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Promoting Project Management Excellence



February 2019 Edition

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Director's Corner



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

In 2007, then Secretary of Energy Samuel Bodman established a senior leadership team to conduct an in-depth root cause analysis of the underlying issues impacting the Department's efforts to consistently deliver projects on cost and on schedule. Through extensive collaboration, Headquarters and field experts in project, contract, and financial management produced the 2008 Root Cause Analysis (RCA) Report and its companion the Corrective Action Plan (CAP). One of the outcomes was a major update to the Department's project management order, DOE Order 413.3B, (*Program and Project Management for the Acquisition of Capital Assets*), and the associated guides. While the order and guides have undergone subsequent updates, their focus remains on the sharing, implementation and institutionalizing of best practices from across government and industry.

This edition of the Newsletter continues our series on GAO Scheduling Best Practices with the 7th article in the series, this one on "float." A second article on GAO Cost Estimating Best Practices is also presented. The Department has been on its journey to project management excellence for over a decade. Continual focus on the basics -- disciplined upfront planning; realistic estimates of cost and schedule; and timely, straight-forward communication between the federal project director and senior management remains the recipe for consistently delivering projects within cost, schedule and performance commitments.

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Director's Corner



Mike Peek,
Director of the
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And be sure to plan to attend and participate in the 2019 DOE Project Management Workshop to be held April 23rd & 24th with a half day focused on Project Controls on the morning of April 25th. Registration is now open – we look forward to seeing you there. Additional information on the Workshop can be found at:

<https://www.energy.gov/projectmanagement/services/2019-doe-project-management-workshop>

Sincerely,

Mike Peek

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Government Accountability Office (GAO) Estimating Best Practices (and how they review yours!)

Mike Fenn, Office of Project Assessments (PM-20)

GAO established twelve steps for developing a high-quality cost estimates in their **GAO Cost Estimating and Assessment Guide** (GAO-09-3SP, March 2009). In the guide, GAO also discusses four characteristics of a high-quality cost estimate.



So, what are the 12-step best practices and four characteristics of a high-quality cost estimate? How do they relate and how do they differ?

GAO's 12-step best practices for cost estimating are as follows:

1. Define the estimate's purpose
2. Develop the estimating plan
3. Define the program characteristics
4. Determine the estimating structure
5. Identify ground rules and assumptions
6. Obtain the data
7. Develop the point estimate and compare it to an independent cost estimate
8. Conduct sensitivity analysis
9. Conduct risk and uncertainty analysis
10. Document the estimate
11. Present the estimate to management for approval
12. Update the estimate to reflect actual costs and changes

GAO's four characteristics of a reliable cost estimate are as follows:

1. Comprehensive
2. Well-documented
3. Accurate
4. Credible

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Government Accountability Office (GAO) Estimating Best Practices (and how they will review yours!)

Mike Fenn, Office of Project Assessments (PM-20)

GAO has two different assessment processes for cost estimate reviews. One assessment analyzes how well an organization followed the process of the GAO 12-step best practices in preparing and developing a cost estimate. It is a review of how well a project team followed each of the twelve steps in developing their cost estimate.

In the second assessment, GAO analyzes the fidelity and results of a program's cost estimate and how it compares to the characteristics of a high-quality, reliable cost estimate (i.e., comprehensive, well documented, accurate, and credible).

GAO discusses the 12-step best practices that should be followed, if a project team is working to develop an accurate and credible cost estimate. These steps outline best practices in the cost estimating process that are repeatable and, if properly implemented, result in a high-quality cost estimate that can be traced, replicated and updated. GAO explains that these twelve steps, if followed correctly, should result in reliable and credible cost estimates that management can use for making informed decisions. DOE's Office of Project Management (DOE PM) uses the GAO 12-step best practices as a checklist to assess how well a project team followed the best practices during an Independent Cost Review (ICR) or when preparing an Independent Cost Estimate (ICE). For an ICE, PM also conducts a self-assessment to determine how well the ICE team complied with the 12 steps.

The figure on the following page, from the GAO Cost Estimating and Assessment Guide, shows the 12-step estimating best practices.

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Government Accountability Office (GAO) Estimating Best Practices (and how they will review yours!)

