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# DOE Project Management News

*Promoting Project Management Excellence*



## April 2019 Edition

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## Director's Corner



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

Its spring in Washington DC, which means the 2019 Project Management Workshop is just around the corner. The Office of Project Management (PM) will be hosting the Workshop on April 23 - 24, 2019 at the Hilton Washington DC on the National Mall. The workshop continues the tradition of hearing from some of the department's senior leaders, discussing projects and project challenges, and sharing lessons learned and best practices. Also, we will recognize some of our peers for their achievements in project management and delivery with awards for the Federal Project Director of the Year, and project management excellence and achievement.

On the morning of April 25th, our Project Controls community will have an opportunity to get together to discuss improving the integration of project controls with project management. The afternoon of April 25th has been reserved for Program Office breakout sessions (contact your PMSO for info on Program breakout sessions). Workshop Highlights include:

- **Day 1 (April 23, 2019)** – Remarks from the Under Secretary for Nuclear Security; Project Management Institute (PMI) discussion on disruptive technologies; and program perspectives from Environmental Management, Science, and the National Nuclear Security Administration.
- **Day 2 (April 24, 2019)** – Remarks from the Acting Chief Financial Officer, the Assistant Secretary for Congressional and Intergovernmental Affairs, and the Principal Deputy Assistant Secretary for Nuclear Energy; GAO High Risk Update; Construction Economics; Ethics; and presentation of the Project Management Awards.
- **Day 3: Project Controls & Program Office Breakout Sessions (April 25, 2019)** – Project Management Institute (PMI) EVMS Practice Guide Update; Contractor EVM Self Governance; and an update on a research study on EVMS maturity.

As a side note, registration for the Workshop is over-subscribed (max occupancy) so PM is actively managing a "wait list". If you are wait listed, make sure to monitor your email in-box for updates!

Sincerely,

*Mike Peek*



## Review & Estimate Plans – The Roadmap for a Successful Review

Don Chandler, Office of Project Assessments (PM-20)

Department of Energy (DOE) Order 413.3B requires the Office of Project Management (PM) to perform External Independent Reviews (EIR), Independent Cost Estimates (ICE) and Independent Cost Reviews (ICR) prior to specific Critical Decision gates for all capital asset projects falling under DOE Order 413.3B with a Total Project Cost (TPC) greater than or equal to \$100 million. PM views each review like a project in itself. Each has a beginning, an end, and produces a unique product (i.e., EIR report or cost estimate/review report). In preparation to conduct these project reviews, PM follows a variety of best practices and develops review and estimate plans to initiate these “projects.”

### **Who Develops the Review or Estimate Plan?**

The PM review or estimate team leader has the responsibility for preparing the review or estimate plan, with input from the federal project director (FPD), which is usually an iterative process. Once the PM review team leader and the FPD both find the plan acceptable, they formalize their commitments and expectations by signing the plan.

### **What Value Does a Review or Estimate Plan Provide?**

The Project Management Institute's, *Project Management Body of Knowledge* (PMBOK) references the development of a project charter as a key step in the Initiating Process Group of project management. The U.S. General Accountability Office's (GAO) *Cost Estimating and Assessment Guide*, GAO-09-3SP, cites “Develop the Estimate Plan” as an early step in their recommended best practices. AACE International's *Total Cost Management (TCM) Framework* section 7.3.2.1 “Plan for Cost Estimating and Budgeting” highlights the need to develop estimate plans. Industry standards and best practices support the development of an initiating document that describes how the preparation, development and approval of the PM reviews and estimates will be completed. PM calls this initiating document a review or estimate plan. The goal of a review or estimate plan is to set expectations and to get agreement between the review team leader and the FPD for how PM will conduct, and the FDP will support, the ICE, ICR or EIR. Experience has shown that establishing and following a comprehensive and realistic review or estimate plan is more likely to lead to a successful review or estimate.

### **What is in a Review & Estimate Plan?**

A review or estimate plan consolidates elements of a project charter and an AACE International estimate plan. Every project and hence every review or estimate is unique, so they can vary slightly, but generally all of the following key areas are covered as a minimum in a review or estimate plan for each of type of review conducted by PM.

