On behalf of Secretary Perry and the Office of Project Management, I’d like to thank everyone who joined us last month for the Department of Energy’s (DOE) 2019 Project Management Workshop in Washington D.C. With approximately 420 attendees representing 24 DOE and National Nuclear Security Administration (NNSA) project, program, and site offices, and a host of speakers sharing professional insights, personal perspectives and lessons learned, feedback from the workshop indicates it was one of the best workshops we’ve held. NNSA’s Under Secretary, Lisa Gordon-Hagerty, made time in her busy schedule to kick-off the workshop and share some of her thoughts with us, then returned to present the Department’s Project Management awards. The Under Secretary’s participation highlights the importance the Department places on what you do, day-in and day-out, to enable DOE/NNSA to meet its mission of ensuring America’s security and prosperity by addressing its energy, environmental, and nuclear security challenges through transformative science and technology. Attendees also enjoyed hearing from DOE’s executive leadership, including Nuclear Energy’s (NE) Principal Deputy Assistant Secretary Ed McGinnis, and DOE’s Acting Chief Financial Officer Randy Hendrickson. Federal Project Directors from across the complex shared their successes and lessons learned on development and maturation of technology, safety, and scheduling. An economist spoke about current marketplace trends and the implications for our projects. Additionally, over 250 participants attended the half-day project controls session, which focused on the need for timely, accurate, comprehensive, reliable and auditable information to facilitate informed decision making - or decision analytics - and the Department’s objective of contractor project controls self-governance. Select presentations from the workshop, as well as speaker biographies and a list of attendees are now available on the workshop’s website: https://www.energy.gov/projectmanagement/services/2019-doe-project-management-workshop.

Sincerely,

Mike Peek
Congratulations to the 2018 Project Management Award Winners!!!

On April 24, 2019, the Under Secretary for Nuclear Security, Ms. Lisa Gordon-Hagerty, officiated the Department of Energy Project Management Awards ceremony at the annual Project Management Workshop. This prestigious awards program was first introduced in 2006, and since then, it has annually recognized and celebrated the outstanding work accomplished by project teams and federal project directors from across the DOE complex. This year, Under Secretary Gordon-Hagerty recognized five projects for the Department of Energy Project Management Achievement Award, one project for the Project Management Excellence Award, and the Federal Project Director of the Year in front of over 420 participants at the Workshop. This year’s awards winners are:

Federal Project Director of the Year
The Office of Environmental Management’s Mr. Mark French

For demonstrating exceptional project management acumen while leading the $1.8 billion River Corridor Closure Project (RCCP) and $311 million Sludge Removal Project at the Hanford Site, Richland, Washington. Mr. French demonstrated exceptional leadership, project management excellence, empowerment of team members and exemplary communication skills. During this past year, he led the Sludge Removal Project to a successful completion under budget and ahead of schedule. In addition, he led the RCCP to substantial completion.

Mr. Mark French receives the FPD of the Year Award from Under Secretary for Nuclear Security Ms. Lisa Gordon-Hagerty
On April 24, 2019, the Under Secretary for Nuclear Security, Ms. Lisa Gordon-Hagerty, officiated the Department of Energy Project Management Awards ceremony at the annual Project Management Workshop. This prestigious awards program was first introduced in 2006, and since then, it has annually recognized and celebrated the outstanding work accomplished by project teams and federal project directors from across the DOE complex. This year, Under Secretary Gordon-Hagerty recognized five projects for the Department of Energy Project Management Achievement Award, one project for the Project Management Excellence Award, and the Federal Project Director of the Year in front of over 420 participants at the Workshop. This year’s awards winners are:

Department of Energy Project Management Excellence Award
The Office of Nuclear Energy’s Remote-Handled Low-Level Waste Disposal Project

The RHLLW project team delivered the $77.6 million project six months ahead of schedule and nearly $5 million under budget. This project provides critical infrastructure for sustaining Nuclear Energy and Naval Reactors missions at the Idaho National Laboratory (INL) site and allows the DOE Office of Environmental Management to close the portion of the Radioactive Waste Management Complex at the INL associated with current remote-handled low-level waste disposal operations.