Mike Fenn, Office of Project Assessments (PM-20)

Initiation and research

Your audience, what you are estimating, and why you are estimating it are of the utmost importance

Assessment

Cost assessment steps are iterative and can be accomplished in varying order or concurrently

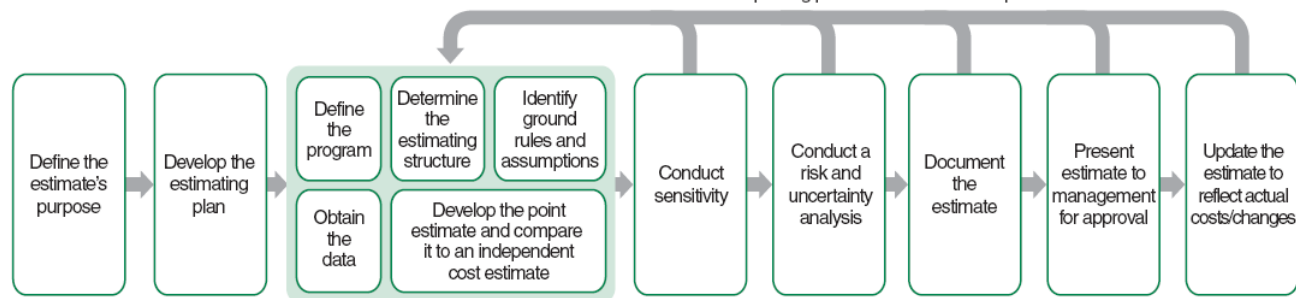
Analysis

The confidence in the point or range of the estimate is crucial to the decision maker

Presentation

Documentation and presentation make or break a cost estimating decision outcome

Analysis, presentation, and updating the estimate steps can lead to repeating previous assessment steps



Source: GAO.

Please note that the 12 steps are grouped into *Initiation and Research*, *Assessment*, *Analysis*, and *Presentation*. Also, these steps are not necessarily linear; some steps are iterative and can be repeated to ensure accurate assessment and analysis are accomplished.

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Government Accountability Office (GAO) Estimating Best Practices (and how they will review yours!)

Mike Fenn, Office of Project Assessments (PM-20)

GAO summarizes that four characteristics of a reliable cost estimate are as follows:

A comprehensive estimate includes all possible costs, ensures that no costs were omitted or double counted and all cost influencing ground rules and assumptions are detailed in the cost estimate. A well-documented estimate can easily be repeated or updated and traced to original sources by auditing. An accurate estimate is unbiased, it is not overly conservative or overly optimistic, adjusted properly for inflation, and contains few minor mistakes. A credible estimate incorporates results from sensitivity and risk and uncertainty analysis, is reconciled with an independent cost estimate, and is based on results that are cross-checked with alternate methodologies. As warranted, DOE PM will specifically comment on the four characteristics of a project team's cost estimate during an ICR or an ICE.

The 12-step estimating best practices align with the four characteristics as follows:

- **Comprehensive:** 1) Define the estimate's purpose, 3) Define the program, 5) Identify ground rules and assumptions, 6) Obtain the data, 10) Document the estimate, and 11) Present the estimate to management.
- **Well documented:** 2) Develop the estimating plan, and 4) Determine the estimating approach.
- **Accurate:** 7) Develop the point estimate and compare it to an independent cost estimate, and 12) Update the estimate to reflect actual costs and changes.
- **Credible:** 7) Develop the point estimate and compare it to an independent cost estimate, 8) Conduct sensitivity analysis, and 9) Conduct risk and uncertainty analysis.

FPDs and project team members that understand these criteria produce better cost estimates. You never know when GAO might come knocking on your door, and your program will sure appreciate it when you are best prepared when they do.



Scheduling Best Practices – Ensuring Reasonable Total Float

Maris Lenss, Office of Project Controls (PM-30)

The U.S. Government Accountability Office (GAO) Schedule Assessment Guide ([GAO-16-89G](#)) presents ten best practices associated with developing and maintaining a reliable, high-quality project schedule. The Guide also presents principles for auditors to evaluate schedules for government programs and projects. This is the seventh newsletter article in a series describing various characteristics of high-quality schedules that GAO would expect projects to develop and maintain.

Best Practice 7: The schedule should identify reasonable total float (or slack)—the amount of time a predecessor activity can slip before the delay affects the program's estimated finish date—so that the schedule's flexibility can be determined. The length of delay that can be accommodated without the finish date's slipping depends on the number of date constraints within the schedule and the degree of uncertainty in the duration estimates, among other factors, but the activity's total float provides a reasonable estimate of this value. As a general rule, activities along the critical path have the least float. Unreasonably high total float on an activity or path indicates that schedule logic might be missing or invalid. [GAO-16-89G, p.91]

Management should be aware of schedule float. Activities with the lowest total float values constitute the highest risk to completing the schedule or meeting interim milestones on time. In general, if zero-total-float activities or milestones are not finished when scheduled, they will delay a project the same length as their delayed finish—unless successor activities on the critical path can be completed sooner than originally planned. An activity's delay causes total float to decrease, thus increasing the risk of not completing the project as scheduled.

