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DOE Project Management News

Acquiring Minds Want to Know



October 2016 Edition

FY 2017 IS HERE!

We boldly go where we have not gone before



Director's Corner



Paul Bosco,
Director of the
Office of Project
Management
Oversight and
Assessments (PM)

Project Peer Reviews (PPRs) have a long history of adding value within the Office of Science (SC) and have contributed significantly to SC's success in project delivery. In his December 2014 memorandum, "[Improving the Department's Management of Projects](#)", Secretary Moniz directed the expansion of this best practice to all DOE programs, requiring each Under Secretary to establish a project assessment office independent of line management responsible for project execution. PPRs provide multiple benefits to a variety of project stakeholders. They provide Project Management Executives with an unbiased, non-proponent assessment of a projects status and performance. And just as important, they provide Program Offices, Federal Project Directors (FPD) and Project Teams with critical in-depth assessments on a wide range of topics, from the thoroughness of front-end planning and the maturity of design and technological readiness, to recommendations on how to strengthen the integrated project team (IPT) and increase the likelihood of successfully delivering the project. Key to the success of a PPR is the attitude and understanding of the parties involved. PPRs are intended to assist the FPD and IPT and must be welcomed with transparency and cooperation. Similarly, PPR subcommittees must approach each review as an opportunity to assist the FPD/IPT, and thus the Department, in delivering a needed capability vital to furthering the Department's mission.

I encourage all FPDs and federal IPT members to not only welcome PPR teams with open arms, but also, when possible, volunteer and participate on PPRs. I guarantee you will gain as much, if not more, insight, knowledge and experience as you share. Keep Charging!

Sincerely,

Paul Bosco

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Questions/Comments?

What do Project Peer Reviews Have to do with Organizational Learning?

Linda Ott, Professional Development Division (PM-40)

The U.S. Department of Energy is in continuous pursuit of project management excellence to ensure its projects are completed within the cost, schedule, and scope parameters defined in their performance baselines. The magnitude and complexity of the Department's capital asset work reinforces the need for improved organizational learning. Improved organizational learning is a foundational tenet of the Department's peer review process. The work of Dr. Chris Argyris, Professor Emeritus at Harvard Business School, researcher, and thought leader on organizational learning helps describe how to achieve such learning and informs how DOE projects can benefit from the peer review process. The following is adapted from the research of Chris Argyris (1923-2013).

Single-Loop and Double-Loop Learning Defined

[Chris Argyris](#) introduced organizational learning models in the 1990s describing what he called single-loop and double-loop learning. Usually when we have a problem, the traditional approach is to gather information and use that information to take action to solve the problem. Thus, the learning occurs in one step and is used to solve the problem. This is what Argyris called single-loop learning. Argyris observed that many organizations were limited by this one-step learning process. He identified the need for a second loop in the learning process, an enhancement he calls double-loop learning. In this second loop, the learner questions assumptions, underlying policies, and goals. The learning that happens when we do this helps to overcome organizational barriers that limit performance. In double-loop learning, by examining the underlying assumptions that we have made, we can identify inherent biases and mental models that may be preventing us from considering other solutions or approaches to the problem.

*Click here to view the graphic of Single-loop vs.
Double-loop Learning*

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What do Project Peer Reviews Have to do with Organizational Learning?

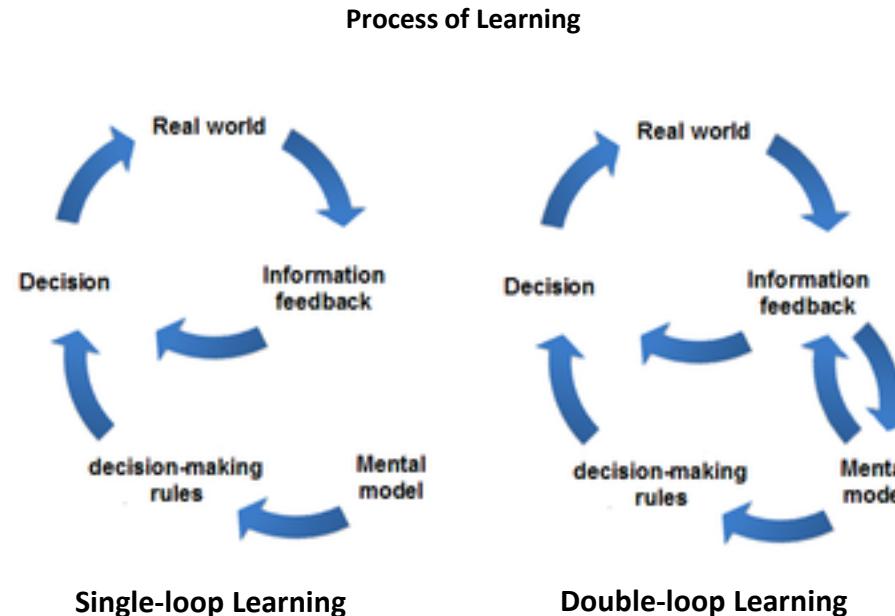
Linda Ott, Professional Development Division (PM-40)

