues in a safe non-radiological environment was identified as a noteworthy practice by both the contractor and DOE Operational Readiness Review (ORR) teams.

DOE authorized the KW Basin/Annex facility to startup ECRTS operations in May 2018. As of July 2018, two STSCs have been loaded with sludge, both very close to 100% fill efficiency. Thus far, the ECRTS process has performed as designed with no significant issues encountered, and facility personnel have demonstrated notable proficiency in operating the system.

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Roger Quintero, Deputy FPD for the Sludge Removal Project

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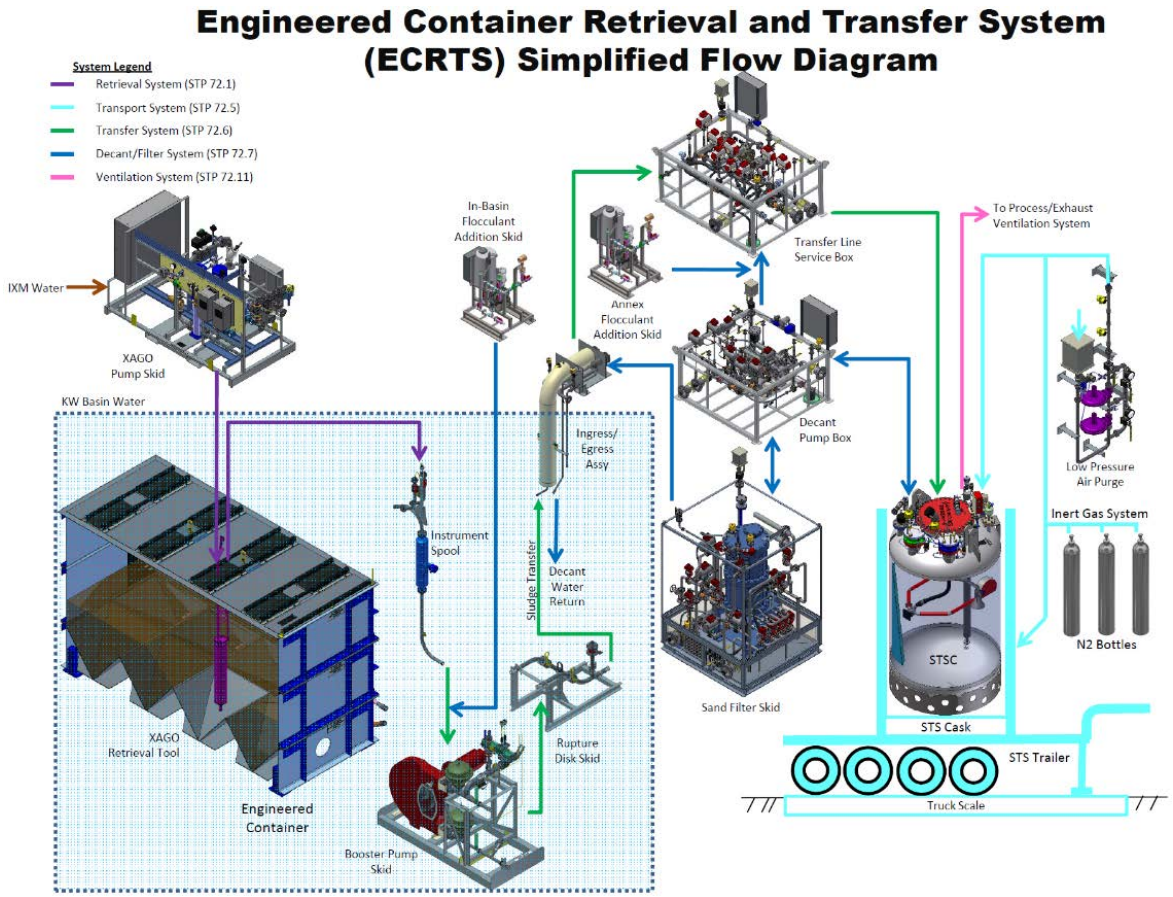

CII Annual Conferences

Brian Kong, Office of Project Controls (PM-30)

The Construction Industry Institute's (CII) annual conference is a premier event for capital asset projects. Our industries' public and private sector organizations including many of our DOE partners with the academia come together to present their research findings. It is an invaluable opportunity to learn and network. The July 2018 annual conference's theme was *imagine – The Value of Transformative Possibilities* and it did not disappoint. The following are some topics presented by the CII research teams (RT) among many other relevant topics in our industry.