#### **Section 1-Project Description and Background:**

- Generally describes the project and relevant information regarding the project's history
- Identifies the project sponsor, the most recent critical decision and its date, and the anticipated next critical decision and the planned achievement date.

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## Review & Estimate Plans – The Roadmap for a Successful Review

Don Chandler, Office of Project Assessments (PM-20)

### Section 2 –Overview of the Review or Estimate:

- Outlines the purpose of the review or estimate
- Lists the roles and responsibilities of the various stakeholders involved in the review or estimate including the PM review team, FPD, integrated project team members, and other program representatives
- References procedural documents the estimate or review intends to follow such as PM standard operating procedure
- Explains each phase of the ICE, ICR or EIR including:
  - Initiation
  - Documentation sufficiency review
  - Finalizing the review or estimate plan
  - Conducting the review
  - Documenting and reporting the review results
- The necessary documentation required to conduct the review or estimate (usually in an appendix)
- The review or estimate scope generally references what the scope of the effort will entail and references any guiding documents that will be followed. This section also addresses specific focus areas of planned subcommittees, assumptions and constraints regarding the review or estimate, and a summary key work breakdown structure elements that PM will investigate in depth.

### Section 3 –Review or Estimate Logistics

- Lists dates and locations of any planned site visits
- Identifies specific on-site support requirements
- Outlines review or estimate milestones and completion dates including initiation, review or estimate plan approval, and delivery of the final report

### Section 4 –Team Members and Assignments

- Lists project team key personnel and their contact information
- Identifies PM review or estimate team members, their assignments, and their contact information

### Section 5 –Concurrence and Signatures

- Includes signature lines for the federal project director and the PM review or estimate team leader



## Building Information Modeling (BIM)

Ivan Graff, Office of Policy and Program Support (PM-50)

Dodge Data & Analytics<sup>1</sup> found that reliance on building information modeling (BIM) increased sharply in recent years, growing from 17% of survey respondents in 2007 to 71% in 2012 with 62% claiming a positive return on their investment. This in turn has fueled an increasing number of private sector owners, 68% as of 2014, to encourage or require the use of BIM on their projects.

For the last 15 years the United States Army Corps of Engineers (USACE), General Services Administration (GSA), and the National Institute of Building Sciences (NIBS) have developed and shared resources to facilitate incorporation of BIM in projects. USACE has evolved through three versions a data interchange standard that the NIBS BIM standard incorporated in its latest version<sup>2</sup>. GSA has incorporated BIM in its own projects since 2006 and offers a BIM statement of work suitable for incorporation in contracts<sup>3</sup>. Case studies of GSA projects leveraging BIM cite examples of its use avoiding costs. For example, on a 2011 court house project, schedule information superimposed on construction plans revealed a conflict between trades that left unaddressed would have delayed the project. The construction manager instead restacked the trades and completed that phase of the project early.

Although neither the federal government nor the Department of Energy mandates the use of BIM, since April 2016 the United Kingdom government (UK) has required, through its project contracts, “fully collaborative 3D BIM.” The UK believes BIM will reduce by a third the initial cost of construction and lifecycle costs while reducing by a half the length of construction or renovation projects. According to a 2018 Royal Institute of British Architects (RIBA) report<sup>4</sup>, early implementation data suggests the UK will achieve its goals.

What differentiates BIM? Under a traditional paradigm, specifications, designs, cost estimates, submittals, and as-built information exist independent of each. Update a specification or design and manual revisions to designs or cost estimates must follow. Coordination requires a conscious, constant effort. But with BIM, a single medium, the software, integrates objects with robust attributes that mature with the project. The software draws from this attribute data when it generates design documents, cost estimates, and reports documenting submittals and as-built conditions.

