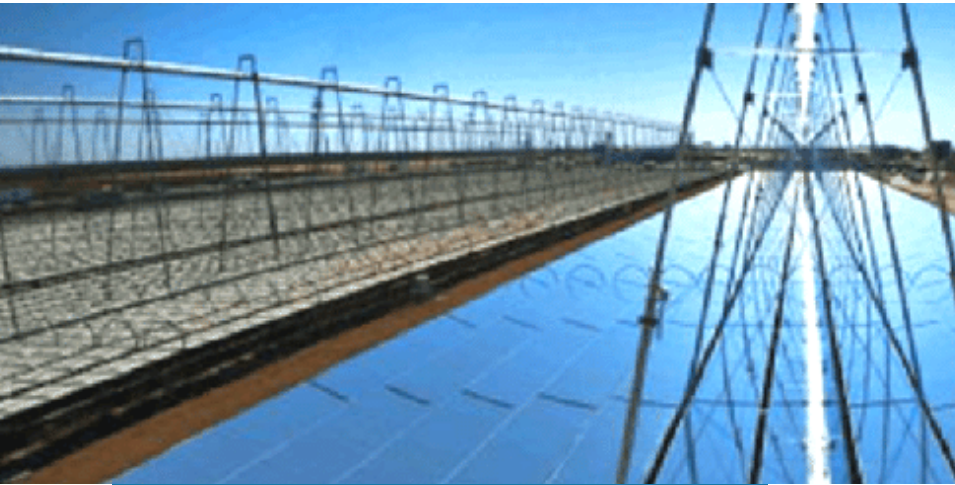




# DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

NOVEMBER 2019



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### Director's Corner

The air is brisk, fall has arrived, football is in full swing, and the Washington Nationals had an unforgettable year. And, the Office of Project Management (PM) is busy with project reviews. I don't know which generates the most excitement.

Project Reviews are opportunities to provide project teams and decision-makers with differing perspectives towards the common goal of project success. They also enable better informed decisions at each critical decision, at project milestones, and/or along the way during project execution. This edition features an article that offers tips to prepare for a review with the Office of Project Management. It is focused on helping project teams best prepare in order to derive maximum benefit from each review.

Also, an update to the Federal Project Director (FPD) Certification Equivalency Guidelines (CEG) was recently approved by the Project Management Career Development Program (PMCDP) Certification Review Board (CRB). The CEG is the guiding document providing the requirements and process for FPDs to obtain the required certification to be appointed to DOE's capital asset projects under the DOE Order 413.3B.

The updated CEG is the end-product of the PMCDP Program Review which began over two years ago. The CEG incorporates the refreshed competency model with proficiency levels aligned under the four FPD certification levels. It also added behavioral indicators for each competency. Check PM-MAX if you would like to review the deliverables from the Review. The updated CEG provides additional guidance on FPD experience, addressing how an FPD candidate can document FPD-like experience to obtain credit for work performed on a project. The updated CEG also addresses PARS reporting requirements for an FPD claiming credit on a project under the Order threshold (equal to or less than \$50M) or exempted from reporting in PARS. For more information, I encourage you to check out the updated CEG, posted on PM-MAX, and the article in this edition of Project Management News.

Enjoy the fall (and football) season, dress warmly and be safe (three more months and pitchers report for spring training).

Keep charging!

*Paul Bosco*

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

*Ed Gully, 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 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 are a few key points for the FPD and IPT to consider when preparing for a review.

**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. Spending time and energy over communicating on the front-end will pay big dividends during the on-site review and report finalization. If an IPT has a planned Critical Decision in either a short or mid-term planning horizon, it is essential that the FPD coordinates with their PM analyst early and often. As a lesson learned, it is also extremely helpful if both FPDs and programs include information on the targets for any planned Critical Decisions which require an ICR/ICE/EIR in monthly PARS assessments. This can be simple as the following (for a project currently at CD-1): "The current target for CD-2/3 approval is June 30, 2020."

**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 documentation hinders the review and could result in a less than optimum review result. Early identification of the IPT's planned "documents ready" milestone (i.e., when all required review documents are provided to PM, typically in a shared access site such as max.gov) is critical. As a lesson learned, IPTs often underestimate the time required to provide all required documents, and it is typically a challenge to hit "documents ready" milestones. As another lesson learned, it is essential that the funding profile to be used for the review be identified early and appropriately staffed (i.e., IPT and program) prior to being provided to the review team.

