DOE Project Management News

Promoting Project Management Excellence

November 2018 Edition

Director's Corner

Mike Peek,
Acting Director of the Office of Project Management (PM)

As many of you know, Paul Bosco has accepted the position of Principal Deputy Assistant Secretary for Corporate Services in the Office of Environmental Management. During his tenure as the Director, first with the Office of Engineering and Construction Management, then with the Office of Acquisition and Project Management, and most recently with the Office of Project Management Oversight and Assessments, Paul has had a significant impact on DOE's project management community and processes. As a result, the Department's ability to successfully deliver capital asset construction projects providing mission critical facilities and capabilities reached a high-water mark of 93% in the 3-year reporting period ending September 30, 2018. As Paul starts his new adventure in EM, we wish him all the best and know he will continue to do great things for the Department.

As mentioned above, the Department successfully delivered 93% of its capital asset construction projects in the reporting period that ended on September 30, 2018. This is a direct reflection of the hard work and effort that each of you have made. As we enter a new fiscal year with the most robust budget in the Department's history, I encourage you to continue "doing what you're doing".

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At the same time, remember that there are reasons behind the project management processes and procedures the Department has adopted. Based on best practices and lessons learned across the DOE/NNSA complex, by other Federal agencies, and in the commercial sector, the Department's project management processes and procedures provide a repeatable, consistent formula for successful project delivery. As some of our largest projects can take a decade or more to plan and execute, it's critical that we constantly strive for project management excellence in support of the Department's mission and as stewards of taxpayers' dollars.

Sincerely,

Mike Peek

2019 PM Workshop: Save the Date!

The Department of Energy Office of Project Management (PM) is pleased to announce the 2019 Project Management Workshop will be held **April 23-24, 2019** at the Hilton Washington D.C. National Mall with a project controls session during the morning of **April 25**. The workshop will again offer the opportunity to discuss project management challenges with senior leadership, review best practices, share lessons learned, recognize excellence, and on the final day, focus on project controls. The workshop is a designated training event, and attendees will earn continuous learning points (CLPs) for participation. Be on the lookout for details about the location, agenda, and registration process in future newsletters.
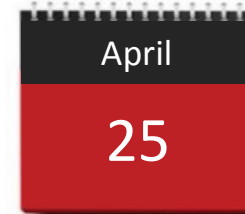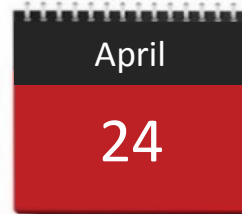
April 23	April 24	April 25

Project Management Workshop   *Project Controls*

Preparing for an Independent Cost Estimate, Independent Cost Review, or an External Independent Review

Dave Chisenhall, Office of Project Assessments (PM-20)

At DOE, the Independent Cost Review (ICR), Independent Cost Estimate (ICE), and External Independent Review (EIR), are reviews conducted by the Office of Project Management (PM) on projects over $100 million in estimated total project cost in conjunction with a critical decision (CD) or a Baseline Change Proposal (BCP), or as requested by the Project Management Executive (PME). An ICR is an independent evaluation of a project's cost estimate that examines its quality and accuracy, with an emphasis on specific cost, schedule and technical risks. It involves analysis of the existing estimate's approach and assumptions. An ICE builds an external cost estimate based on the same detailed technical and procurement information utilized by the project team, and is reconciled with the project team's estimate to improve the overall quality of the project cost estimate. The EIR is performed by personnel from DOE-PM, augmented by subject matter experts as appropriate, to support validation of the performance baseline at CD-2, Construction/Execution Readiness at CD-3, or a when a BCP occurs. More information about these reviews and other project reviews the Department completes in executing capital asset projects can be found in DOE Guide 413.3-9A, *Project Reviews for Capital Asset Projects*.

All of the reviews discussed are intended to provide decision makers with additional information and perspective to make better informed decisions at each critical decision or project milestone. These reviews assist the Federal Project Director (FPD) and Integrated Project Team (IPT) in improving project planning and estimating as well as provide confidence to all stakeholders that the best decisions are being made and realistic project costs and completions dates are established. Conducting a successful review is a collaborative effort between the IPT and the PM review team. The following page includes a few points for the FPD and IPT to consider when preparing for a review.