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Linda Ott, Professional Development Division (PM-40)

As an example, if your project were undergoing a project review and you were learning about whether your documentation was compliant with DOE orders and guides or whether your project management practices were effectively using the industry state of the art, you would be practicing single-loop learning. If during that review you were also questioning the underlying assumptions of the project such as mission need, project scope, and expected funding profile, and using that information to strengthen your project, you would be practicing double-loop learning. While assumptions help simplify an engineering problem to make it more manageable, we should recognize they are accompanied by biases and may limit learning that can help the organization overcome difficult obstacles.

Removing Biases and Practicing Double Loop Learning at DOE

Our values and beliefs are deeply rooted in our cultural background, as are the assumptions we make about what strategies will be successful in a given situation, or what outcomes will result from any given action or behavior. While these values and beliefs represent strengths, they sometimes inhibit our organization's ability to learn, whether we realize it or not. When DOE projects invite peer review, they are increasing their use of double-loop learning and, in turn, increasing the chance of overcoming those biases. Peer reviews encourage project teams to question and challenge assumptions and to learn from each other. Openly and publicly challenging our own assumptions leads to insights and reveals solutions single-loop learning cannot access.

Double-loop learning is not preferred over single-loop learning; it is a more complex and nuanced type of learning that enhances organizational effectiveness. Peer reviews foster double-loop learning and allow stakeholders to question their assumptions, leading to richer learning about improvements that represent project management excellence.

Want to learn more? Click here to check out these articles by Argyris

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Linda Ott, Professional Development Division (PM-40)

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Related articles by Argyris

- *Teaching Smart People How to Learn:* <https://hbr.org/1991/05/teaching-smart-people-how-to-learn>
- *Double Loop Learning in Organizations:* <https://hbr.org/1977/09/double-loop-learning-in-organizations>

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articles by Argyris



Key Performance Parameters (KPPs)

Ivan Graff, Departmental Project Oversight Division (PM-20)

Key performance parameters (KPPs) follow a project through its entire life so their thoughtful crafting will ultimately improve each project's outcome.

Counterintuitively, KPPs do not reflect the ongoing performance of a project. Projects use earned value or equivalent measures for that. Instead, KPPs reflect the capabilities of the project's deliverables that address the capability gap articulated in the project's mission needs statement. KPPs, as defined in DOE Order 413.3B in Attachment 2, "express performance in terms of accuracy, capacity, throughput quantity, processing rate, purity, reliability, sustainability, or [other parameters] that define how . . . a system, facility, or other project [deliverable] will perform."

Projects develop preliminary KPPs during the initiation and definition phases of a project, and finalize them in conjunction with the establishment of a performance baseline at Critical Decision (CD) 2, Approve Performance Baseline. Performance baseline changes may modify one or more KPPs. A complete KPP has the following attributes:

- **S**pecific: Clear and focused under stated conditions
- **M**easurable: Objective and verifiable
- **A**ttainable: Achievable and reasonable under expected conditions
- **R**elevant: Credible and related to the mission needs
- **T**ime-bound: Includes a period of time over which performance verification will occur

Examples of measurable characteristics include: quality, quantity, throughput rate, radiation level, energy output, or storage capacity.

Continued on next page...



Key Performance Parameters (KPPs)

Ivan Graff, Departmental Project Oversight Division (PM-20)

Projects that state their KPPs with threshold and objective values more effectively document the potential impacts of realized risks on the desired capabilities than those that provide threshold KPPs only. The more conservative threshold value represents the minimum performance a deliverable must achieve to acceptably address a mission need while the project might achieve the objective or desired performance when the project realizes the minimum number of potential threats and maximizes opportunities. The applicable program secretarial office(s) may have additional policy concerning threshold and objective KPPs.

Some example KPPs include:

1. “Decontaminate Building 300 to a radiation level no higher than 10 nanocuries per gram.”
2. “Produce saltstone grout at a minimum of 100 gallons per minute.”
3. “Obtain a reactor capable of attaining 1,400 °F within 12 hours.”