### Understand review funding requirements.

PM typically provides funding for pre-CD-2 EIRs while IPTs/programs are responsible for funding for all ICRs/ICEs and BCP EIRs. PM requires "in-hand" funding a minimum of 8 weeks before the review starts (to include required planning prior to the IPT "documents ready" milestone). This is a relatively new requirement, and we have very limited flexibility on this. As a lesson learned, transferring required funds (i.e., for ICRs/ICEs) from the IPT/program to PM can often take several weeks and requires close coordination.

**Be flexible.** While the IPT and PM review plan/schedule is created with great forethought, it may 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.

**Maintain a positive attitude throughout the review.** Reviews tend to have a somewhat 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 all involved parties are positive, transparent, and enthusiastic...we are in this together!



Communicate early and often



Fully understand the documentation requirements

**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, shared, and acted on.

An effective and well-executed ICE, ICR or EIR strengthens the upfront planning process and increases the likelihood that the IPT and FPD will deliver the project successfully meeting its performance baseline – scope, cost, and schedule. Incorporating these points in your next review could assist with leading your project to success. If you have any questions on this or would like to discuss further, please contact your PM Analyst; they will welcome early and continued discussion on any required reviews.



Understand review funding requirements



Maintain a positive attitude throughout the review



Provide feedback

## Feature Story:

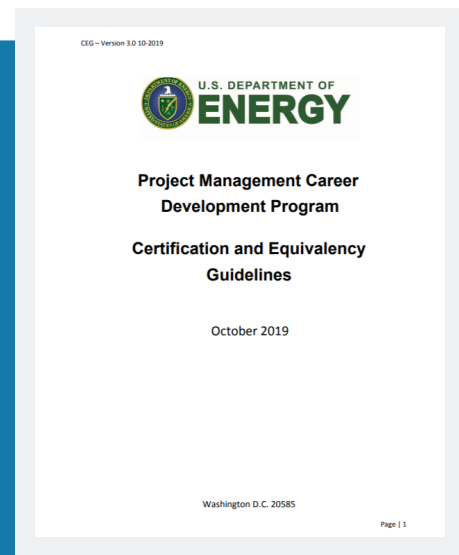
### Updated Certification and Equivalency Guidelines (CEG)

Sigmond Ceaser, Office of Professional Development (PM-40)

The CEG was revised to make pursuing the Department of Energy (DOE) Project Management Career Development Program (PMCDP) Federal Project Director (FPD) certification less complicated. The FPD certification is competency based, and candidates must demonstrate proficiency against specific performance criteria that are linked to project complexity and four levels of certification. The revised CEG details the requirements for certification and provides guidance and examples to prospective FPDs for completing the application that must be submitted to the PMCDP Certification Review Board (CRB) for consideration and approval. At the heart of the CEG is the competency model, which defines the specific skills, knowledge and behavioral requirements that lead to project management success.

The competency model was targeted for revision in 2017 when DOE commissioned a program review of the PMCDP to determine strengths and opportunities for improvement. The review began with a description of FPD Critical Success Factors (CSFs), which if collectively satisfied by the assigned FPD, will ensure project management excellence in DOE. The review then methodically worked through the process to map from the CSFs to the appropriate directives (primarily the guides) and then to courses and experiences to help develop and certify DOE's FPDs. The process is documented here: <https://community.max.gov/x/eAV1Qw>. The end product is an improved CEG that guides an aspiring FPD to certification requirements at each level based on experience, professional development and leadership.

Keep reading for CEG Highlights on the next page.



#### 2017 PMCDP Review

In January 2017, DOE commissioned a program review of the PMCDP to:

- Determine strengths and opportunities for improvement
- Determine if the 413-series guides are adequately integrated into the training curriculum
- Determine if the training curriculum adequately addresses FPD roles & responsibilities
- Develop a strategic way ahead

Below are the review's five subtasks, their goals and current deliverables.