Preparing for an Independent Cost Estimate, Independent Cost Review, or an External Independent Review

Dave Chisenhall, Office of Project Assessments (PM-20)

- Communication
- Understand Documentation Requirements
- Be Flexible
- Positive Attitude
- Provide Feedback

Communicate early and often. There is no such thing as too much communication when preparing for a project review. Since each review is unique to the project, upfront proactive communication to establish and understand the review process, schedule, and logistics is key. Weekly review preparatory meetings and conference calls/WebEx's facilitate focus on information needed/shared and allows for more effective use of time during the site visit. This is critical when developing the schedule for the on-site portion of the review, to include the interview schedule with specifics of subject, location, time, and persons to participate. Spending time and energy over communicating on the front-end will pay big dividends during the on-site review and report finalization.

An effective and well-executed ICE, ICR or EIR increases the likelihood that the IPT and FPD will deliver the project successfully meeting its performance baseline – scope, cost, and schedule. Incorporating these simple points in your next review could assist with leading your project to success.

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Fully understand the documentation requirements. Reviews require a significant amount of documentation; therefore, developing a concise index at the beginning of the review process will greatly benefit both review team members and aid in maintaining the document hierarchy throughout the process. Project documentation review is a significant portion of any review, and consequently having insufficient or missing documentations hinders the review and delays and could result in a less than optimum review result.

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Communication

Understand Documentation Requirements

◀ **Be Flexible**

Positive Attitude

Provide Feedback

Be flexible. While the IPT and PM review plan/schedule is created with great forethought, it will nevertheless require adjustments as the review progresses. Be prepared to adjust interviews during the on-site portion of the review as new lines of inquiry are identified, or new documentation is needed. Invariably, as the PM review team increases their body of knowledge on the project, insights gained during the course of an interview can change the review approach and lines of inquiry.

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Understand Documentation Requirements

Be Flexible

Positive Attitude

Provide Feedback

Maintain a positive attitude throughout the review. Reviews tend to have a stressful stigma attached, for both the IPT and PM review teams. Everyone desires a successful review, and sometimes a particular line of inquiry can be perceived as questioning a team member's subject matter expertise, when the bottom-line is simply to fully understand the IPT's basis of the cost or issue. Reviews go well when the FPD and IPT are confident and enthusiastic. The project team wants to show the review team the work they have accomplished, and the FPD and IPT want the review team to help improve the project. A positive attitude is contagious and beneficial to all involved in the review process.

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Provide Feedback

Provide feedback. Review the draft report for factual accuracy and ensure you understand the review's result, to include cost, schedule, risk analysis, or any findings, observations, or recommendations. In addition, lessons learned should be shared with the PM review team and vice versa. Suggestions for how PM can better execute a review are always welcomed and encouraged. We all improve when lessons learned are captured and shared.

An effective and well-executed ICE, ICR or EIR increases the likelihood that the IPT and FPD will deliver the project successfully meeting its performance baseline – scope, cost, and schedule. Incorporating these simple points in your next review could assist with leading your project to success.

FPD Spotlight: Adam Bihary, FPD on the Proton Improvement Plan-II (PIP-II)

The Proton Improvement Plan-II (PIP-II) project is a state-of-the-art linear accelerator, which replaces the ~50 year old front-end portion of Fermilab's existing accelerator complex. With international partners, PIP-II will enable the world's most intense beam of neutrinos to the international Deep Underground Neutrino Experiment (DUNE), and support a broad physics program for decades of new particle physics discoveries.

The PIP-II (sponsored by the Office of Science's High Energy Physics Program) received its CD-1 approval in 2018 with a DOE cost range of $653M-$928M and estimated FY2030 completion date. The Integrated Project Team (IPT) is currently working to establish a baseline in 2019. In parallel to maturing its estimates and management systems, PIP-II continues a broad research and development program to reduce technical risks, and refine the agreements and planning with international partners. PIP-II will be the first U.S. accelerator project with significant international contributions.