RT-DCC-02, Construction Readiness Assessment for Productivity Improvement

Learn how to assess your project's readiness for construction at any point in its development. Effective project execution planning, including planning to maximize labor productivity, requires project management to understand the project's readiness for construction. This research, the first funded by the Downstream and Chemicals Sector Committee, developed a decision support tool that can assess a project's construction readiness by applying new data-analysis methods that the team created by integrating other research into improving field productivity. The strength of the tool derives from the variety of these previous studies, including research that focused on Constructability, Modularization, Activity Analysis, Advanced Work Packaging, the Best Productivity Practices Implementation Index, Planning for Startup, and Preventing Out-of-Sequence Construction Activities. Learn whether your organization is ready for this decision support tool.

RT-340, Corporate Practices for Productivity Improvement

Which practices could you implement at the corporate level to improve productivity enterprise-wide? Most previous productivity research has focused on improvements at the craft and project levels, but these efforts rarely translated into long-term productivity gains. Using the industry's success with corporate safety improvement as a model, RT-340 identified six key practices that must be implemented in order to achieve companywide, lasting improvement. Learn how to implement these key practices and improve the financial future of your organization.

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RT-341, Integrated Project Delivery for Industrial Projects: Collaborate. Integrate. Succeed.

Over the last decade, Integrated Project Delivery (IPD) has been used successfully to deliver a number of commercial construction projects, but it has not yet been widely adopted for industrial projects. Learn which changes to current practices make this IPD approach more effective for industrial projects. RT-341 presented the principles, methods, and tools to implement Industrial Integrated Project Delivery (I^2PD) on your next industrial project.

RT-344, Improved Integration of the Supply Chain in Materials Planning and Work Packaging

How would better visibility into the supply chain change your project delivery? RT-344 research discovered that "visibility" into the supply chain decreases significantly the further the observer is from the source. This could be significant, since industry professionals believe that better visibility can reduce risk by helping them to plan better and giving them greater flexibility to respond to changing project conditions. Learn the 10 key supply chain activities that require decisions, and the 76 items of visibility that enable the project team to make those key decisions. RT-344 presented its research findings regarding the accessibility of the necessary information, the accuracy and trustworthiness of that information, and how frequently the enabling activities are competently executed. These data show the current state of industry practice and highlight the room for improvement related to supply chain management. The team also presented the barriers to supply chain visibility it identified, the strategies it found could improve supply chain visibility in your organization, and the benefits the team expects you to receive.

RT-335, Improving the U.S. Workforce Development System

Everybody on construction projects and in the industry knows the impacts of labor shortages – whether related to skill levels, labor quantity, or both. Join us to hear how we can make the U.S. construction workforce development system effective, and how these recommended changes could reposition the U.S. construction workforce development system as a world leader. RT-335 presented discoveries from its

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research that analyzed U.S. workforce development systems with a focus on identifying their deficiencies and strengths. Further, this research shows how construction industry stakeholders and workforce participants influence workforce development outcomes. The team's conclusions were presented as eight specific policy recommendations that we can consider adopting, supporting, and advocating in order to restore the U.S. construction workforce development system to a world-leading position.

The briefs as well as many videos of the presentations and photos will be available shortly at CII's annual conference downloads website. The website also provides access to prior annual conference material. The RTs will be publishing additional resources, so check out the What's New website. Hope you can join us for the 2019 annual conference August 6 to 8, 2019 at San Diego, California.

To access CII resources, you will need a CII login. If you don't have one, click here to register.

Advice for Commissioning and Starting up a Nuclear Facility[1]

Wilfred Figueroa, Office of Policy & Program Support (PM-50)

Commissioning tests the functionality of systems, subsystems, equipment, and various components comprising nuclear facilities to demonstrate and document safe operations through all modes and under all conditions. Commissioning confirms the delivered assets conform to the design and safety, performance, environmental, and acceptance criteria requirements set by the owner.

To achieve this objective, contract documents should address commissioning and startup. The definition of substantial completion in the contract should include pre-operational, pre-functional, and functional testing. The contract should specify delivery of operation and maintenance manuals within 30 to 60 days of submittal approvals. This would give the commissioning manager early access to needed documentation which will allow for more timely completion of pre-functional and functional tests.