Subtask #1	Subtask #2	Subtask #3	Subtask #4	Subtask #5
<b>State the PMCDP's background, history, documents, and performance data</b>	<b>Validate the Federal Project Director (FPD) Critical Success Factors (CSFs)</b>	<b>Analyze the Critical Success Factors (CSFs) against the existing competencies in the Certification and Equivalency Guidelines (CEG)</b>	<b>Compare the Critical Success Factors (CSFs) to existing curriculum and 413-series guides</b>	<b>Provide the "Should-Be" state and proposed implementation plan</b>
<b>GOAL:</b> Provide one narrative describing how the PMCDP was formed, bringing together the many historical, background, and performance documents since its inception.	<b>GOAL:</b> Provide a comprehensive listing of roles and responsibilities for the Federal Project Director.	<b>GOAL:</b> Update the competencies required of a Federal Project Director (FPD), based on the roles and responsibilities demanded of them.	<b>GOAL:</b> Provide a gap analysis of the PMCDP curriculum and the 413-series of guides, based on the roles and responsibilities demanded of the Federal Project Director (FPD).	<b>GOAL:</b> Provide a proposed plan and timeline that implements the findings and recommendations from the program review.
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• History of the Department of Energy Project Management Career Development Program, Version 2.3 (10 Mar 2017)</li> <li>• History of the Department of Energy Project Management Career Development Program: References (27 Feb 2017)</li> </ul>	<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Critical Success Factors for Department of Energy Federal Project Directors, Version 2.1 (9 Apr 2017)</li> </ul>	<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Proposed FPD Competency Model, Version 3.1</li> </ul>	<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Review of PMCDP Curriculum and DOE Guides (19 Jun 2017)</li> </ul>	<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• PMCDP Program Review, Final Report, Version 3.0 (1 Aug 2017)</li> </ul>

## Other significant changes to the CEG include:

- **Guidance on FPD experience/appointment**
  - Crediting experience gained from projects with TPC equal to or less than \$50 million
  - Crediting FPDs designated by the PME to work on projects executed in accordance with DOE O 413.3B
    - Appointed FPD must be approved by the PME in a formal memorandum; Deputy FPD must work directly for the FPD on a capital asset project and be formally designated in project documents by a program representative, site manager, or FPD who is a member of the Senior Executive Service (SES)
- **Certification level requirements based on project TPC**
  - Certification candidate ideally will have a broad spectrum of experience that spans all project critical decision (CD) phases, CD-0 through CD-4; the TPC utilized to show experience at a particular certification level may not be exclusively composed of projects that have not reached CD-1; certification candidate must serve on a project for at least six continuous months to receive appropriate experience credit
- **Credentials Equivalency**
  - The (DOE) qualification program, Project Leadership Institute (PLI) is accepted as equivalency for specified PMCDP competency requirements
  - Professional certifications/licenses accepted as fulfillment of training and experience for Level I FPD requirements
    - Project Management Professional (PMP®)
    - Professional Engineer (PE)
    - Registered Architect (RA)
    - Certified Safety Professional (CSP)
    - Other professional certifications may be accepted as well, if the candidate successfully demonstrates equivalency
- **Applying for Certification**
  - The CEG is structured to support the new FPD application in the Employee Self Service (ESS) system that auto extracts a candidate's training and experience requirements from the ESS and the Learning Nucleus. Completed applications are transferred to a transparent electronic workflow in PM-MAX for a coordinated review and CRB approval.



## Congratulations to our Newly Certified FPDs!

**Level III**  
**Hemant Patel, SC**

**Level II**  
**Elamin Almahie Yousif, EM**



## Finding Training Classes to Satisfy PMCDP Certification Requirements Just Got Easier

The Certification Review Board recently approved the updates to the Certification and Equivalency Guidelines (CEG) to help streamline the Federal Project Director (FPD) certification. This CEG is now available on PM-MAX. Over the next fiscal year, you will see a number of changes in the PMCDP program that will further align our PMCDP courses with the competencies and Critical Success Factors in the updated CEG and simplify the certification process. For example, the PMCDP will be piloting a new Level 2 course later this year called Monitoring and Controlling during Project Execution that will fulfill many of the Level 2 competencies. Participants in the course pilot will satisfy the competencies of the Level 2 Advanced Concepts in Project Management course. Stay tuned for further details as we get closer to the dates when the pilot delivery will be offered. If you would like to be on the list to be notified of this delivery, please send an email to [PMCDP.Administrator@hq.doe.gov](mailto:PMCDP.Administrator@hq.doe.gov) mailbox.

In addition to the revised CEG, PM-40 has been working on other initiatives to make it easier to schedule and fulfill PMCDP training requirements. As you have learned in past editions of the Project Management News, PMCDP classes are now accessed through the Learning Nucleus (LN). A visit to the LN will allow you to see all of the PMCDP curriculum in one location with available class sessions so you can register through the LN. Please pay particular attention to the courses that do not have scheduled sessions, especially if you need the course to meet your developmental or certification goals. You can add your name to the list so we can track demand and schedule additional sessions as needed by clicking on the button that looks like this:

Interested in the class? Click here.