Mr. Gerardo Islas Rivera, Federal Project Director, receives the award from Under Secretary for Nuclear Security Ms. Lisa Gordon-Hagerty with his colleagues from left to right, Ms. Mary McCune, Ms. Tracey Bishop, Mr. Brady Orchard, Mr. Erik Anderson and Mr. Edward McGinnis, Principal Deputy Assistant Secretary for Nuclear Energy
Congratulations to the 2018 Project Management Award Winners!!!

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Department of Energy Project Management Achievement Award
The Office of Science’s Muon g-2

The Muon g-2 project team successfully fabricated a High Energy Physics experiment for measuring precisely the magnetic dipole moment of the muon, a property known to physicists as $g$-2 ("$g$ minus 2"). The $46$ million project repurposed and upgraded equipment from Brookhaven National Laboratory (BNL) and Fermilab, transforming it into a new state-of-the-art experiment at Fermilab. The project team overcame many complex challenges: relocating one of the world’s largest superconducting magnets from BNL to Fermilab, refurbishing and reutilizing tevatron equipment, and developing and fabricating precision tracking and calorimetric detectors for analyzing muon-decay electrons. The project team is commended for completing this complex project ahead of schedule and under budget and for continuing to keep the U.S. at the forefront of this important physics frontier.

Mr. Paul Philp, Federal Project Director, receives the award from Under Secretary for Nuclear Security Ms. Lisa Gordon-Hagerty along with his colleagues from left to right, Dr. Chris Polly and Dr. Theodore Levine
Congratulations to the 2018 Project Management Award Winners!!!

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Department of Energy Project Management Achievement Award
The Office of Science’s Utilities Infrastructure Modernization Project

The Utilities Infrastructure Modernization (UIM) project team successfully completed critical upgrades to the infrastructure systems at Thomas Jefferson National Accelerator Facility. The $30 million project featured the accelerator site electrical distribution system, accelerator and cryogenic system cooling towers, expansion of the chiller plant, expansion of the cryogenic capacity, a greatly enhanced fiber communication systems, and Data Center cooling and power.

Mr. Richard Korynta, Federal Project Director, receives the award from Under Secretary for Nuclear Security Ms. Lisa Gordon-Hagerty with his colleagues from left to right, Ms. Michele Solaroli, Mr. Rusty Sprouse, Mr. Marcus Jones, and Mr. David Michlewicz
Congratulations to the 2018 Project Management Award Winners!!!

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Department of Energy Project Management Achievement Award
The Office of Science’s Utilities Upgrade Project

The Utilities Upgrade Project (UUP) provided Fermilab with a dependable utility infrastructure essential to support the development and production of accelerator technology. The $36 million project included design and construction of an upgraded industrial cooling water system and an upgraded high-voltage electrical system. The project team’s careful planning and execution ensured that UUP successfully achieved its goals, while greatly increasing Fermilab’s electrical, fire suppression, and industrial cooling water reliability.

Mr. Steven Neus, Federal Project Director, receives the award from Under Secretary for Nuclear Security Ms. Lisa Gordon-Hagerty with his colleagues from left to right, Mr. Jonathan Hunt, Mr. Russell Alber, Mr. Marcus Jones, Mr. David Michlewicz
Congratulations to the 2018 Project Management Award Winners!!!

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**Department of Energy Project Management Achievement Award**

**The National Nuclear Security Administration’s Uranium Processing Facility Site Infrastructure and Services Subproject**

The Uranium Processing Facility (UPF) Site Infrastructure and Services Subproject was a $78.5 million effort to complete a concrete batch plant and a 65,000 SF LEED Gold Certified office building - construction support building. The UPF Site Infrastructure and Services project team delivered the project $18 million under budget and two months ahead of schedule.

*Mr. Richard (Don) Peters, Federal Project Director, receives the award from Under Secretary for Nuclear Security Ms. Lisa Gordon-Hagerty with his colleagues, from left to right Mr. Paul Champ, Mr. Dale Christenson, Mr. Michael Bocskovits and Mr. Joe Duncan*
Congratulations to the 2018 Project Management Award Winners!!!

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Department of Energy Project Management Achievement Award

The National Nuclear Security Administration’s Device Assembly Facility (DAF) Argus, Perimeter Protection Subproject

The Device Assembly Facility (DAF) Argus, Perimeter Protection Subproject, team completed the $19M project nearly $6M under budget and four months ahead of schedule. This project installed the Argus security system which is the enterprise security system used for protection of Special Nuclear Materials. The DAF is a Security Category 1, Hazard Category 2, nuclear facility located at the Nevada National Security Site. Completion of this DAF Argus Perimeter Protection project has significantly decreased the security risk while the interior protection subproject is being planned and executed.