Begin planning for the commissioning process early in design to avoid delays, cost overruns and potential safety hazards even though commissioning and startup activities commence after substantial completion. The commissioning manager should inform the funding request for commissioning activities that span design through project acceptance. Figure 1 depicts the placement of commissioning in the engineering procurement construction timeline. The figure assumes that initial operations precede Critical Decision (CD)-4, *Approve Start of Operations or Project Completion*. In conjunction with commissioning, the project should establish an orderly turnover and acceptance process through which the technical staff may become familiar with operating and maintaining the nuclear facility.

Click here to view the Commissioning and Startup Diagram

1. Adapted from the International Atomic Energy Agency, *Commissioning Guidelines for Nuclear Power Plants*. IAEA Nuclear Energy Series No. NP-T-2.10. Vienna, AU. 2018.

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Advice for Commissioning and Starting up a Nuclear Facility

Wilfred Figueroa, Office of Policy & Program Support (PM-50)

Planning for commissioning should follow the project's commissioning plan. The plan should:

a) Outline relevant management systems;
b) Define roles and responsibilities for the constructing, commissioning, and operations teams spanning planning, design, construction, initial operations, and warranty phases;
c) List minimum qualifications for personnel participating in commissioning activities;
d) Verify safety analysis assumptions and the adequacy of safety and operating margins;
e) Outline testing activities that confirm that in place structures, systems, and components important to safety reflect their designs and meet safety requirements;
f) Detail testing objectives and methods understandable to management and conducive to management control and coordination;
g) Verify operating and emergency procedures;
h) Validate commissioning tests adequately resemble planned operations;
i) Limit tests to only nuclear facility components conforming to assumptions listed in the safety basis analysis;
j) Address utilities needed for commissioning;
k) Outline the format and contents of the report presenting the results of testing and verification activities along with how the report identifies any impacts on or changes to the facility design basis;
l) Outline the format and contents of other commissioning deliverables like progress and monitoring procedures, technical manuals, checkout procedures, operations and maintenance manuals, turnover packages;
m) List commissioning deliverables in a table that identifies the responsible entity and the submission deadline relative to critical decisions.
n) Integrate commissioning activities, milestones, and deliverables including regulatory hold points into the project schedule allowing sufficient time for collecting and interpreting test results; and,
o) Describe the process for addressing testing and verification activity outcomes in revisions to the facility design basis.

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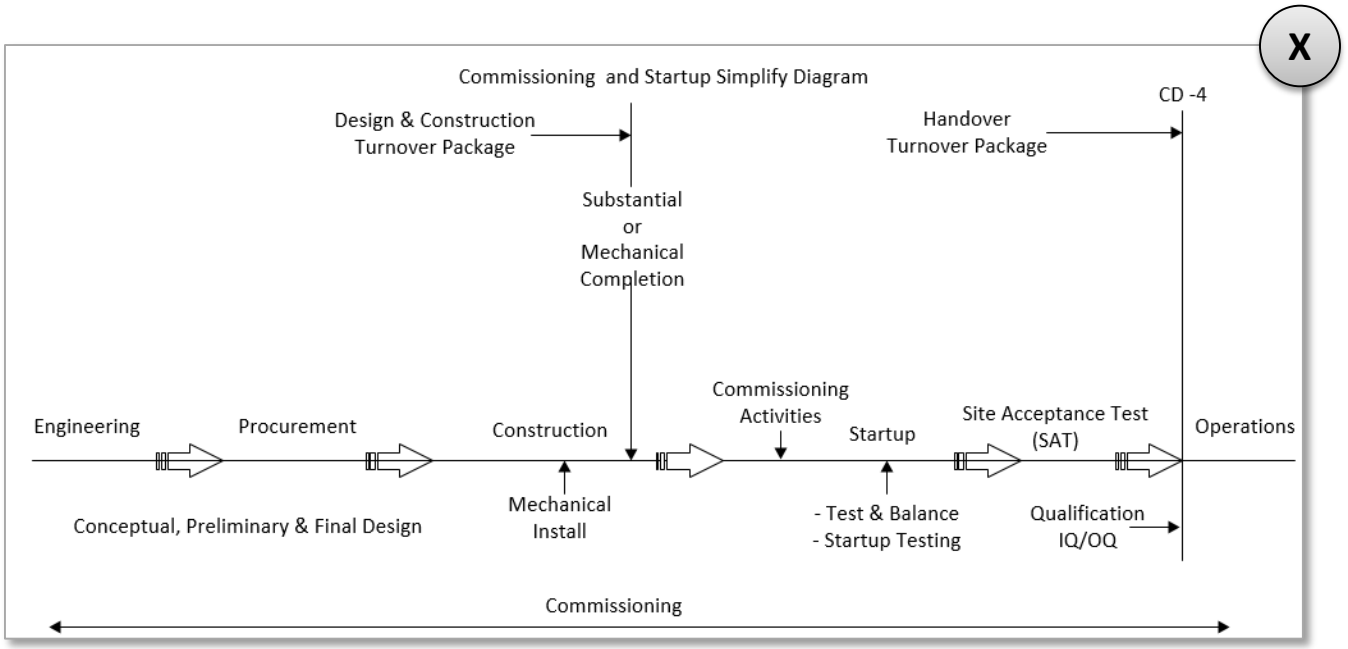
Advice for Commissioning and Starting up a Nuclear Facility