Thus, KPPs do not excerpt the project scope statement, but rather express the extent to which the functioning deliverables will provide the capabilities that the Department requires and which justified initiating the project. The concept of a KPP recognizes that although completion of the tangible elements of a project’s scope of work must occur to fulfill a mission need efficiently and economically, that work alone may not actualize the performance required to fulfill that same mission need. For this reason, the project should devise as many KPPs as necessary to adequately express the full breadth of the deliverables’ anticipated performance.

Federal Project Directors verify that project deliverables have met the KPPs and other completion criteria prior to CD-4, Start of Operations or Project Completion. Recognizing that DOE’s complex nuclear, chemical processing, and one-of-a-kind scientific facilities can have significant risks that can impact the achievement of full operational capability after CD-4, the Deputy Secretary established a new project milestone marking attainment of full operational capability in her August 11, 2016 memorandum, *“Operational Release” Milestone for DOE Projects*. Look for this new policy to be discussed in a future newsletter.

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Key Performance Parameters (KPPs)

Ivan Graff, Departmental Project Oversight Division (PM-20)

For further reading on the subject:

- [DOE Order 413.3B Chg2 \(May 2016\), Appendix C, Topical Areas, and Attachment 2, Definitions Program and Project Management for the Acquisition of Capital Assets](#)
- [DOE Guide 413-5A Chg1 \(November 2015\) U.S Department of Energy Performance Baseline Guide](#)
- [Statement of Work and Key Performance Parameters Handbook: Guidance for Capital Asset Acquisition Projects \(September 2014\)](#)
- [Deputy Secretary of Energy Memorandum, "Operational Release" Milestone for DOE Projects \(August 2016\)](#)

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PM EVM Roadside Assists Coming Your Way

Melvin Frank, Office of Project Management Policy and Systems (PM-30)

Click here to see upcoming visits

Earned Value Management (EVM) Roadside Assist Visits (RSAVs) have been well received! At this point, PM-30 has visited seven sites since January 2016 (Los Alamos, Oak Ridge/Y-12, Savannah River, Portsmouth, West Valley, Carlsbad, and Richland/Office of River Protection). Attendees are encouraged by the open dialogue, clear expectations and information provided by the team.

In August 2016, Office of Project Management Oversight and Assessments (PM) released Version 2.0 of the [DOE Earned Value Management Systems Interpretation Handbook \(EVMSIH\)](#) to assist in the communication of compliance to the EIA-748 Guidelines.

PM-30 is conducting on-site visits to strategic sites using an EVM RSAV format, based on the well-received PARS II and EVMS Road Shows from prior years. This is a CAR-free approach used to assist contractors and gauge the contractor's readiness to be successful in future EVMS reviews. The visit to each site is running one to five days depending on how many different contractors are at a site. While some portions of the visit are conducted at the site level, the PM-30 team will meet with each contractor team individually, including the Project Manager, Project Controls staff, and Control Account Managers (CAMS), along with local DOE Project staff, to discuss specifics relating to a particular contractor's assessment results and questions.

The visits are prioritized based first on those contractors requiring EVMS certification, followed by those contractors in post-certification 'surveillance' mode. The primary focus is on 413.3B applicable sites in EM and NNSA. Additional contractors/sites June be accommodated by request.

If you have not been contacted by PM-30 to schedule this visit, please contact Mr. Melvin Frank (202-586-5519) Melvin.Frank@hq.doe.gov; or Susan Wood (202-586-8410) Susan.Wood@hq.doe.gov of PM-30.

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PM EVM Roadside Assists Coming Your Way

Melvin Frank, Office of Project Management Policy and Systems (PM-30)

Earned Value Management (EVM) Roadside Assist Visits (RCAV) have been planned across the country, starting in October.