Our policy for training delivery is to offer all classes in the PMCPD curriculum at least once a year. Based on demand, additional offerings will be scheduled. We begin planning the training delivery schedule in the summer. By the middle of August, the coming fiscal year (FY) training plan is announced with training classes scheduled for at least the first quarter of the coming fiscal year. We commit to making class registration available for all PMCDP courses no later than six weeks prior to the start of the course. To ensure that we continue to manage the training budget effectively, we will cancel any course that does not meet the minimum enrollment three weeks prior to the start of the class. Please help us deliver the training you need by checking the PMCDP class registration site frequently, registering as early as possible for classes, and letting us know that you need a class that does not have any deliveries planned over the next six weeks. The added feature of the LN for PMCDP to indicate your interest in a PMCDP course that is not currently scheduled will help us better plan additional deliveries throughout the FY.

As a reminder, the PMCDP catalog is posted on PM-MAX at <https://community.max.gov/display/DOEExternal/PM+PMCDP+Course+Catalog>.

Other courses that can be used for PMCDP credit (over 100 classes are available for CLPs) are included on the Learning Nucleus at <https://learningnucleus.energy.gov/course/index.php?categoryid=9363>.

You can access your own personal Learning Nucleus dashboard through the Learning Nucleus portal by logging in with your unique username and password or via the ESS site.

For more info: Learning Nucleus FAQs - <https://hcnet.doe.gov/learning-nucleus-faq>



## PMCDP FY20 Q1-Q2 Training Schedule

The training schedule is posted on PM MAX. Save the direct link to the PMCDP Training Schedule to your favorites: <https://community.max.gov/x/BgZcQw>

Course Title	PMCDP LN Code	Length	CLPs	Planned Delivery Timeframe	Delivery Mode	Location/ Platform	Training POC	Instructor
<b>FY 20 – 1<sup>st</sup> Quarter</b>								
Negotiation Strategies and Techniques	001047		24	Wednesdays 12-1:30pm 10/30-12/20/19 (6 webinars, exam, eval)	Desktop	Adobe Connect	N/A	Peter Bonner
Systems Engineering	001049	3 Days	24	11/12-11/14/19	Classroom	Richland, WA	Pamela Weichel	Ken Mosteller
Labor Management Relations	001038	3 Days	24	12/3-12/5/19	Classroom	Richland, WA	Pamela Weichel	Don Mussachio
LEED for New Construction and Existing Buildings	001936	2.5 Days	20	12/3-12/5/19	Classroom	Oak Ridge, TN	Peter Rivera	Jason Kliwinsky
Performance Based Management Contracting	001951	3 Days	24	12/3-12/5/19	Classroom	Aiken, SC	Leatrice Green	Jerry Zimmer
<b>FY 20 – 2<sup>nd</sup> Quarter</b>								
Facilitating Conflict Resolution	001558		24	Wednesdays 12-1:30pm 1/8-2/26/20 (5 webinars, exam, eval)	Desktop	Adobe Connect	N/A	Peter Bonner
Project Management Simulation	001029	5 Days	40	1/13-1/17/20	Classroom	Richland, WA	Pamela Weichel	Larry Suda
Advanced Risk Management	001042	3.5 Days	28	1/14-1/17/20	Classroom	Oak Ridge, TN	Peter Rivera	Chris Gruber
Project Management Systems and Practices in DOE	001024		60	Tuesday/Thursday 1pm-3pm 1/21-3/10/20	Desktop	Adobe Connect	N/A	Dana Krupa
Systems Engineering	001049	3 Days	24	1/22-1/24/20	Classroom	Argonne, IL	Sandra Geib-Ingram	Ken Mosteller
Executive Communications	001031	3 Days	24	1/28-1/30/20	Classroom	Oak Ridge, TN	Peter Rivera	Shelley Simms
Scope Management Baseline Development	001036	3 Days	24	1/28-1/30/20	Classroom	Aiken, SC	Leatrice Green	Sean Casey
Federal Budgeting Process in DOE	001034	4 Days	32	2/18-2/21/20	Classroom	Oak Ridge, TN	Peter Rivera	Sean Casey
Systems Engineering	001049	3 Days	24	2/25-2/27/20	Classroom	Aiken, SC	Leatrice Green	Ken Mosteller
Project Risk Analysis and Management	001033	3.5 Days	28	3/3-3/6/20	Classroom	Oak Ridge, TN	Peter Rivera	Sean Casey
Front -End Planning	003176		20	Tuesday/Thursday 1pm-3pm 3/10-4/9/20	Desktop	Adobe Connect	N/A	Sean Casey Ed Worth
Strategic Planning	001043	3 Days	24	3/10-3/12/20	Classroom	Lemont, IL	Sandra Geib-Ingram	Marvin Gunn
LEED for New Construction and Existing Buildings	001936	2.5 Days	20	3/16-3/18/20	Classroom	Richland, WA	Pamela Weichel	Jason Kliwinsky
Advanced Risk Management	001042	3.5 Days	28	3/30-4/2/20	Classroom	Idaho Falls, ID	Tina Wagoner	Chris Gruber