Incomplete, missing, or incorrect logic, unrealistic activity durations, and un-statused work distort the value of total float so that it does not accurately represent the schedule's flexibility. In addition, total float may not be a completely accurate measure of flexibility if the schedule has date constraints or deadlines such that low or even negative float values for activities do not drive the finish milestone. Thus, it is imperative

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Scheduling Best Practices – Ensuring Reasonable Total Float

Maris Lenss, Office of Project Controls (PM-30)

that managers for both the customer and the contractor continuously update schedule and review total float as activities are completed. Doing so will ensure that the project schedule accurately depicts the project's flexibility and enables management to make appropriate decisions in reallocating resources or resequencing work before the project gets into trouble.

The two types of float most commonly monitored are total float and free float. Total float, the amount of time an activity can be delayed or extended before delay affects the project's finish date, can be positive, negative, or zero. If positive, it indicates the amount of time that an activity can be delayed without delaying the project's finish date. Negative total float indicates the time that must be recovered so as not to delay the project's finish date beyond the constrained date. Negative total float arises when an activity's completion date is constrained—that is, when the constraint date is earlier than an activity's calculated late finish. The Primavera P6 scheduling software typically calculates total float to the last activity in the schedule file. However, if interim schedule milestones or other schedule activities are also constrained by “hard constraints”, then the use of total float to determine the project's critical path cannot be relied upon. Previous articles have addressed the determination of the critical path using the “longest path” setting in Primavera P6.

Negative float can also occur when activities are performed in a sequence that differs from the logic dictated in the network. Out-of-sequence logic is discussed in detail in *Best Practice 9*. Zero total float means that any amount of activity delay will delay the project's finish date by an equal amount. An activity with negative or zero total float is considered to be critical.

Free float is the portion of an activity's total float that is available before the activity's delay affects its immediate successor. Depending on the sequence of events in the network, an activity with total float may or may not have free float. For example, it may be possible that an activity slips two days without affecting the finish date (two days of total float), but this delay will cause a two-day slip in the start date of its immediate successor activity (zero free float).

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Maris Lenss, Office of Project Controls (PM-30)

Total float and free float are therefore indicators of a schedule's flexibility. Some activities in the schedule network can slip without affecting their immediate successors, and some may affect their immediate successors but not the project finish date. Knowing this allows management to reassign resources from activities that can slip to activities that cannot slip. Knowing the length of time an activity can or cannot be delayed is essential to successfully allocating resources and to completing the project on time.

Scheduling software automatically calculates total and free float for activities, which are then used to identify critical activities. However, these values of float must be examined for reasonableness. Unreasonable float might be negative, positive, or zero.

Unreasonable amounts of total float usually result from missing or incomplete logic rather than acceptable periods of potential delay. Therefore, any activities that appear to have a great amount of float should be examined for missing or incomplete logic. Because total float is calculated from activities' early and late dates, it is directly related to the logical sequencing of events—just like the validity of the resulting critical path. Missing activities, missing or convoluted logic, and date constraints prevent the valid calculation of total float, potentially making an activity appear as though it can slip when it actually cannot.

Because float is shared along activity paths, finding and addressing incomplete logic that causes large float values may solve the float problem for many activities on the path. Likewise, a complex schedule whose majority of remaining activities is critical is not a realistic plan and should be assessed for reasonable logic, the practicality of resource assignments, or the reasonableness of the project's duration.

Given that float is directly related to the logical sequencing of activities and indicates schedule flexibility, management and auditors will question what constitutes a reasonable amount of float for a particular schedule. Activities' float differs by status period, given the logical sequence of activities in the network and the project's remaining duration. Therefore, management should not adhere solely to one specific target float value or specific float measure. Large amounts of float may be justified, given an activity's place in the flow of work.

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Scheduling Best Practices – Ensuring Reasonable Total Float

Maris Lenss, Office of Project Controls (PM-30)

In general, total float should be as accurate as possible; it should be evaluated relative to the project's projected finish date. The remaining activities in the schedule should be sorted by total float, and those values should be assessed for reasonableness. Management should determine whether it makes sense logically that any activity with relatively high float can actually slip that far without affecting the project's finish date. For instance, management should ask if it is reasonable that an activity with 300 days of total float can actually slip 300 working days before the project's finish date is affected. There should also be an inquiry as to whether the manager of that particular activity is aware of this float.