Wilfred Figueroa, Office of Policy & Program Support (PM-50)



PARS Update

Matthew (Zac) West, Performance Team Lead Office of Project Controls (PM-30)

A new PARS reporting period will open for September 2018 (for July 2018 contractor upload data), and the August period will close on the 24th of August. Users will be able to begin their monthly assessment process according to the below processing schedule:

- Thursday, 8/24: New reporting period opens. FPDs, Program Analysts, and PM analysts may begin entering their monthly assessments.
- Tuesday, 8/31: (last business day of each month): Contractors must finalize the upload of their CPP files.
- Friday, 9/6: (third business day): FPDs must finalize their monthly assessments.
- Wednesday, 9/11: (sixth business day): Programs must finalize their monthly assessments.
- Monday, 9/14: (ninth business day): PM analysts must finalize their monthly assessments.
- By the 25th: PM publishes the monthly report.

**** IMPORTANT NOTES ****

Location: The URL for PARS is: https://pars2oa.doe.gov. It is recommended that if you have a previous URL saved within your Favorites/Bookmarks, you delete it as soon as possible as the previous URL will not redirect to the production PARS application. The easiest way to do this is simply click on the Favorites/Bookmarks menu in Internet Explorer, locate the Favorite/Bookmark for PARS and right click. A menu will pop up with an option to "Delete"

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PARS Update

Matthew (Zac) West, Performance Team Lead Office of Project Controls (PM-30)

Did You Know?

Your PM-20 Analyst is the best source of information on PARS processes and procedures. While you are encouraged to first consult the PARS Support Home Page, you are always welcome to go directly to your PM analyst and take advantage of his/her experience and knowledge. The analyst for each project is identified on the Project Attributes/Contacts tab, and their telephone numbers are as follows:

- Peter Bako, 202-287-1940
- David Bustamante, 202-586-4572
- Donald Chandler, 202-287-1668
- Dave Chisenhall, 202-586-8410
- Michael Fenn, 202-287-1879
- Ed Gully, 202-586-5032
- Peter Lynch, 202-586-6953
- Jeff Thomas, 202-287-5847

PARS Change Request (CR) Workflow

The PARS Change Request (CR) Workflow is in place for your recommendations. To submit a new CR, please visit https://community.max.gov/x/iYi2Uw

Help with PARS

If you have any questions about this schedule or your project's specific input, please contact your respective PM analyst. If you have technical questions about PARS, such as how to reset your password, please contact the PARS Help Desk at PARS_Support@Hq.Doe.Gov. And, as always, PARS documentation, Frequently Asked Questions (FAQs) and other helpful information can be found at https://pars2oa.doe.gov/support/Shared%20Documents/Forms/AllItems.aspx

Upcoming Training

Leadership through Effective Communication	Project Management Simulation	Performance-Based Management Contracting	Leadership through Effective Communication
3 days / 24 CLPs	*5 Days / 40 CLPs*	*3 Days / 24 CLPs*	*3 days / 24 CLPs*
August 28 – 30 Aiken, SC	September 10-14 New Orleans, LA	September 11-13 Richland, WA	September 12-14 Washington, DC