Mr. Adam Daegorn, Federal Project Director, receives the award from Under Secretary for Nuclear Security Ms. Lisa Gordon-Hagerty with his colleagues, from left to right Ms. Shannon Parsons-Depry, Ms. Desiree Ang, Mr. Kevin Thornton, and Mr. Cameron Manning

Congratulations to all the Award winners – we are all proud of your accomplishments!!!
DOE Order 413.3B Exemptions for Specific Capital Asset Projects
Ed Gully, Office of Project Assessment (PM-20)

Tax exemptions usually get people’s interest (especially in April), but this article is unfortunately not about those. Rather, we are talking about exemptions from requirements related to managing capital asset projects >$50 million in total project cost.

Our project teams are charged with getting challenging things done in dynamic environments. In some cases, an exemption, or the release from one or more requirements in a directive or order, may be appropriate on a given project. The purpose of this article is to highlight the DOE Order(O) 413.3B, Program and Project Management for the Acquisition of Capital Assets, provisions for possible exemptions from DOE O 413.3B requirements for specific capital asset projects.

Exemptions are typically infrequent occurrences, but it is important to note that several project teams have successfully obtained exemptions when fully justified. Approved exemptions have included requests: to include construction funds (for line item projects) in a budget submission prior to obtaining CD-1 and CD-2; for the temporary use of alternative project controls in lieu of a certified earned value management system; not to conduct an Independent Cost Review in advance of CD-1; and to use a previously-completed Analysis of Alternatives on a future, similar project. These examples are provided for illustrative purposes only, and each exemption request for a given project will be evaluated based upon its unique circumstances and merits.

When considering a possible exemption request, it is essential for project teams to consult with both their Program and Office of Project Management (PM) representatives early in the process. It also important to review the DOE O 413.3B exemption guidance for a specific capital asset project:

For Program Secretarial Officers that are not exempt as defined in Paragraph 3.c.(4) of this Order, the Programs may present cases to the Project Management Risk Committee (PMRC) for a specific project to have an exemption from a specific Order requirement. If the consensus of the committee is to endorse the exemption request, approval of the exemption request will be made by the appropriate Under Secretary. However, if consensus cannot be attained, at the discretion of the Program, the exemption request may be forwarded to the Deputy Secretary as the Chief Executive for Project Management (CE) with formal review by the PMRC outlining the advantages and disadvantages of the proposed exemption. In this case, the exemption request will be entered into, and processed through, the Department’s formal collaboration process.

In the above process, the referenced briefing to the PMRC is a key step. A recommended slide template is available on PM-MAX at https://community.max.gov/x/nQB1Qw.

If you have any questions on this or would like to discuss further, please contact your PM Analyst; they can also discuss any other DOE O 413.3B issue or question you may have.
Scheduling Best Practices – Updating the Schedule Using Actual Progress and Logic

Robert Loop, Office of Project Controls (PM-30)

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

GAO Scheduling Best Practice #9, Updating the Schedule Using Actual Progress and Logic

As stated in the GAO Schedule Assessment Guide: “Statusing” is the process of updating a plan with actual dates, logic, and progress and adjusting forecasts of the remaining effort. Statusing the schedule is fundamental to efficient resource management and requires an established process to provide continual and realistic updates to the schedule. Updates should be regular and fully supported by team members and program management.

Statusing the schedule provides insight into what work has been completed, needed workarounds, options for re-prioritization, and associated impacts to project milestones. Accurate status updates provide an early warning of potential issues before actual slips. As the schedule is statused and the forecast updated, the critical path discussed in best practice #6 is likely to change over time.

While the schedule may be statused more frequently (e.g., weekly), at a minimum, the schedule must be statused monthly in which case the monthly status date should coincide with the accounting month end for cost. In Primavera P6, the status date will move all remaining work in the forecast schedule past the status date. In all situations, schedule status should represent what has been completed and a Control Account Manager’s best estimate for the remaining work required to finish the project successfully.

Adding or deleting activities to the baseline must be in conformance with change control rules. Adding activities to the forecast should be limited to emerging work and required work arounds. Depending on the nature and number of activities added to the forecast schedule, revisions to the baseline schedule might be required to keep the plans synchronized. This is necessary since the baseline schedule is what Earned Value performance is measured and reported against, while the forecast schedule is integral to determining the Estimate at Completion.