A float value of 300 days may make sense for a project that has many years of future planning packages, but a 300-day delay would probably be considered implausible in a 2-year project. Total float values that appear to be excessive should be documented to show that the project management team, having already performed an analysis, has agreed that the logic and float for this relevant activity are consistent with the plan. A float value that is not reasonable may result from an unintended break in logic. Significant changes in float potentially indicate that a logic link has been broken or that an out-of-sequence activity has been completed. It may be that neither indicates true project total float. PM-30 initially determines float reasonableness by considering the remaining project duration at the point in time where an activity is scheduled to be performed and assessing the activity's float relative to the remaining project duration. Additional detail about this assessment criteria can be found in the PM EVMS Compliance Assessment Guide (CAG) contained within the PM EVMS Compliance Review Standard Operating Procedure ([ECRSOP](#)).

The use of multiple calendars within a schedule can also affect the calculation of float. In particular, schedule paths consisting of activities with varying calendars need to be carefully assessed to determine whether the calculated float values are truly representative of the number of work days that each activity can be slipped without impacting the project's completion date.

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Scheduling Best Practices – Ensuring Reasonable Total Float

Maris Lenss, Office of Project Controls (PM-30)

In order to attain on-time completion of a project, management must understand the amount of time that activities can be delayed without compromising the completion date, primarily for re-allocating and optimizing resources to more critical activities. Key to this effort is the understanding that total float is shared along a path of activities. Slipping one activity along a path will, by definition, reduce the amount of float available to all other activities along the common path. Free float can be a useful tool for management to use in leveling project resources because by definition, an activity with free float can be delayed by the amount of the free float without impacting the scheduled start date of any successor activity.

The following page includes questions based on the GAO Schedule Assessment Guide “Best Practices Checklist” are provided for consideration when establishing or assessing the reasonableness of total float within the schedule. 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>).

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Scheduling Best Practices – Ensuring Reasonable Total Float

Maris Lenss, Office of Project Controls (PM-30)

Questions to Ask Regarding the Management of Float

- Do the total float values calculated by the scheduling software reasonably and accurately reflect the schedule's flexibility?
- Does the project really have the amount of schedule flexibility indicated by the levels of float?
- Has the use of multiple calendars on the activities in the project schedule been considered in the assessment of float reasonableness?
- When the remaining activities in the schedule are sorted by total float and assessed for reasonableness, are there any activities that appear to have a great deal of float, and have they been examined for missing or incomplete logic?
- Have total float values that appear to be excessive been documented to show that the project management team has performed an assessment and agreed that the logic and float are consistent with the plan?
- Is total float calculated to the main deliveries and milestones as well as to the project's completion?
- Has total and free float analysis been conducted to inform management as to which activities can be reassigned resources in order to mitigate slips in other activities?
- Has the float analysis been used by project management to balance the use of float, with the understanding that total float is shared along a path of activities?
- Does the project routinely produce periodic reports that show the amount of float consumed in a period and remaining on the critical and near-critical paths?
- Have all date constraints causing negative float been justified? If a delay is significant, have plans to recover the implied schedule slip been evaluated and implemented?

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PARS Update

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



The PARS update continues toward a June 2019 roll-out with one of the primary features being a new analytical tool called Empower. Empower will enhance review of performance metrics for projects using contractor data uploads in PARS. In addition to performance metrics, data quality and earned value management system health checks are provided. Empower's layout provides an intuitive perspective: offering the capability to review project data, graph the data, and build reports useful at all levels, by contractors, federal project directors (FPD), and program/headquarters analysts.

In PARS, contractor data will be uploaded in the current database format or a newer Comma Separated-Value (CSV) option. The CSV option supports the contractor self-surveillance of its earned value management system and the work the Energy Facility Contractors Group (EFCOG) and DOE have collaborated on to support this capability.

Once the data is normalized and uploaded, it is placed into a staging database and Empower to support performance and earned value analysis and reporting. The contractor is able to review the upload in Empower before selecting the option to publish so that all others (FPD, program and headquarters) can review it.

The monthly schedule for uploads and analysis remains the same with contractors required to upload and publish by the last working day of the month followed by FPD analysis and comment, program analysis and comment, and DOE PM analyst assessment and comment for projects meeting the threshold requirements in DOE Order 413.3B. This schedule is kept current, accounting for holidays, in PM Max under the PARS drop down menu (<https://community.max.gov/x/m4Ily>).

After data is loaded and published, the basic Empower view is called a tri-pane view. It contains three areas, one called the view area, similar to a spreadsheet, one for graphs and one for reports. The default for each will be set to support most of the DOE users, but a user can select from a large number of preset options for views, reports, and graphs.