"PIP-II never keeps me up at night… because my kids do that"

PIP-II Fact Sheet

Project Website

While preparing for CD-1, international partnerships were still assembling and negotiating the scope contributions. Many project elements had a high degree of certainty and stability, but the unknown factors affected how the IPT assembled its information and preparation timeframes for reviews. The IPT worked hard to clarify unresolved issues by conducting multiple review planning meetings with the Office of Project Management (PM) and Office of Science's Office of Project Assessment (SC OPA), continually aligning expectations, raising concerns, and agreeing on solutions. Both PM and SC OPA allowed flexibility in scheduling document submittals to facilitate time for refinements, while the IPT delivered in an organized way following an agreed upon path. Video conferencing enhanced engagement and cross-discussion that significantly helped with review preparations and knowledge transfer.

FPD Spotlight: Adam Bihary, FPD on the Proton Improvement Plan-II (PIP-II)

Q: Was the Independent Cost Review (ICR) effective in assessing the project cost and schedule estimate; were expectations met; any surprises?

The ICR provided excellent feedback to the IPT, which led to lessons learned for future projects regarding analysis of alternatives, deeper insights into scope areas requiring closer attention as the project proceeds based on observations during drilldowns, and quick improvements we could make to our risk analysis. The ICR complimented the Independent Project Review (IPR) as well. Along with coordinating the schedule of the reviews, the focuses of the review charges led to complimentary findings and recommendations. For example, both reviews recommended the same adjustment amount to the upper cost range, but interestingly based on different methodologies.

Although not part of the review charge, we solicited the ICR team's feedback on PIP-II's "plan to CD-2". This helped us understand how to adjust the post CD-1 resource-loaded schedule (RLS) development timeframes and plan for additional project controls staffing.

Q: Describe your experience with leading the IPR led by SC-28.

Like the ICR, scale, complexity and evolving clarity of information was also a challenge for the IPR. We scheduled review planning meetings to set common expectations and provided staged information in a clear and organized manner. The information itself is complicated enough, you don't want to add problems by providing the information in a confusing way. The broader nature of an IPR led to other helpful insights on international planning, project office staffing, and project governance.

Continued on next page…

FPD Spotlight: Adam Bihary, FPD on the Proton Improvement Plan-II (PIP-II)

Q: In preparing to achieve CD-1 approval, please explain how the ICR and IPR process assisted you and the IPT? Would you make any procedural changes in approaching CD-2 approval?

The schedules for both reviews were well-aligned, which minimized duplication when assembling documents and presentations. This avoided unnecessary efforts on the project team and allowed the review teams to share findings/insights. We were able to coordinate drill-down plans between both reviews to ensure a broader cross-section of the project's work breakdown structure (WBS) received a thorough review. This ultimately raised the IPT's confidence in the CD-1 documentation.

The challenge of tracking and assembling so much additional information for CD-2 has led us to a more organized approach going forward. Our IPT now uses an RLS/EVMS development dashboard and a CD-2 deliverables schedule report to surmise a monthly progress assessment toward CD-2.

Q: How did you prepare for the PMRC briefing? Were unexpected questions received? Did PMRC feedback lead to any course corrections?

The IPT debriefed and took actions following internal CD-1 reviews, IPR, and ICR. We had multiple briefings with Office of Science management, which resulted in various exercises to analyze scenarios or do risk assessments. In addition, I reached out to other major system project FPD's to learn from their experiences on reviews, PMRCs, and ESAABs. The PMRC has the benefit of using a similar cross-functional membership as ESAABs, so their feedback helped us improve the ESAAB presentation as well. All of this helped our IPT to focus on the most critical aspects of PIP-II from the perspective of an Under Secretary. Since ESAABs are brief and considered high level, less strategic details had to be omitted.

FPD Spotlight: Adam Bihary, FPD on the Proton Improvement Plan-II (PIP-II)

Q: Following the briefing presented to the ESAAB (equivalent Office of Science approach for approving CD-1) did you perceive the experience was beneficial; if yes, explain why?

The experience was extremely beneficial. As for any project, our Project Management Executive (PME) is a critically important stakeholder. However, for an international project, the PME is also key to engaging international partners and securing their commitments. The questions raised by the PME at the ESAAB were thoughtful, and clarified senior leadership's highest concerns. That gave us better insight into issues that need additional focus as we prepare for CD-2.

Q: What were the key takeaways in how your IPT successfully navigated the CD-1 reviews and ESAAB?

- **Organize** your project information to facilitate more successful reviews. Be clear on what is developed versus what will be developed. Don't be afraid to proactively highlight where unique aspects or higher uncertainties exist to facilitate more meaningful feedback at the reviews.