NIBS<sup>5</sup> has observed owners increase their reliance on BIM after successive successful projects. NIBS recommends beginning a foray into BIM with:

<sup>1</sup>Dodge Data & Analytics, *The Business Value of BIM in North America: Multi-Year Trend Analysis and User Ratings* (2013), <https://bit.ly/2Tb92cV>

<sup>2</sup>USACE, Construction-Operations Building information exchange Commentary (2013), <https://bit.ly/2TetREr>

<sup>3</sup>GSA, BIM Downloadable Documents, <https://go.usa.gov/xEFk5>

<sup>4</sup>NBS, National BIM Report (2018), <https://bit.ly/2IALSvV>

<sup>5</sup>NIBS, *National BIM Guide for Owners* (2017), <https://bit.ly/2TGzDDR>

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## Building Information Modeling (BIM)

Ivan Graff, Office of Policy and Program Support (PM-50)

1. Documenting existing conditions;
2. Selecting design software with BIM functionality and that can produce construction documents;
3. Engaging stakeholders in a design review, preferably with a virtual three dimensional mock-up, to ensure the design;
4. Leveraging software capabilities to improve coordination by detecting clashing elements; and,
5. Recording the as-built physical and functional conditions including all of the attributes a facilities management organization needs to operate and maintain the new or renovated assets.

These steps alone potentially reduce design iterations, construction waste, rework, and duplicative efforts, but as NIBS observes the integrated project team can also use BIM to:

1. Estimate costs by digitally connecting the model to a unit cost reference and through accurate quantity takeoff not just during conceptual, preliminary, and final design but also when considering options or changes;
2. Assemble a schedule by adding activities to objects and the sequencing their construction;
3. Optimally select a site for a project by combining BIM and geospatial information system tools fed project requirements; and,
4. Fabricate three dimensional models for design reviews and unique components for assemblies specially designed for the project.

Once turned over to operations and maintenance personnel, BIM becomes the basis for managing assets, disaster planning and responses, and space.

Does your site use BIM or have you used BIM on a past project? Please tell the author about your experiences.

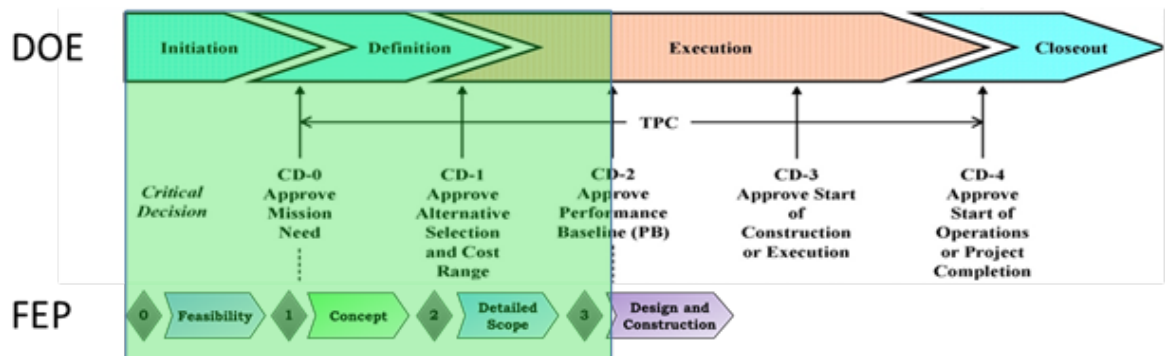


## Planning Matters: Front-End Planning Courses Being Developed

Linda Ott, Professional Development Division (PM-40)

Whether you are planning a vacation or a major capital asset investment, the planning of it matters. Failure to plan is planning to fail. DOE's project management practices are addressing that gap in planning by introducing courses in front-end planning (FEP) to the Project Management Career Development Program (PMCDP).

Two new FEP courses are planned. Both courses will build on the level 1 *Project Management Systems and Practices in DOE* course that instructs participants on the requirements of all capital asset projects in accordance with DOE Order 413.3B Change 5. For these courses, the term 'front-end planning' applies to the pre-conceptual planning phase through the approval of mission need (CD-0), the conceptual design phase through approval of the preliminary baseline range (CD-1), and the preliminary design phase through approval of the performance baseline range (CD-2). The chart below depicts the phases of the DOE project life cycle that the FEP courses will address in two parts.



FEP Part I, "Getting to CD-1" will cover the planning phase from pre-conceptual planning through CD-1 "Approve Mission Need" and will address pre-approval of a mission need that cannot be met through other than material means at Critical Decision (CD-0) to Approve Alternative Selection and Cost Range, which is the optimum solution (CD-1). FEP Part II is expected to pilot early in FY2020 and will continue through CD-2 "Approve Performance Baseline (PB)." The proposed Part II Course will align to 413.3B deliverables and activities required in following approval of CD-1 in the project life cycle through CD-2, Approve Performance Baseline. The course will address the activities and project artifacts that are refined and developed to further detail scope. The cost, schedule, and risk factors that shape and define scope will be examined and discussed.