*On-Demand Online Training***

***On-Demand courses are available at any time*

Contracting Officer Representative	Environmental Laws and Regulations	Earned Value Management Systems (24/7)
32 CLPs	*24 CLPs*	*21 CLPs*
DAU Online	DOE Learning Nucleus	DOE Learning Nucleus

Click on any button to view details

Project Management Essentials	Scheduling
50 CLPs	*21 CLPs*
DOE Learning Nucleus	DOE Learning Nucleus

Upcoming Training

X

Leadership Through Effective Communication

PMCDP is offering an instructor-led delivery of the 3-day course, *Leadership Through Effective Communication,* August 28-30, 2018 in Aiken, SC.

This course is a highly interactive session focused on developing powerful communication skills to lead people and manage projects. The course emphasizes personal communications preferences and the impacts of these preferences on others, and provides tips and techniques for maximizing effectiveness in leading project teams. Skills-based lessons include:

- The use of different communications styles
- Techniques for managing conflict
- Giving and receiving feedback
- Decision-making

The course provides a practical and effective toolkit for communicating in a project-focused environment, and a resource list for continuous learning.

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

CHRIS Code: 002366/0032

Upcoming Training

X

Project Management Simulation

PMCDP is offering an instructor-led delivery of the 5-day course, *Project Management Simulation*, September 10-14, 2018 in New Orleans, LA.

This course provides the participant with the fundamental concepts of project management in the federal government, with an emphasis on application of tools and techniques to manage a federal acquisition project. This course will include information to satisfy mid-level requirements development and management processes, systems engineering, life cycle logistics, test and evaluation, and competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model.

Discussions of the project life cycle phases will integrate the systems engineering process and related test and evaluation decisions made by the integrated project team (IPT). Expanding on the integrated approach, the course includes information on how to develop an Integrated Master Plan (IMP), and also consider the total cost of ownership and life cycle costs (LCC). Finally, the participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.
Learning Objectives:

- Explain the IPT's role in relation to acquisition within the project life cycle
- Relate the systems engineering process to the technology acquisition process
- Describe the Test and Evaluation team's function, the Master Test Strategy, and the V Model for testing
- Discuss the process to develop an Integrated Master Plan (IMP)

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: 001029/0037

Upcoming Training

X

Performance-Based Management Contracting

PMCDP is offering an instructor-led delivery of the 3-day course, *Performance-Based Management Contracting,* September 11-13, 2018 in Richland, WA.

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: 001951/0027

Upcoming Training

X

Leadership Through Effective Communication

PMCDP is offering an instructor-led delivery of the 3-day course, *Leadership Through Effective Communication,* September 12-14, 2018 in Washington, DC.

This course is a highly interactive session focused on developing powerful communication skills to lead people and manage projects. The course emphasizes personal communications preferences and the impacts of these preferences on others, and provides tips and techniques for maximizing effectiveness in leading project teams. Skills-based lessons include:

- The use of different communications styles
- Techniques for managing conflict
- Giving and receiving feedback
- Decision-making

The course provides a practical and effective toolkit for communicating in a project-focused environment, and a resource list for continuous learning.

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

CHRIS Code: 002366/0033

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.

Upcoming Training

X

Environmental Laws and Regulations

PMCDP hosts on DOE's Learning Nucleus 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 Learning Nucleus

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.

Upcoming Training

X

Earned Value Management Systems (24/7)

PMCDP hosts on DOE's Learning Nucleus 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 Learning Nucleus

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.

Upcoming Training

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Project Management Essentials

PMCDP hosts on DOE's Learning Nucleus 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 Learning Nucleus

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

Upcoming Training

X

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

Upcoming Training

X

Scheduling

PMCDP hosts on DOE's Learning Nucleus, 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 Learning Nucleus

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.