- **Communicate** clearly with review teams and stakeholders to align expectations. This helps the project better prepare and avoids unnecessary confusion at the review itself.

- Embrace and **leverage** the insights you gain from every internal review, external review, and briefing (including PMRC) to improve your project and refine the IPT's understanding of the key aspects that a PME should know when making a critical decision.

PARS Enhancements: An Update

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

The Project Assessment and Reporting System (PARS) will deploy an enhancement in June 2019 to add Encore Analytics' Empower software. This enhancement will provide more in-depth insight to performance and earned value management data for better analysis and reporting. Other ways the change will benefit users include a more intuitive view of project data, easier access to the analytic tools in PARS, and improved export capability to Excel and other programs. The current analytics and reporting software, BIRST, will be retired in the transition. A seven-day PARS outage is scheduled to take place over the Memorial Day Weekend in 2019 to effect this transition. There will be multiple training opportunities prior to the transition for users to learn how Empower will work in the PARS environment.

The transition will maintain some BIRST reporting capabilities not available in Empower by embedding a SQL Reporting tool in the PARS project and enterprise folders. With this feature, there are opportunities to further customize current reports and for users to gain different perspectives on project performance. DOE is wrapping up a series of user forums with the programs this month to both share information on the updates to PARS and to solicit contractor and federal user input. As of October 31st, 124 of the 330 users (38%) have taken part in a user forum online with 60 comments or recommendations recorded to date. Further discussions with EFCOG are planned before these forums are complete. The outcome of these forums will be shared at the Project Management Workshop this spring.

So why change? The need to move from BIRST is primarily due to updated security requirements that BIRST does not support and to gain stability in the PARS environment. Over this past year, BIRST software advances have not been compatible with the PARS appliance server options for the BIRST platform. As these concerns arose, a feasibility study and business case analysis were conducted, taking into account (1) the acquisition and maintenance cost of various systems, (2) technical platform requirements for long term use, (3) on-going support from the vendors, and 4) leveraging a common skillset. We compared that to what we were currently doing for BIRST to remain operational (status quo) and the business decision was to "buy" Empower and use SQL Server Reporting Services. After looking at several EVM tools and comparing and contrasting with the current BIRST software, the study clarified the savings in man-hours, technical relevance, and acceptance of the system.

PARS Enhancements: An Update

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Contractors will continue to upload data into the PARS application and PARS will provide the data to Empower in an optimized format. It is important to note that DOE does not change the data received from a contractor other than to normalize field labels across all of DOE, e.g., LB is changed to Labor. The current user interface will undergo minor changes and a new updated data extractor will be released to upgrade current Microsoft Office technology and to allow for additional analysis and report capabilities to best support the features within Empower. In addition, vendors, such as CloudEVM and for Project plan to develop functionality in their respective tools to provide direct export of formatted data to PARS. While data is provided to Empower, PARS will continue to store data, as uploaded by a contractor, as the official record.

The Empower and SQL reports will provide improved capability and functionality to include data quality indicators for EVMS health for those tests which can be automated. The current workflow process of contractors uploading and publishing their project data, followed by FPD analysis, review and comment; program level analysis, review and comment; and for projects over $50 million, DOE PM analysis, review and comment will remain in place. The updated PARS will add capabilities to better support contractor EVMS self-surveillance for improved governance of EVMS compliance and continuous improvement.

Look for training announcements and future articles in the PM Newsletter in the April and May 2019 time frame. If you have further questions regarding this or any previous articles on PARS and EVMS, please contact PM-30.

PARS Reporting Period Update

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

A new PARS reporting period will open for December 2018 (for October 2018 contractor upload data), and the November period will close on the 28th of November. Users will be able to begin their monthly assessment process according to the processing schedule below:

November 28
Wednesday, 11/28: New reporting period opens. FPDs, Program Analysts, and PM analysts may begin entering their monthly assessments.

November 30
Friday, 11/30 (last workday of each month): Contractors finalized the upload of their CPP files.

December 5
Wednesday, 12/5 (third workday): FPDs finalized their monthly assessments.

December 10
Monday, 12/10 (sixth workday): Programs finalize their monthly assessments.

December 13
Thursday, 12/13 (ninth workday): PM analysts finalize their monthly assessments.