The FEP Part I course materials are currently being reviewed with an expected pilot delivery in June 2019; this delivery will be compressed in a 2-day format. If you would like to participate in the pilot, please contact [Linda Ott](#) to get your name on the list.

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## PARS Update

Zac West, Office of Project Controls (PM-30)

The PARS June 2019 upgrade features the capability to run earned value management systems metrics tests to support contractor self-surveillance and federal oversight. DOE is working with EFCOG to provide the maximum number of automated tests for EVMS surveillance and compliance. The June release will make available approximately 100 of 197 automated earned value management system metric tests available. These tests are specified in Appendix A of the DOE PM-30 Earned Value Management System Compliance Review Standard Operating Procedure and will be included in the Empower tool as part of PARS. Encore Analytics, the company which owns Empower, plans to add these tests for those who buy Empower outside of PARS.

To enable these tests in PARS, a contractor will need to upload comma separate values (CSV) data as compared to the current MDB (Access database) format. This allows cost data uploads at the work package level rather than the control account level. The new CSV Extractor will be available in June to provide data to PARS. For those not using the extractor, DOE will check the format of the data before accepting it into PARS.

The goal in providing the metric tests in PARS is to help both the contractor and the federal team get a monthly snapshot with a way to drill into the EVMS system to find any problems. The goal is to have confidence that the EVM system is providing consistently reliable data for decision makers. This allows users to believe in the performance data for cost and schedule and the decisions made from these reports are valid tools for project management.

When incorporated in PARS, Empower will offer a dashboard to help the user quickly scan the automated EVMS tests and then follow up on areas of concern. EFCOG and DOE's intent is to enable contractors to identify EVMS areas needing improvement so they can take corrective action before the federal team requests the corrected action. This will make identification and corrections transparent to all PARS users with access to a specific project.

PM is seeking feedback on the EVMS tests and the other new PARS features. We look forward to seeing many of you at the project controls discussion on the third day of the PM Workshop when there will be a presentation on the PARS upgrade.

Also, as always, the current PARS schedule for uploads and assessments is located at (<https://community.max.gov/x/m4IIY>).



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## Federal Acquisition Institute (FAI) Continuous Learning Opportunity

DOE's Senior Procurement Executive recently sent an email regarding Category Management training available through the FAI. The email is shared below along with instructions for registering for upcoming webinars available through FAI's Training Application System (FAITAS).

The Office of Management and Budget (OMB) issued [Memorandum M-19-13](#) on March 20, 2019, *Category Management: Making Smarter Use of Common Contract Solutions and Practices*, re-emphasizing the importance and benefits of utilizing the strategic approach to buying "smarter" by utilizing Category Management practices. Specifically, the "...Memorandum is to provide guidance on the use of category management. As used in this document, the term "category management" refers to the business practice of buying common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the Government's acquisition programs."

To implement the category management program, the OMB will require agencies to carry out a set of tailored management actions and provide updates on these management actions to evaluate their progress in bringing common spending under management. To that end, the DOE's Senior Procurement Executive (SPE) is requiring ALL 1102s to take advantage of GSA's online Category Management training, specifically the Category Management Foundations Express Course. If any 1102 has not completed this course as of the date of this message, the SPE is affording the 1102s additional time to complete the course prior to the end of FY19. The SPE is also recommending ALL Acquisition Workforce members also complete this Category Management course. The course schedule is below and the instructions to register through [FAITAS](#) are shown below.

### **Category Management Foundations Express Course Schedule for the remainder of FY19:**

**Course Number:** FCL-GSA-0157

**Course Name:** Category Management Foundations Express Course

**Number of CLPs:** 0.75

**Available dates:**

- May 15, 2019
- June 12, 2019
- July 10, 2019
- August 7, 2019
- September 11, 2019

How to register  
for a class  
[Click here](#)

Please contact Rachel Gillerlain ([rachel.gillerlain@gsa.gov](mailto:rachel.gillerlain@gsa.gov)) with any questions about these courses.