[Click here to see a sample of this tri-pane view](#)

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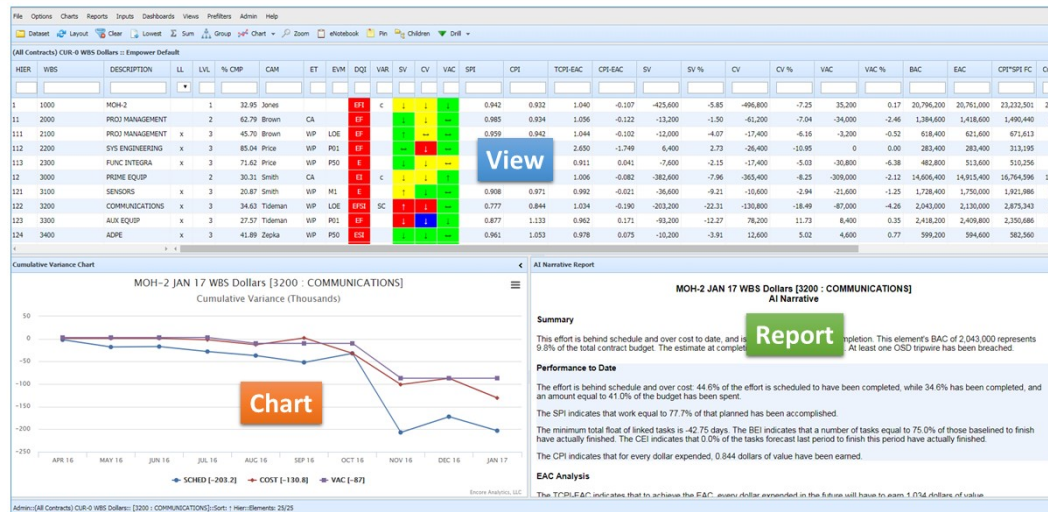
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PARS Update

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

UPDATE

Empower – Tri-Pane Interface - Select View, Chart, and Report



In the view, each of the columns can be used to sort, filter, and help drill into the data to look at the metrics for the chosen project. As one filters the data using different time phases and metrics, the accompanying graphic and report will provide corresponding results. Empower also allows one to group projects by site or program and conduct analysis in these groupings.

In addition, each of the tri-panes can be exported to tools outside of Empower. The view can export to Microsoft Excel with formatting, and the charts can be exported as an image or as the table of values to build the chart in Excel. The reports are exported in a format compatible with Word or web based tools.

This overview is a quick glimpse of what is to come. Over the next couple of months, additional details on Empower will be provided, as well as the training course schedule. Registration will be put in place over the next month for courses beginning May 2019.

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Recently Certified

The following certifications were recently issued.

Federal Project Directors

EM

- Paul Cooke -- Level I

FE

- Joseph Baldwin (NETL) -- Level I
- Claudia LeCompte-Johnson (SPR) -- Level I

NNSA

- Stanley Pyram -- Level I

NE

- William Watson -- Level II

Congratulations to our newly certified members!

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Training for FPDs by FPDs: Help Your Colleagues Become Better Federal Project Directors (FPDs)

Linda Ott, Director, Professional Development Division (PM-40)

The Office of Professional Development (PM-40) is seeking volunteers to contribute to the development of a number of new courses in the Project Management Career Development Program (PMCDP) curriculum. We are looking for FPDs at Levels II, III or IV who would like to contribute their insights, expertise and experience in:

- Managing projects during pre-project planning (leading up to CD-1) Front-End Planning (FEP) Part I
- Managing design and preparing for execution (leading up to CD-2 and getting ready for CD-3) FEP Part II
- Monitoring and controlling project execution (during CD-3)

PM-40 will initially hold a two-hour webinar workshop to gather lessons learned and best practices regarding the deliverables, reviews, and other required activities that take place during each of the aforementioned project life cycle phases. The FPDs leadership and management of the IPT will also be explored.

Subsequent workshops and focus groups will convene to:

- Review relevant requirements and deliverables
 - What do you think is most important to tell your less experienced colleagues?
 - What really makes a difference?
- Review and edit course materials
 - Course outline
 - Course design (pre-requisites, case studies, etc.)
 - Course content
- Audit the pilot course

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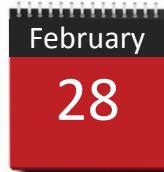
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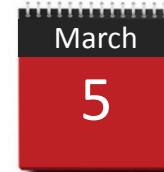
Training for FPDs by FPDs: Help Your Colleagues Become Better Federal Project Directors (FPDs)

Linda Ott, Director, Professional Development Division (PM-40)

To accommodate your schedules, we will offer two opportunities to attend the initial workshop:



or



Thursday, February 28, 2019
11:00 AM - 1:00 PM EST

Tuesday, March 5, 2019
1:00 - 3:00 PM EST

Participants will receive four Continuous Learning Points (CLPs) for attending one of the two initial workshops. Additional CLPs will be awarded for participation in subsequent workshops and/or focus groups.