When an activity did not start as planned but its successors have started or been completed, the resultant status will be inconsistent with the schedule logic. This is
Scheduling Best Practices – Updating the Schedule Using Actual Progress and Logic

Robert Loop, Office of Project Controls (PM-30)

referred to as out-of-sequence logic, and either the existing logic should be retained, in which case work on the activity or activities that began out of sequence is stopped until the predecessor is completed, or the logic links must be corrected and work on the activity that began out of sequence is permitted to continue.

This brings up a related discussion of the Retained Logic and Progress Override settings in Primavera P6. As GAO states in its Schedule Assessment Guide, “Each approach represents a different philosophy on how to manage unexpected developments in the program, and can have vastly different effects on forecasted dates. Retained logic is a more conservative approach than progress override and is, in general, the preferred approach.” While progress override may show better progress, it can distort the longest path and float calculations and may not result in a realistic plan going forward.

Another pitfall to avoid when updating the schedule is adding constraints to achieve dates. Achievable dates will be determined based on prioritization of resources and logical links. Where constraints are used, they need to be justified and represent logic requirements or availability of key resources.

Significant changes in the longest path, float, and planned and actual status should be analyzed monthly. Negative float to the CD-4 date or schedule margin and near critical paths with float close to the longest path indicate issues that must be addressed or areas where potential problems may be cropping up. You should also watch for and assess changes in total float to activities.

GAO’s recommended best practice checklist for updating the schedule using actual progress and logic includes the following points:

• Schedule progress is recorded regularly and the schedule has been updated recently. Schedule status is updated with actual and remaining progress.
• Schedule status is based on progress records for the current time period; they include pertinent activity information such as name, unique ID, original and remaining durations, forecasted and actual start and finish dates, and float.
• The status date (or data date) denoting the date of the latest update to the schedule is recorded.
• No activities precede the status date without actual start or finish dates and actual effort up to the status date. No activities beyond the status date have actual start or finish dates or actual effort.
• Activities that are behind schedule by the status date have a remaining duration estimate, and the delay’s effect has been assessed.
  • If the delay is significant, plans to recover the implied schedule slip have been evaluated and implemented, if so decided.
  • Resources are reviewed and may be reassigned, depending on schedule progress.
Scheduling Best Practices – Updating the Schedule Using Actual Progress and Logic

Robert Loop, Office of Project Controls (PM-30)

- Responsibility for changing or statusing the schedule is assigned to someone who has the proper training and experience in CPM scheduling.
- Changes that were made to the schedule during the update have been documented.
- New activities are reviewed for completeness of predecessor and successor logic, resource assignments, and effects on the critical path and float calculations.
- Activities that have started out of sequence or have been completed out of sequence have been addressed using retained logic or correction of the logic links to reflect the order in which they were carried out.
- Management reviews schedule updates to verify and assess effects on the plan. Significant variances between planned and actual performance, as well as between planned and actual logic, are documented and understood.
- The schedule structure is examined after each update to ensure that logic is not missing or broken, all date constraints are necessary, and no artifacts impede the ability of the schedule to dynamically forecast dates.
- The current schedule, once management approves it, is assigned a version number and archived.
- A schedule narrative accompanies each status update and includes:
  - the status of key milestone dates, including the program finish date;
  - the status of key hand-offs or giver and receiver dates;
  - explanations for any changes in key dates;
  - changes in network logic, including lags, date constraints, and relationship logic and their effect on the schedule;
  - a description of the critical paths, near-critical paths, and longest paths along with a comparison to the previous period’s paths; and
  - any significant scheduling software options that have changed between update periods, such as the criticality threshold for total float; progress override versus retained logic; or whether resource assignments progress with duration.

If you have further questions regarding this or any previous schedule articles, please contact PM-30 (https://community.max.gov/display/DOEExternal/PM+EVM+SMEs).
Thank You for Attending 2019 PM Workshop

Thank you for attending the 2019 DOE Project Management Workshop on April 23-25, 2019 in Washington, D.C.


For information on the 2018 Award winners – please see https://www.energy.gov/projectmanagement/2018-project-management-awards. Congratulations to them all!