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## Federal Acquisition Institute (FAI) Continuous Learning Opportunity

DOE's  
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inst  
App

### How to Register for a Class:

1. Log in to FAITAS at <https://faitas.army.mil/FAITAS>.
2. Click the **Course Catalog** button located in the **My Current Training widget of your dashboard**.
3. Enter the **FAITAS Course ID** for the course that interests you into the **Search Courses** field.
4. Hover your mouse over the **FAITAS Course ID**. When the card turns over, click the **Details/Apply** button to open the Course Details window.
5. To select your desired class time, click the white **FAITAS Class Number** button.
6. Click **Apply** to create a Training Request.
7. Then click **Submit Request** at the bottom of the Training Request page to submit the request to your supervisor.

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## Recently Certified

The following certifications were recently issued.

### Federal Project Directors

#### EM

- Ethan Brackenbury – Level I

#### FE SPR

- Claudia LeCompte-Johnson – Level I

#### SC

- Daniel Misch – Level II

**Congratulations to our newly certified members!**

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# Upcoming Training: April – May 2019

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Executive Communications

3 Days / 24 CLPs

May 7-9  
Oak Ridge, TN

Advanced Earned Value Management

3 days / 24 CLPs

May 7-9  
Aiken, SC

Labor Management Relations

3 Days / 24 CLPs

May 7-9  
Chicago, IL

Advanced Risk Management

3.5 Days / 28 CLPs

May 14-17  
Oak Ridge, TN

Labor Management Relations

3 Days / 24 CLPs

May 21-23  
Oak Ridge, TN

Planning for Safety in Project Management

28 CLPs

May 29 – July 3  
Adobe Connect

## On-Demand Online Training (available any time)

Contracting Officer Representative

32 CLPs

DAU Online

Environmental Laws and Regulations

24 CLPs

DOE Learning Nucleus

Earned Value Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

Project Management Essentials

50 CLPs

DOE Learning Nucleus

Scheduling

21 CLPs

DOE Learning Nucleus

# Upcoming Training: April – May 2019

[Click Here for the Full FY 2019 Training Strategy\\*](#)

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## Executive Communications

PMCDP is offering an instructor-led delivery of the 3-day course, *Executive Communications*, May 7-9, 2019 in Oak Ridge, TN.

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: 001031/0042**

Contracting Officer Representative

32 CLPs

DAU Online

Environmental Laws and Regulations

24 CLPs

DOE Learning Nucleus

Earned Value Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

Project Management Essentials

50 CLPs

DOE Learning Nucleus

Scheduling

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DOE Learning Nucleus

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## Advanced Earned Value Management

PMCDP is offering an instructor-led delivery of the 3-day course, *Advanced Earned Value Management*, May 7-9, 2019 in Aiken, SC.

This course focuses on the senior-level business, cost, and financial management competency, as defined by the latest FAC-P/PM policy, and will help you harness the power of EVM to control your programs. The course also will enable you to create and utilize a realistic performance measurement baseline (PMB), and provide management with information at a practical level. Finally, as part of the course activities, you will prepare an action plan to create immediate impact on your control of projects.

### Participants will:

- Oversee the application of total life-cycle systems management
- Demonstrate knowledge and appropriateness of cost estimating processes, methods, and techniques
- Demonstrate knowledge of analytical principles, data, and confidence bands
- Understand OMB Circular A-11 application, including the documentation processes that are employed in the development and decision making of an agency's total federal fiscal activity

**You will earn 24 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.**

**CHRIS Code: 002689/0015**

Contracting Officer Representative

32 CLPs

DAU Online

Environmental Laws and Regulations

24 CLPs

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Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

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## Labor Management Relations

PMCDP is offering instructor-led deliveries of the 3-day course, *Labor Management Relations*, May 7-9, 2019 in Chicago, IL.

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: 001038/0017**

Contracting Officer Representative

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## Advanced Risk Management

PMCDP is offering an instructor-led delivery of the 3.5-day course, *Advanced Risk Management*, May 14-17, 2019 in Oak Ridge, TN.

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.**

**CHRIS Code: 001042/0027**

Contracting Officer Representative

32 CLPs

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## Labor Management Relations

PMCDP is offering instructor-led deliveries of the 3-day course, *Labor Management Relations*, May 21-23, 2019 in Oak Ridge, TN.