If you are interested, please be on the lookout for calls to participate or forward your contact information in advance to Sigmond L. Ceaser at sigmond.ceaser@hq.doe.gov.

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2019 DOE Project Management Workshop: Save the Date!

The Department of Energy Office of Project Management (PM) is pleased to announce the 2019 DOE Project Management Workshop. The workshop will again offer you the opportunity to discuss project management challenges with senior leadership, review best practices, share lessons learned, recognize excellence, and on the final day, focus on project controls. The workshop is a designated training event so attendees will earn continuous learning points (CLPs) for each full day of participation.

Look for additional information on the agenda framework and registration in future PM newsletters.

[Schedule](#)[Location](#)[Booking](#)[Intended Audience](#)[Cost](#)

Schedule

Workshop Day 1: April 23

Workshop Day 2: April 24

Project Controls Session (AM only): April 25*

**The afternoon of April 25th will again feature Program breakout sessions.*

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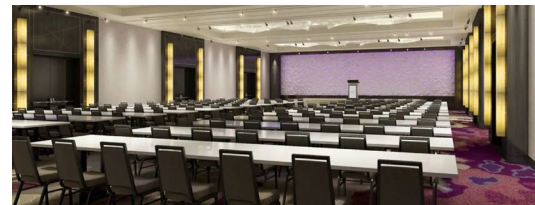
Location

[HILTON WASHINGTON DC NATIONAL MALL](#)

[480 L'Enfant Plaza SW](#)

[Washington DC, 20024](#)

(202) 484-1000



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2019 DOE Project Management Workshop: Save the Date!

The Department of Energy Office of Project Management (PM) is pleased to announce the 2019 DOE Project Management Workshop. The workshop will again offer you the opportunity to discuss project management challenges with senior leadership, review best practices, share lessons learned, recognize excellence, and on the final day, focus on project controls. The workshop is a designated training event so attendees will earn continuous learning points (CLPs) for each full day of participation.

Look for additional information on the agenda framework and registration in future PM newsletters.

[Schedule](#)[Location](#)[Booking](#)[Intended Audience](#)[Cost](#)

Booking

[Click here](#) for the group booking link (disregard any notice about Hilton not accepting reservations unless arrival is July 1, 2019 and beyond)

Code: DOEPMA

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[Schedule](#)[Location](#)[Booking](#)[Intended Audience](#)[Cost](#)

Intended Audience

This workshop is for everyone engaged in DOE capital asset project management to include federal and contract employees. The target audience is DOE federal employees and DOE contractors involved with DOE project management and/or DOE contracting. This includes, but is not limited to, federal project directors, project controls personnel, program/staff office representatives, contracting officers, DOE contractors, and others in the DOE project management community.

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Cost

There is no registration fee, but attendees' organizations are responsible for travel, lodging, and meal expenses.

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Click here to view training in February-March

Click Here for the Full FY 2019 Training Strategy*

** To print the FY 2019 Training Strategy, print only pages 36-37 of this document*

On-Demand Online Training**

***On-Demand courses are available at 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

Click on any button to view details

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Upcoming Training: February – March 2019

Strategic Planning

3 days / 24 CLPs

February 19-21
Golden, CO

Project Risk Analysis and Management

3.5 days / 28 CLPs

March 5-8
Golden, CO

Performance-Based Management Contracting

3 Days / 24 CLPs

March 12-14
Berkeley, CA

Scope Management Baseline Development

3 Days / 24 CLPs

March 12-14
Oak Ridge, TN



Upcoming Training: February – March 2019

A circular button with a black 'X' inside, used to close the training details panel.

Strategic Planning

PMCDP is offering an instructor-led delivery of the 3-day course, *Strategic Planning*, February 19-21, 2019 in Golden, CO.

This course is designed to provide leaders and managers with first-hand knowledge of the strategic planning process, including strategic formulation, plan development and implementation. Through instructor presentations and interactive exercises, participants will gain the skills needed to develop, for their projects/programs and/or organizations, applicable mission and vision statements, values, strategic goals and objectives, and performance expectations and measures. The instructor will review development and implementation of actual strategic management plans, including attributes of effective planning and implementation. Day One: *The Strategic Planning Process*; Day Two: *Strategic Formulation*; Day Three: *Strategic Implementation*.