December 26
By the 26th: PM publishes the monthly report. (We will work to publish by Friday, 12/21, if possible)

** 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"

What is Vertical and Horizontal Schedule Traceability?

David Kester, Office of Project Controls (PM-30)

The U.S. Government Accountability Office (GAO) Schedule Assessment Guide (GAO-16-89G) presents ten best practices associated with developing and maintaining a reliable, high-quality project schedule. The Guide also presents principles for use by auditors to evaluate schedules on government programs and projects. This article is the fifth in the series describing various characteristics of high-quality schedules that meet the criteria outlined in the GAO Schedule Assessment Guide addresses Best Practice 5: Verifying That the Schedule Can Be Traced Horizontally and Vertically.
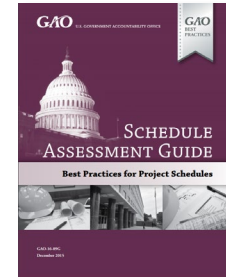
According to the GAO, a well-planned schedule is a fundamental management tool that can help government programs and projects use public funds effectively by specifying when work will be performed in the future and measuring program performance against an approved plan. As a model of time, an integrated and reliable schedule can show when major events are expected as well as the completion dates for all activities leading up to them, which can help determine if the project's parameters are realistic and achievable.

The Integrated Master Schedule (IMS) is organized in a hierarchy that is logically tied within a critical-path method (CPM) network. See Figure 1. The lowest level of the network schedule forms the foundation of horizontal and vertical schedule integration. It should include the detailed activities that depict the authorized work scope representing all work packages and planning packages identified in the performance measurement baseline (PMB). The detailed schedule should consider all horizontal interdependencies between and among control accounts, work packages, and planning packages.

Integral to establishing the PMB and critical to the success of any project is the use of a fully integrated, networked schedule that establishes and maintains a network relationship between technical achievement and the schedule status. The schedule should correlate with the programmatic and technical objectives

What is Vertical and Horizontal Schedule Traceability?

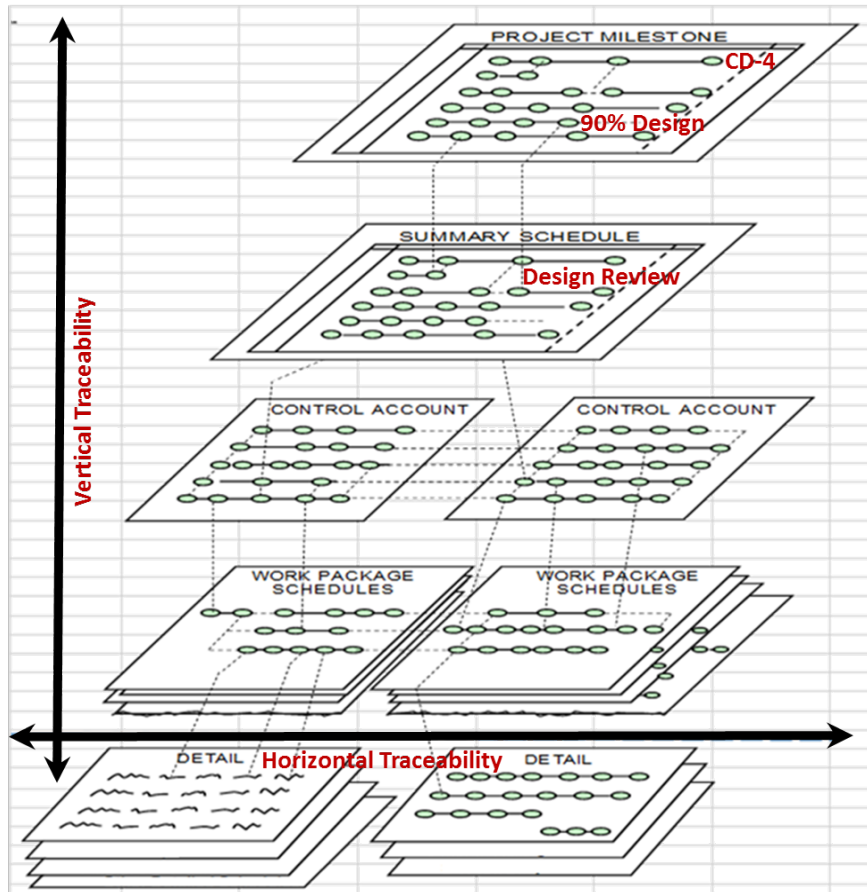**David Kester, Office of Project Controls (PM-30)**

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Figure 1: Integrated Master Schedule (IMS)

What is Vertical and Horizontal Schedule Traceability?