PM-30 has identified sites in Portsmouth, New Hampshire, and the operations at Pantex, Texas, as the first two sites to receive visits. In September, the Office of Defense Nuclear Nonproliferation Research and Development (DOE-DNNR) will begin communicating with the operators of the facilities to coordinate the end of the fiscal year visit. PM-30 is also conducting PARS II assessments to gauge the status of the EVM implementation at one to five sites per month. The first visit areas are being determined by the end of the month, including the following:

Coming Soon! INL/BEA
Coming Soon! NTS/NSTec
Coming Soon! CNS/Pantex
Coming Soon! LLNL/LLNS
Coming Soon! SNL/Sandia
Coming Soon! SPRO/FPO

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Upcoming Training

FY17 Q1

On Demand

Full FY 2017
Training
Strategy*

* To print the FY 2017
Training Strategy, print
only pages 23-28 of this
document

Step 1: Click on a button
along the top to view all
training during that
timeframe

Step 2: Click on any course
to learn more

Classroom Training

Course Name

X days / XX CLPs

Date
Location

Online Training

Course Name

XX CLPs

Date
Location

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FY17 Q1

On Demand

Full FY 2017 Training Strategy

FY 2017 Quarter 1 Classroom Training

Cost and Schedule Estimation and Analysis

5 Days / 40 CLPs

10/31 – 11/4
Lexington, KY PPO

Capital Planning for DOE O 413.3B

2 Days / 16 CLPs

11/29 – 11/30
HQ Classroom Pilot

Managing Contract Changes

4 Days / 32 CLPs

12/13 – 12/16
New Orleans, LA SPR

Desktop Training

Negotiation Strategies and Techniques

24 CLPs

11/8 – 12/13
Adobe Connect

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Upcoming Training

Cost and Schedule Estimation and Analysis

PMCDP is offering an instructor-led delivery of the 5-day course, *Cost and Schedule Estimation and Analysis*, October 31-November 4, 2016 in Lexington, KY (PPO).

This course provides participants with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Participants receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design).

Topics include:

- Identifying cost and schedule estimates;
- Basic estimating methods;
- Group analysis techniques;
- Applying life-cycle costing techniques;
- Validating estimates;
- Determining critical path schedule for a project;
- Crashing and fast-tracking methods; and
- Relationship between budget authorization and budget outlay schedules, project estimates, and the project funding profile.

You will earn 40 continuous learning points for this course. This is a core course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.

Register in CHRIS

CHRIS Code: 001044/0028

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Upcoming Training

[X](#)

Managing Contract Changes

PMCDP is offering an instructor-led delivery of the 4-day course, *Managing Contract Changes*, scheduled for December 13-16, 2016 in New Orleans, LA (SPR).

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 Core course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.

**Register in CHRIS
CHRIS Code: 002102/0064**

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Upcoming Training

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Capital Planning for DOE O 413.3B

PMCDP is offering an instructor-led delivery of the 2-day course, *Capital Planning for DOE O 413.3B*, scheduled for November 29-30, 2016 to be piloted in Washington, D.C. at 950 L'Enfant Plaza, room 7140.

In this course, participants review capital planning questions they should ask when a non-information technology capital asset project is in each phase of the project's acquisition. The course reviews the documents and reports from the budget formulation and acquisition planning processes that can be used to support the DOE's budget submissions to the Office of Management and Budget (OMB). This course tracks the critical decision deliverables, reports, cyclical budget data, and narratives in the context of a structured capital planning process and the critical decision model for capital asset projects.

You will earn 16 continuous learning points for this course. This is an elective course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.

Register in CHRIS

CHRIS Code: 002152/0011

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Negotiation Strategies and Techniques

PMCDP is offering a desktop delivery of the course, *Negotiation Strategies and Techniques*, November 8 - December 13, 2016.

In this course, participants learn about collaborative and competitive negotiations, negotiation strategy and planning, negotiations within and between teams, identifying key stakeholder interests in negotiations, determining best alternatives to negotiated agreements, and effectively communicating during negotiations. Through reading assignments from Harvard Law School's prestigious Program on Negotiation and mini case studies customized for the Department of Energy, participants are introduced to methods to improve their performance in negotiating agreements. Participants then practice using learned strategies during the course.

Webinars will be held every Tuesday from 11:00 am - 12:30 pm EDT. The webinar schedule is as follows:

- Webinar 1- November 8
- Webinar 2- November 15
- Webinar 3- November 22
- Webinar 4- November 29
- Webinar 5- December 6
- Webinar 6- December 13

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

Register in CHRIS

CHRIS Codes: 001047/0023

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On Demand

Full FY 2017
Training
Strategy

*On-Demand Online Training**

Environmental Laws
and Regulations

24 CLPs

On-Demand
OLC

Earned Value
Management Systems
(24/7)

24 CLPs

On-Demand
OLC

Project Management
Essentials

50 CLPs

On-Demand
OLC

**On-Demand courses are available at any time through DOE's Online Learning Center (OLC).*

Questions/Comments?