Low Enrollment Warning

Low Enrollment Warning

Low Enrollment Warning



## PMCDP FY20 Q3-Q4 Training Schedule

The training schedule is posted on PM MAX. Save the direct link to the PMCDP Training Schedule to your favorites: <https://community.max.gov/x/BgZcQw>

Course Title	PMCDP LN Code	Length	CLPs	Planned Delivery Timeframe	Delivery Mode	Location/ Platform	Training POC	Instructor
<b>FY 20 – 3<sup>rd</sup> and 4<sup>th</sup> Quarters</b>								
Cost and Schedule Estimation and Analysis 4/6-4/10/20	001044	5 Days	40	4/6-4/10/20	Classroom	Richland, WA	Pamela Weichel	Sean Casey
Leadership through Effective Communication 5/11-5/13/20	002366	3 Days	24	5/11-5/13/20	Classroom	Richland, WA	Pamela Weichel	Mac Bogert
Planning for Safety in Project Management 5/27-7/1/20	001035		28	Tuesday/Thursday 1pm-3pm 5/27-7/1/20	Desktop	Adobe Connect	N/A	Dana Krupa
Monitoring and Controlling <i>Pilot</i>		3 Days	24	TBD Q3	Classroom	TBD	TBD	
Project Management Systems and Practices in DOE 7/14-9/1/20	001024		60	Tuesday/Thursday 1pm-3pm 7/14-9/1/20	Desktop	Adobe Connect	N/A	Dana Krupa
Advanced Earned Value Management Techniques	002689	3	24	8/4-6/20	Classroom	Argonne, IL	Sandra Geib-ngram	Gary Humphreys
Planning for Safety in Project Management 8/27-10/1/20	001035		28	Tuesday/Thursday 1pm-3pm 8/27-10/1/20	Desktop	Adobe Connect	N/A	Dana Krupa

All PMCDP Course Descriptions and Course Materials can be found in the Course Catalog on

Save the direct link to your favorites:

<https://community.max.gov/display/DOEExternal/PM+PMCDP+Course+Catalog>



Or download the Interactive Curriculum Map:

<https://community.max.gov/download/attachments/1131743153/PMCDP%20Interactive%20Map.pdf?version=1&modificationDate=1512482483778&api=v2>



Have a question, found a bug or glitch in a PMCDP online course, or want to provide feedback?

Submit your questions through [PMCDPOnlineCourseSupport@hq.doe.gov](mailto:PMCDPOnlineCourseSupport@hq.doe.gov)



## Contact Us!

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>.

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/Forms/AllItems.aspx>

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

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.

Can't put your finger on a document or information you were told is available on PM-MAX? Looking for information on DOE Project Management? Submit your questions and queries to [PMWebmaster@doe.gov](mailto:PMWebmaster@doe.gov). Check out the links below for information related to FPD Certification and Certification and Equivalency Guidelines.

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](https://community.max.gov/download/attachments/1131743160/June_2015_CEG_FINAL.pdf?version=1&modificationDate=1472838487652&api=v2)



Find up-to-date information and resources anytime on PM Max!

▶ 413 Resource Center ▶ Reviews & Metrics ▶ PARS & Earned Value Management ▶ Training & Certification ▶ Workshops & Awards ▶ About PM ENERGY

To reach the Professional Development Division team:



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If you would like to contribute an article to the Newsletter or have feedback, contact the Editor at [Linda.Ott@hq.doe.gov](mailto:Linda.Ott@hq.doe.gov).