David Kester, Office of Project Controls (PM-30)

found in the project execution plan (PEP). The schedule serves as the main communication tool to ensure that both the government and contractor are aware and knowledgeable of the programmatic and technical objectives, and, how and when they will be accomplished. While the project scope and statement of goals found in the PEP make clear the expected output of the project, important elements that need inclusion in the schedule are the interdependent activities, resources and durations needed to achieve the quality and technical specifications of the work scope and outputs. The achievement of such stipulated standards determines the successful execution of the project. The combination of the two form a hierarchy of project milestones and events each being supported by specific accomplishments, and each accomplishment associated with specific criteria to be satisfied for its completion. In general, the PEP helps define the master plan for top-down planning and the project schedule as the bottom-up plan for achieving the overall objective.

All levels of schedule hierarchy combine to form the IMS. The master milestone, summary, and intermediate level schedules are summarized roll-ups of the detailed activity schedule. Supplemental schedules, such as subcontractor schedules should be integrated into the IMS at the detailed level. Horizontal schedule traceability demonstrates that the overall schedule is rational, has been planned in a logical sequence, accounts for the interdependence of detailed activities and planning packages, and provides a way to evaluate status. Schedules that are horizontally traceable depict logical relationships between different project elements and product handoffs. Horizontally traceable schedules support the calculation of activity and milestone dates, and the identification of the critical path. Vertical schedule traceability demonstrates the consistency of data between different levels of a schedule—summary, intermediate, and detailed. When schedules are vertically traceable, lower-level schedules are clearly consistent with upper-level schedule milestones, allowing for total schedule integrity and enabling different teams to work to the same schedule expectations. In this way, management can base informed decisions on forecasted dates that are reliably predicted in detailed schedules through network logic and actual progress to date.

What is Vertical and Horizontal Schedule Traceability?

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Horizontal and vertical schedule traceability demonstrates that the project schedule:

- Is rational;

- Has been planned in a logical sequence;

- Accounts for the interdependence of detailed activities;

- Aligns with how technical performance will be accomplished; and

- Provides an objective way to evaluate programmatic status.

If you have further questions regarding this or any previous schedule article, please contact PM-30.

Directives Program Relocates Guides

The Directives Program has moved DOE Guides into a separate part of its Website. Find them under "Guidance" and no longer under "Directives." Bookmark https://www.directives.doe.gov/guidance or use https://go.usa.gov/xPwqJ to access the DOE 413.3-related guides.

Upcoming Training

Click here to view training in November/December

Click Here for the Full FY 2019 Training Strategy*

To print the FY 2019 Training Strategy, print only pages 34-36 of this document

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

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

Click on any button to view details

Upcoming Training: November – December 2018

Executive Communications

3 Days / 24 CLPs

November 28-30
Washington, DC (EERE)

Capital Planning for DOE O 413.3B

16 CLPs

Nov. 27 – Dec. 18
Adobe Connect

Labor Management Relations

3 Days / 24 CLPs

December 4-6
Golden, CO

Managing Contract Changes

4 Days / 32 CLPs

December 10-13
Oak Ridge, TN

Upcoming Training: November – December 2018

X

Executive Communications

PMCDP is offering an instructor-led delivery of the 3-day course, *Executive Communications,* November 28-30, 2018 in Washington, DC (EERE).

This course helps you take a nimble approach to leading project managers, managing direct reports and managing the expectations of senior audiences. This course focuses on the senior-level leadership competency, as defined by the latest FAC-P/PM policy, and will take a deep dive into managing relationships, communication, conflict management, and diversity with an eye to building and maintaining a high-performance team. By the end of the course, participants will know how to strategically position the organization to take advantage of new opportunities by developing and improving products and services. Participants will also have the skills needed to facilitate effective business partnerships with the CO, CAO, senior-level agency advisors, and other business advisors and program stakeholders. Finally, participants will be able to identify, assess and resolve programmatic problems, and use sound judgment to identify corrective courses of action.