Certificates have been sent via email for all participants who completed and signed the Attendance Verification Form.

We hope you can join us again next year!

The 2019 DOE Project Management Workshop Team
Upcoming Training: May – June 2019

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

Managing Contract Changes
4 days / 32 CLPs
June 11-14
Oak Ridge, TN

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: May – June 2019

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
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
Managing Contract Changes

PMCDP is offering an instructor-led delivery of the 4-day course, *Managing Contract Changes*, June 11-14, 2019 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: 002102/0074
Upcoming Training: May – June 2019

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.
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.
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.
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

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<th>Lesson</th>
<th>CLPs</th>
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<td>Lesson 1: PM Framework</td>
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<td>Lesson 5: Risk Planning (Part 2 - Initial Risk Planning)</td>
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<td>Lesson 5: Risk Planning (Part 3 - Finalizing the Plan)</td>
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<td>Lesson 8: Schedule</td>
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<tr>
<td>Lesson 15: Transition/Closeout</td>
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</tbody>
</table>

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.
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

<table>
<thead>
<tr>
<th>Course Title/CHRIS Code</th>
<th>Length CLPs</th>
<th>Planned Delivery Timeframe</th>
<th>Location</th>
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<tbody>
<tr>
<td>Planning for Safety in Project Management CHRIS Code: 001035/0062</td>
<td>28 CLPs</td>
<td>Wednesdays 1-3pm May 29-July 3</td>
<td>Adobe Connect</td>
</tr>
<tr>
<td>Managing Contract Changes CHRIS Code: 002102/0074</td>
<td>4 Days 32 CLPs</td>
<td>June 11-14</td>
<td>Oak Ridge, TN Peter Rivera</td>
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<tr>
<td>Project Management Systems and Practices in DOE CHRIS Code: 001024/0050</td>
<td>60 CLPs</td>
<td>Tue/Thursdays 1-3pm July 16-September 3</td>
<td>Adobe Connect</td>
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<tr>
<td>Advanced EVMS CHRIS Code: 002689/0014</td>
<td>3 days 24 CLPs</td>
<td>July 16-18</td>
<td>Oak Ridge, TN Peter Rivera</td>
</tr>
<tr>
<td>Acquisition Management for Technical Personnel CHRIS Code: 000145/0047</td>
<td>16 CLPs</td>
<td>Mon/Wed 12-4pm July 29-August 7</td>
<td>Adobe Connect</td>
</tr>
<tr>
<td>PM Simulation CHRIS Code: 001029/0040</td>
<td>5 days 40 CLPs</td>
<td>August 5-9</td>
<td>Oak Ridge, TN Peter Rivera</td>
</tr>
<tr>
<td>Performance-Based Management Contracting CHRIS Code: 001951/0029</td>
<td>3 days 24 CLPs</td>
<td>August 13-15</td>
<td>Oak Ridge, TN Peter Rivera</td>
</tr>
<tr>
<td>Cost and Schedule Estimation CHRIS Code:</td>
<td>5 days 40 CLPs</td>
<td>September 9-13</td>
<td>Oak Ridge, TN Peter Rivera</td>
</tr>
</tbody>
</table>
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- On PMCDP’s Online Courses Through the Learning Nucleus
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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.
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

The current PARS reporting schedule is located in PM-MAX at the following link https://community.max.gov/x/m4lIY
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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
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:

<table>
<thead>
<tr>
<th>Direct Link</th>
<th>Copy / Paste</th>
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<tbody>
<tr>
<td>PMCDP Training Schedule</td>
<td><a href="https://community.max.gov/x/BgZcQw">https://community.max.gov/x/BgZcQw</a></td>
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<tr>
<td>Interactive Curriculum Map</td>
<td><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></td>
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<tr>
<td>FPD Certification Application Templates</td>
<td><a href="https://community.max.gov/x/uAd1Qw">https://community.max.gov/x/uAd1Qw</a></td>
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<td>Certification and Equivalency Guidelines</td>
<td><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></td>
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<tr>
<td>Course Materials including video recordings of Desktop Deliveries</td>
<td><a href="https://community.max.gov/x/UAT3Rw">https://community.max.gov/x/UAT3Rw</a></td>
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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)**

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- **Sigmond Ceaser** — Alternate Delivery Platforms, PMCDP Review Recommendations Lead, PMCDP Curriculum Manager, 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

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