PM Values Your Feedback

Click on any of the buttons below to view the details

- On DOE's Policies
- On PARS
- On PMCDP's Online Courses Through the Learning Nucleus
- On the PMCDP Application in ESS
- On PM-MAX
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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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If you have any questions about this schedule or your project's specific input, please contact your respective PM analyst. If you have technical questions about PARS, such as how to reset your password, please contact the PARS Help Desk at PARS_Support@Hq.Doe.Gov. And, as always, PARS documentation, Frequently Asked Questions (FAQs) and other helpful information can be found at https://pars2oa.doe.gov/support/Shared%20Documents/Forms/AllItems.aspx

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Have a question, found a bug or glitch in a PMCDP online course, or want to provide feedback on a PMCDP course you took through DOE's Learning Nucleus? We have a mailbox for that! Submit your issues through PMCDPOnlineCourseSupport@hq.doe.gov

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Can't put your finger on a document or information you were told is available on PM-MAX? Looking for the PMCDP Training Schedule and cannot find it? Looking for information on DOE Project Management? Submit your questions and queries to PMWebmaster@doe.gov. Check out these links below for information related to FPD Certification and the PMCDP Training

Direct Link	Copy / Paste
PMCDP Training Schedule	*https://community.max.gov/x/BgZcQw*
Interactive Curriculum Map	*https://community.max.gov/download/attachments/1131743153/PMCDP%20Interactive%20Map.pdf?version=1&modificationDate=1512482483778&api=v2*
FPD Certification Application Templates	*https://community.max.gov/x/uAd1Qw*
Certification Equivalency Guidelines	*https://community.max.gov/download/attachments/1131743160/June_2015_CEG_FINAL.pdf?version=1&modificationDate=1472838487652&api=v2*
Course Materials including video recordings of Desktop Deliveries	*https://community.max.gov/x/UAT3Rw*

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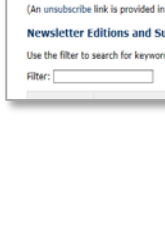

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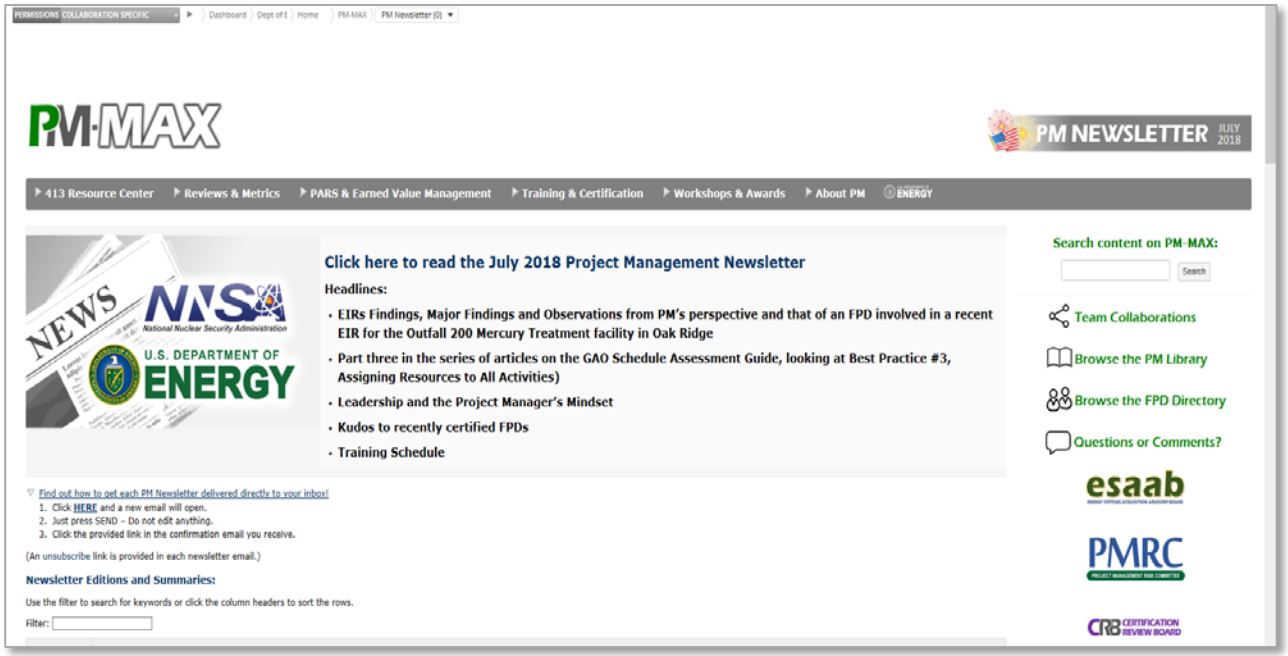

Questions or Comments

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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