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

CHRIS Codes: 001031/0041

Capital Planning for DOE O 413.3B

PMCDP is offering a desktop delivery of the course, *Capital Planning for DOE O 413.3B*, November 27 – December 18 via five Adobe Connect webinars. Webinars will be held Tuesdays and Thursdays 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.

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: 002152/0014

X

Upcoming Training: November — December 2018

X

Labor Management Relations

PMCDP is offering instructor-led deliveries of the 3-day course, *Labor Management Relations,* December 4-6, 2018 in Golden, CO.

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: 001038/0014

Upcoming Training: November – December 2018

X

Managing Contract Changes

PMCDP is offering an instructor-led delivery of the 4-day course, *Managing Contract Changes,* December 10-13, 2018 in Oak Ridge, TN.

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: 002102/0072

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Upcoming Training

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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 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.

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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.

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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

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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

Upcoming Training

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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.

PMCDP FY 2019 Training Schedule

Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Executive Communications CHRIS Code: 001031/0041	3 Days 24 CLPs	November 28-30	Washington DC (EERE) Classroom
Capital Planning for DOE O 413.3B CHRIS Code: 002152/0014	16 CLPs	Tue/Thursdays 1-4pm November 27-December 18	Adobe Connect
Labor Management CHRIS Code: 001038/0014	3 Days 24 CLPs	December 4-6	EERE, Golden, CO Classroom
Managing Contract Changes CHRIS Code: 002102/0072	4 Days 32 CLPs	December 10-13	Oak Ridge, TN Classroom
Federal Budgeting Process CHRIS Code: 001034/0035	4 Days 32 CLPs	January 7-10	New Orleans, LA Classroom
Cost and Schedule Estimation CHRIS Code: 001044/0035	5 Days 40 CLPs	January 7-11	Aiken, SC Classroom
Leadership through Effective Communication CHRIS Code: 002366/0034	3 Days 24 CLPs	January 15-17	Golden, CO Classroom
Leadership through Effective Communication CHRIS Code: 002366/0035	3 Days 24 CLPs	January 22-24	Oak Ridge, TN Classroom
Project Management Systems and Practices in DOE CHRIS Code:001024/0049	60 CLPs	Tue/Thursdays 1-3pm January 22-March 12	Adobe Connect

PMCDP FY 2019 Training Schedule

Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Advanced Risk Management CHRIS Code: 001042/0026	4 Days 28 CLPs	January 29-February 1	Golden, CO Lisa Weber
Facilitating Conflict Resolution CHRIS Code: 001558/0027	24 CLPs	Wednesdays 11am-12:30pm January 30-March 13	Adobe Connect
Strategic Planning CHRIS Code: 001043/0018	3 Days 24 CLPs	February 19-21	Golden, CO Lisa Weber
Program Management and Portfolio Analysis CHRIS Code: 001025/0035	5 Days 40 CLPs	February 4-8	Oak Ridge, TN Peter Rivera
Project Risk Analysis and Management CHRIS Code: 001033/0057	3.5 Days 28 CLPs	March 5-8	Golden, CO Lisa Weber
Performance Based Management Contracting CHRIS Code: 001951/0028	3 Days 24 CLPs	March 12-14	Berkeley, CA Lauren Martinez
Scope Management Baseline Development CHRIS Code: 001036/0030	3 Days 24 CLPs	March 12-14	Oak Ridge, TN Peter Rivera
Advanced Concepts in Project Management CHRIS Code: 001023/0044	50 CLPs	Tue/Thursdays 1-3pm April 2-June 6	Adobe Connect
Planning for Safety in Project Management CHRIS Code: 001035/0062	28 CLPs	Wednesdays 1-3pm May 29-July 3	Adobe Connect

PMCDP FY 2019 Training Schedule

Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Project Management Systems and Practices in DOE CHRIS Code:001024/0050 Dana Krupa	60 CLPs	Tue/Thursdays 1-3pm July 16-September 3	Adobe Connect

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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 find the Word templates to prepare to apply for FPD certification? The Certification and Equivalency Guidelines (CEG) isn't where you last found it and you are not sure where to look? Use the PMCDP.Administration@hq.doe.gov mailbox

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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 and 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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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