Upon completion of this course, participants will be able to:

- Identify the major steps of the strategic planning process
- Develop mission and vision statements, and values
- Formulate effective strategies and approaches
- Develop strategic goals, objectives, expectations and measures
- Describe effective strategic plan implementation

You will earn 24 continuous learning points for this course. This is an Elective course for the Level 3 FPD certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001043/0018

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Upcoming Training: February – March 2019

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Project Risk Analysis and Management

PMCDP is offering an instructor-led delivery of the 3.5-day course, *Project Risk Analysis and Management*, March 5-8, 2019 in Golden, CO.

This course is designed to prepare Federal Program or Project Managers to:

- Determine project risks and develop risk management and mitigation strategies;
- Determine at which points in a project life-cycle risk analyses should be performed;
- Evaluate potential risk probability and consequences;
- Determine risk factors;
- Select risk management or mitigation strategies; and
- Develop a risk management plan.

Participants also acquire the skills that enable them to:

- Assign risk responsibility between Federal agencies and contractors;
- Determine appropriate project cost and schedule contingencies for identified risks;
- Determine appropriate project management and project control tools to assist in managing identified risks; and
- Evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds.

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 Code: 001033/0057

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Upcoming Training: February – March 2019

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Performance-Based Management Contracting

PMCDP is offering an instructor-led delivery of the 3-day course, *Performance-Based Management Contracting*, March 12-14, 2019 in Berkeley, CA.

This course is designed so that Program and Project Managers, as well as contracting personnel, better understand how to manage performance-based contracts at DOE facilities. The course addresses the processes by which these performance-based site and facility management contracts are planned, awarded, and managed after award. The overall objective is to focus on major site and facility contracts and to present the performance-based concepts and tools required in each aspect of the planning, award, and post award processes for these contracts. This course focuses exclusively on major site and facility contracts and the unique challenges involved in making them performance-based.

You will earn 24 continuous learning points for this course. This is an Elective course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001951/0028

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Upcoming Training: February – March 2019

[X](#)

Scope Management Baseline Development

PMCDP is offering an instructor-led delivery of the 3-day course, *Scope Management Baseline Development*, March 12-14, 2019 in Oak Ridge, TN.

This course is designed to enhance a Program or Project Manager's ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle. The course emphasizes the development of the Work Breakdown Structure (WBS).

Topic areas include:

- Baseline development techniques
- Identifying risk and constraints for requirements
- Prioritizing requirements
- Trade-off analysis
- Iterative requirements management
- Scope change/configuration management

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

CHRIS Code: 001036/0030

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Contracting Officer Representative (CLC 222)

This course is specifically designed for Contracting Officer's Representatives (CORs) who are responsible for assuring that contractors are performing the technical portion of their job. This course will provide CORs the breadth of knowledge required to perform their role, including knowledge related to COR roles and responsibilities, as well as fundamentals of contracting regulations, types, phases, and other elements; awareness of ethical, legal, and cultural factors that impact COR responsibilities; and information necessary to effectively evaluate situations, apply knowledge gained, and make correct decisions to carry out COR responsibilities.

Course objectives include:

- Understanding the role of the COR
- Understanding what constitutes an effective COR
- Learning to read and understand a contract

Registration is through DAU Online

You will earn 32 continuous learning points for this course. This is a Required course for the Level I Federal Project Director certification and is available to all DOE employees.

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Upcoming Training

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Environmental Laws and Regulations

PMCDP hosts on DOE's Learning Nucleus a Level II Elective Course titled "*Environmental Laws and Regulations*." This online course provides an overview and basic working knowledge of pertinent environmental laws and regulations, and how those laws and regulations impact managing projects at DOE. The course identifies the resources to assist DOE staff and managers in the event they are asked to support or manage a project with potential environmental impacts. This course supports DOE employees and the Department in achieving environmental sustainability goals, including reducing energy use, enhancing pollution prevention, and water conservation.

Upon completion of the training, all participants will be able to identify the intent of the major Federal environmental laws, regulations, DOE Orders, Directives and guidance. Participants will also be able to list the detailed processes involved in the implementation of major environmental requirements by the Department of Energy.

This course is comprised of seven modules.

- DOE's Framework for Environmental Compliance
- All About Water
- All About Air
- All About Waste
- All About Clean Up
- Sustainability
- Cultural Considerations

Successful completion of any six modules is required to receive credit for the course. However, a seventh module can be completed for continuous learning points.