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

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

**CHRIS Code: 001038/0018**

Contracting Officer Representative

32 CLPs

DAU Online

Environmental Laws and Regulations

24 CLPs

DOE Learning Nucleus

Contract Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

Project Management Essentials

50 CLPs

DOE Learning Nucleus

Scheduling

21 CLPs

DOE Learning Nucleus

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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*, May 29 – July 3, 2019 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: 001035/0062**

Contracting Officer Representative

32 CLPs

DAU Online

Environmental Laws and Regulations

24 CLPs

DOE Learning Nucleus

Enterprise Information Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

Project Management Essentials

50 CLPs

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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.**

Contracting Officer Representative

32 CLPs

DAU Online

Environmental Laws and Regulations

24 CLPs

DOE Learning Nucleus

Contracting Officer Representative Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

Project Management Essentials

50 CLPs

DOE Learning Nucleus

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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.**

DAU Online

DOE Learning Nucleus

DOE Learning Nucleus

Project Management Essentials

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## Earned Value Management Systems (24/7)

PMCDP hosts on DOE’s Learning Nucleus the Level 1 Required 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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DAU Online

Environmental Laws and Regulations

24 CLPs

DOE Learning Nucleus

Earned Value Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

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50 CLPs

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## Project Management Essentials

PMCDP hosts on DOE's Learning Nucleus the Level 1 Required 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

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

### 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.**

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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.**

Contracting Officer Representative

32 CLPs

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## PMCDP FY 2019 Training Schedule

Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location
Executive Communications CHRIS Code: 001031/0042	3 Days 24 CLPs	May 7-9	Oak Ridge, TN Peter Rivera
Advanced EVMS CHRIS Code: 002689/0015	3 Days 24 CLPs	May 7-9	Aiken, SC Leatrice Green
Advanced Risk Management CHRIS Code: 001042/0027	3.5 days 28 CLPs	May 14-17	Oak Ridge, TN Peter Rivera
Planning for Safety in Project Management CHRIS Code: 001035/0062	28 CLPs	Wednesdays 1-3pm May 29-July 3	Adobe Connect
Project Management Systems and Practices in DOE CHRIS Code: 001024/0050	60 CLPs	Tue/Thursdays 1-3pm July 16-September 3	Adobe Connect
Advanced EVMS CHRIS Code:	3 days 24 CLPs	July 16-18	Oak Ridge, TN Peter Rivera
PM Simulation CHRIS Code:	5 days 40 CLPs	August 5-9	Oak Ridge, TN Peter Rivera
Cost and Schedule Estimation CHRIS Code:	5 days 40 CLPs	September 9-13	Oak Ridge, TN Peter Rivera



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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](mailto: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](mailto: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/Firms/AllItems.aspx>

The current PARS reporting schedule is located in PM-MAX at the following link <https://community.max.gov/x/m4IIY>

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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](mailto: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](mailto:PMCDP.Administration@hq.doe.gov) mailbox

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

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**Headlines:**

- EIRs Findings, Major Findings and Observations from PM's perspective and that of an FPD involved in a recent EIR for the Outfall 200 Mercury Treatment facility in Oak Ridge
- Part three in the series of articles on the GAO Schedule Assessment Guide, looking at Best Practice #3, Assigning Resources to All Activities)
- Leadership and the Project Manager's Mindset
- Kudos to recently certified FPDs
- Training Schedule

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

### Professional Development Team in the Office of Project Management (PM)

**Linda Ott** — Division Director for Professional Development, PMCDP Program Manager, FPD Certifications Manager, PM Newsletter Editor,  
[Linda.Ott@hq.doe.gov](mailto:Linda.Ott@hq.doe.gov), 202-287-5310

**Sigmond Ceaser** — Alternate Delivery Platforms, *PMCDP Review Recommendations Lead*, *PMCDP Curriculum Manager*,  
[Sigmond.Ceaser@hq.doe.gov](mailto:Sigmond.Ceaser@hq.doe.gov)

**Ruby Giles** — PMCDP Budget Manager, PMCDP Training Coordinator and Training Delivery Manager, Course Audit Program, [Ruby.Giles@hq.doe.gov](mailto:Ruby.Giles@hq.doe.gov)

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](http://go.max.gov/doe-pm)