Upcoming Training

[X](#)

Environmental Laws and Regulations

PMCDP hosts on the Online Learning Center (OLC) a Level II Elective Course titled *"Environmental Laws and Regulations."* This online course is intended to give Department of Energy employees 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 OLC

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 the Online Learning Center (OLC) the Level 1 Core Course titled "*Earned Value Management Systems (24/7)*." 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 OLC

You will earn 24 continuous learning points for this course. This is a core 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 the Online Learning Center (OLC) the Level 1 Core Course titled "*Project Management Essentials*." This online training is comprised of 15 individual lessons and introduces employees to a comprehensive set of project management principles. The primary source materials for this course are the Project Management Institute's *Project Management Body of Knowledge®* (sometimes referred to as the PMBOK®), DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, and the associated guides supporting the Order. Other guides and manuals are referenced throughout the course.

Topics include:

- Project framework
- Project initiation including the risk planning process
- Project planning
- Project cost and schedule
- Project execution and procurement
- Project monitoring and controls
- Project closeout

Registration is through the OLC

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 core 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

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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

Questions/Comments?

KEY:

Orange Highlight in need of Training Location/POC/Host

Green Highlight Online/OLC

No Highlight already hosted

Q1 FY 2017:

Course Title	Length/CLPS	Planned Delivery Timeframe	Location/Platform	Training Location Point of Contact
Planning for Safety in Project Management CHRIS Code: 001035/0059	28 CLPs	Sept 29-November 3, 2016	NA / Desktop delivery Thurs 1-3pm EDT	Sig Ceaser
Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0028	5 Days / 40 CLPs	October 31-November 4, 2016	Classroom Lexington, KY PPO	Susan Sparks
Negotiation Strategies and Techniques CHRIS Code: 001047/0023	24 CLPs	November 8-December 13, 2016	NA / Desktop delivery Tues 11am-12:30pm EST	Sig Ceaser
Capital Planning for DOE O 413.3B CHRIS Code: 002152/0011	2 Days / 16 CLPs	November 29-30, 2016	HQ Classroom Pilot/950 L'Enfant Plaza, Rm 7140	Ruby Giles
Managing Contract Changes CHRIS Code: 002102/0064	4 Days / 32 CLPs	December 13-16, 2016	Classroom New Orleans, LA (SPR)	Claudia Carroll
<i>Earned Value Management Systems (24/7)</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Environmental Laws and Regulations</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Project Management Essentials</i>	<i>Online 50 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	

Q2 FY 2017:

Course Title	Length/CLPS	Planned Delivery Timeframe	Location/Platform	Training Location Point of Contact
Project Management Systems and Practices in DOE CHRIS Code:001024/0046	60 CLPs	January 19-March 3 10 Sessions (Tue/Thurs 1pm-3pm)	NA / Desktop delivery	
Capital Planning for DOE O 413.3B CHRIS Code: 002152	16 CLPs	February	NA / Desktop delivery	
Leadership through Effective Communication CHRIS Code: 002366	3 Days / 24 CLPs	February	Classroom	
Acquisition Management for Technical Personnel CHRIS Code: 000145	4 Days / 32 CLPs (or less)	February 14-15, 2017	HQ Classroom Pilot	Ruby Giles
Facilitating Conflict Resolution CHRIS Code: 001558/0023	24 CLPs	Postponed from Q1	NA / Desktop delivery Tues 11am-12:30pm EDT	Sig Ceaser
Project Execution and Readiness Reviews CHRIS Code: 001039	3 Days / 24 CLPs	March	HQ Classroom Pilot	
Federal Budgeting Process in DOE CHRIS Code: 001034	4 Days / 32 CLPs	March	Classroom	
Advanced Earned Value Management CHRIS Code: 002689	3 Days / 24 CLPs	March	Classroom	
Managing Contract Changes CHRIS Code: 002102	4 Days / 32 CLPs	March	Classroom	
<i>Earned Value Management Systems (24/7)</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	

FY2017 PMCDP Training Schedule

Last Update 10/13/2016

<i>Environmental Laws and Regulations</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Project Management Essentials</i>	<i>Online 50 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	

Q3 FY 2017:

Course Title	Length/CLPS	Planned Delivery Timeframe	Location/Platform	Training Location Point of Contact
Advanced Concepts in PM CHRIS Code: 001023	50 CLPs	April	NA / Desktop delivery	
Project Risk Analysis and Management CHRIS Code: 001033	3.5 Days / 28 CLPs	April	Classroom	
Strategic Planning CHRIS Code: 001043	3 Days / 24 CLPs	April	Classroom	
Federal Budgeting Process in DOE CHRIS Code: 001034	4 Days / 32 CLPs	April	Classroom	
Project Management Simulation (or Equivalent) CHRIS Code: 001029	5 Days / 40 CLPs	April	Classroom	
Acquisition Management for Technical Personnel CHRIS Code: 000145	TBD 32 CLPs (or less)	June	Desktop	
Advanced Risk Management CHRIS Code: 001042	3.5 Days / 28 CLPs	May	Classroom	
Scope Management Baseline Development CHRIS Code: 001036	3 Days / 24 CLPs	May	Classroom	

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LEED for New Construction and Existing Buildings CHRIS Code: 001936	2.5 Days / 20 CLPs	May	Classroom	
Project Execution and Readiness Reviews CHRIS Code: 001039	24CLPs	May	Desktop	
Systems Engineering CHRIS Code: 001049	3 Days / 24 CLPs	June	Classroom	
Executive Communications CHRIS Code: 001031	3 Days / 24 CLPs	June	Classroom	
Advanced Earned Value Management CHRIS Code: 001042	3 Days / 24 CLPs	June	Classroom	
Value Management CHRIS Code: 001037	3 Days / 24 CLPs	June	Classroom	
Planning for Safety in Project Management CHRIS Code: 001035	28 CLPs	June	Desktop	
Labor Management CHRIS Code: 001038	3 Days / 24 CLPs	June	Classroom	
Managing Contract Changes CHRIS Code: 002102	4 Days / 32 CLPs	June	Classroom	
<i>Earned Value Management Systems (24/7)</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Environmental Laws and Regulations</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Project Management Essentials</i>	<i>Online 50 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	

Q4 FY 2017:

Course Title	Length/CLPS	Planned Delivery Timeframe	Location/Platform	Training Location Point of Contact
Cost and Schedule Estimate and Analysis CHRIS Code: 001044	5 Days / 40 CLPs	July	Classroom	
Capital Planning for DOE O 413.3B CHRIS Code: 002152	16 CLPs	July	Desktop	
Leadership through Effective Communication CHRIS Code: 002366	3 Days / 24 CLPs	July	Classroom	
Federal Budgeting Process in DOE CHRIS Code: 001034	4 Days / 32 CLPs	July	Classroom	
Labor Management CHRIS Code: 001038	3 Days / 24 CLPs	August	Classroom	
Advanced Risk Management CHRIS Code: 001042	3.5 Days / 28 CLPs	August	Classroom	
Program Management and Portfolio Analysis CHRIS Code: 001025	5 Days / 40 CLPs	August	Classroom	
Executive Communications CHRIS Code: 001031	3 Days / 24 CLPs	August	Classroom	
Managing Contract Changes CHRIS Code: 002102	4 Days / 32 CLPs	September	Classroom	
Performance Based Management Contracting (or Equivalent) CHRIS Code: 001951	3 Days / 24 CLPs	September	Classroom	
<i>Earned Value Management Systems (24/7)</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	

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<i>Environmental Laws and Regulations</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Project Management Essentials</i>	<i>Online 50 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	

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BOOKMARK 'EM!!

Office of Project Management Oversight and Assessments (PM) is on energy.gov

<http://www.energy.gov/projectmanagement/office-project-management-oversight-assessments>

Directives, Guides, Orders related to PM are under the tab **Directives and Documents**

<http://www.energy.gov/projectmanagement/directives-documents>

Project Management Career Development Program (PMCDP)

<http://www.energy.gov/projectmanagement/project-management-career-development-program>

The full **FY 2017 Training Schedule** is on the PM Website at

<http://www.energy.gov/projectmanagement/downloads/pmcdp-training-schedule>

Register NOW for PMCDP training in [CHRIS](#).

Past editions of the PM Newsletters dating from January 2011 to present are on Powerpedia.

https://powerpedia.energy.gov/wiki/Acquisition_and_Project_Management_Newsletters

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How to Direct Your Questions or Comments

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

Professional Development Team in the Office of Project Management Oversight and Assessments (PM)

Linda Ott — Division Chief for Professional Development, PMCDP Program Manager, PM Newsletter Editor, Linda.Ott@hq.doe.gov, 202-287-5310

Sigmond Ceaser — Alternate Delivery Platforms, Course Audit Program, Project Controls Fellows Program (PCFP) Lead, FPD Certifications Manager, Sigmond.Ceaser@hq.doe.gov

Ruby Giles — PMCDP Budget Manager, PMCDP Training Coordinator and Training Delivery Manager, 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.

Questions/Comments?