Registration is through the Learning Nucleus

You will earn 24 continuous learning points for this course. This is an elective course for the Level II Federal Project Director certification and is available to all DOE employees.

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Earned Value Management Systems (24/7)

PMCDP hosts on DOE's Learning Nucleus the Level 1 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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Upcoming Training

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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

Registration is through the Learning Nucleus

You will earn 50 continuous learning points for this course, if you complete all 15 lessons. You can also take each lesson individually and earn continuous learning points for each lesson. This is a required course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.

[Click here to view the CLPs for each lesson](#)

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Project Management Essentials

Lesson	CLPs
Lesson 1: PM Framework	3
Lesson 2: Strategic Planning	2
Lesson 3: Project Initiation	2
Lesson 4: Acquisition Strategy	3
Lesson 5: Risk Planning (Part 1- Process Overview)	4
Lesson 5: Risk Planning (Part 2- Initial Risk Planning)	4
Lesson 5: Risk Planning (Part 3- Finalizing the Plan)	4
Lesson 6: Scope	3
Lesson 7: Quality	3
Lesson 8: Schedule	4
Lesson 9: Cost	3
Lesson 10: Project Execution	2
Lesson 11: Procurement	3
Lesson 12: Project Control	4
Lesson 13: Monitoring and Controlling Risk and Quality	2
Lesson 14: Communication and Leadership	2
Lesson 15: Transition/Closeout	2

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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.

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PMCDP FY 2019 Training Schedule

Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Strategic Planning CHRIS Code: 001043/0018	3 Days 24 CLPs	February 19-21	Golden, CO Lisa Weber
Project Risk Analysis and Management CHRIS Code: 001033/0057	3.5 Days 28 CLPs	March 5-8	Golden, CO Lisa Weber
Performance Based Management Contracting CHRIS Code: 001951/0028	3 Days 24 CLPs	March 12-14	Berkeley, CA Lauren Martinez
Scope Management Baseline Development CHRIS Code: 001036/0030	3 Days 24 CLPs	March 12-14	Oak Ridge, TN Peter Rivera
Managing Contract Changes CHRIS Code: 002102/0073	4 Days 32 CLPs	April 2-5	Golden, CO Lisa Weber
Value Management CHRIS Code: 001037/0020	3 Days 24 CLPs	April 2-4	Oak Ridge, TN Peter Rivera
Advanced Concepts in Project Management CHRIS Code: 001023/0044	50 CLPs	Tue/Thursdays 1-3pm April 2-June 6	Adobe Connect
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

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Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
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. Propose improvements to policies at <https://hq.ideascale.com>.

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

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

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

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

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

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The screenshot displays the PM-MAX website interface. At the top, there's a navigation bar with links like 'Dashboard', 'Dept of E', 'Home', 'PM-MAX', and 'PM Newsletter (0)'. The main header features the 'PM-MAX' logo on the left and 'PM NEWSLETTER JULY 2018' on the right. Below the header is a secondary navigation bar with links: '413 Resource Center', 'Reviews & Metrics', 'PARS & Earned Value Management', 'Training & Certification', 'Workshops & Awards', 'About PM', and 'ENERGY'. The main content area is divided into two columns. The left column features a large graphic with the text 'NEWS', 'NNSA', 'U.S. DEPARTMENT OF ENERGY', and 'National Nuclear Security Administration'. The right column contains the text 'Click here to read the July 2018 Project Management Newsletter' followed by a 'Headlines:' section with a bulleted list of topics: 'EIRs Findings, Major Findings and Observations from PM's perspective...', 'Part three in the series of articles on the GAO Schedule Assessment Guide...', 'Leadership and the Project Manager's Mindset', 'Kudos to recently certified FPDs', and 'Training Schedule'. Below this, there's a section titled 'Find out how to get each PM Newsletter delivered directly to your inbox!' with a numbered list of steps. At the bottom of the main content area, there's a 'Newsletter Editions and Summaries' section with a filter input field. On the right side of the newsletter preview, there's a sidebar with a search bar and several links: 'Team Collaborations', 'Browse the PM Library', 'Browse the FPD Directory', and 'Questions or Comments?'. At the bottom of the sidebar are logos for 'esaab', 'PMRC', and 'CRB'.

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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, 202-287-5310

Sigmond Ceaser —Alternate Delivery Platforms, *PMCDP Review Recommendations Lead*, *PMCDP Curriculum Manager*, Sigmond.Ceaser@hq.doe.gov

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If you would like to contribute an article to the Newsletter or have feedback or ideas you'd like to share, contact the Editor, Linda Ott.

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