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# DOE Project Management News

*Acquiring Minds Want to Know*

HAPPY  
New Year!



## January 2017 Edition

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# Director's Corner



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

Happy New Year! It is an exciting time.

First, a big "Thank You" to Secretary Moniz, and our out-going political appointee team, as we bid them farewell; with our deepest appreciation for their leadership on numerous project management advances and reforms.

Of course, a big welcome to the incoming leadership team. I know they will soon realize that we have some of the most complex capital asset projects in all of Federal government, and the world. And, we have some of the best project managers, Federal Project Directors and Integrated Project Team (IPT) members. We all stand ready to provide support, and get the job done.

It is also that time of year to: [Register for the 2017 DOE PM Workshop](#), to be held March 21-22, 2017, in D.C., followed by a one-day project controls session and program office breakout session on March 23rd. Information about the workshop is in this edition of the newsletter.

Finally, as a new year initiative, please take the time to read the newsletter and earn one (1) continuous learning point (CLP) by providing your feedback. We want to hear from you. We want to make sure that the newsletter is meeting your needs and providing you with the latest information in the DOE project management community. Those submitting a completed questionnaire, will be awarded one (1) continuous learning point (CLP) that can be used to maintain your certification.

Keep charging!

Sincerely,

*Paul Bosco*

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# Effective Risk Management: It's a Journey

**Ed Gully, Office of Departmental Project Oversight (PM-20)**

The Department of Energy's (DOE's) project teams are charged with executing challenging projects in dynamic environments. Uncertainty and risk are inevitable: "The one unchangeable certainty is that nothing is unchangeable or certain," John F. Kennedy. An effective risk management strategy is a necessary component to manage the inevitable uncertainty and risks. To be effective, risk management must be embraced early in the project life-cycle, and it must be an analytical, forward-looking, structured and continuous process throughout project delivery. Put another way, effective risk management may be viewed as a journey which can ultimately lead to our destination of project success.

Risks occur during all project phases and stem from uncertainty in the project scope, schedule and cost; the development and deployment of new technologies; economy; funding disruptions; accidents; natural causes and disasters; regulatory changes; and legal liabilities. Risk management is the systematic, iterative process of identifying, analyzing, and responding to project risks. The objectives of risk management are to increase the probability and impact of positive events and decrease the probability and impact of adverse events. A risk management plan should be developed to cover processes and procedures that will be implemented to address risk assessment, monitoring, and reporting.

Risk assessments are started as early in the project life-cycle as possible and should identify critical technical, performance, schedule and cost risks. Early involvement and emphasis by the FPD and project team are key to success. The early risk identification process can sometimes feel intimidating if attempting to predict "black swan" and "unknown-unknown" events. You

*The Project Management Institute (PMI) in its Project Management Body of Knowledge (PMBOK) defines project risk as: "an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives."*

*Continued on next page...*



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**Ed Gully, Office of Departmental Project Oversight (PM-20)**

will most likely have problems from known or predictable risk areas rather than be surprised by unforeseen unknowns. As a result, you should actively seek and leverage lessons learned from your team and peers on similar projects to heed the philosopher [Santayana](#)'s admonition of: "Those who cannot remember the past are condemned to repeat it." Early and aggressive detection of risk is important because it is typically easier, less costly, and less disruptive to make changes and correct work plans earlier, rather than later.

Once risks are identified and prioritized, sound risk mitigation strategies and actions are developed and documented in the Risk Register. Note that threats such as those impacting the design-basis, events of uncertain or unpredictable root cause, or acts of nature are types of risk that may be more difficult to identify early. As a result, an effective risk management strategy includes recurring forums and mechanisms which ensure that risks are continuously identified, evaluated and reevaluated, monitored and tracked throughout the life of project. Post Critical Decision (CD)-1, the Risk Register (including new risks) should be evaluated at least quarterly.

Risk management/handling strategies typically include transferring the risk to another party, avoiding the risk, reducing the negative effect or probability of the risk, or accepting some or all of the potential or actual consequences of a particular risk. In DOE, contingency is used to manage risks assumed by the government, and management reserve is used for risks that are the responsibility of the contractor. To associate contingency and/or management reserve to risk requires proper identification/quantification of the risk and the plan to manage it.

Resources are available to help you on your risk management journey:

- [DOE G 413.3-7A, Risk Management Guide](#);
- [DOE G 413.3-21, Cost Estimating Guide](#);
- [DOE G 413.3-4A, Technology Readiness Assessment Guide](#);
- [DOE G 413.3-12, Project Definition Rating Index Guide](#).

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[Date](#)[Location](#)[Agenda Framework](#)[Intended Audience](#)[Cost](#)[Registration](#)

***Click on any button to view details***

If you have any questions regarding the PM Workshop, please email [PMWorkshop@hq.doe.gov](mailto:PMWorkshop@hq.doe.gov)

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[Date](#)

March

21

[Location](#)Workshop  
Day 1

March

22

[Agenda Framework](#)Workshop  
Day 2

March

23

[Intended Audience](#)Project  
Controls  
Session  
(AM only)\*[Cost](#)[Registration](#)

\* The afternoon of March 23 will feature Program breakout sessions.

If you have any questions regarding the PM Workshop, please email [PMWorkshop@hq.doe.gov](mailto:PMWorkshop@hq.doe.gov)

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## [Sheraton Pentagon City Hotel](#)

900 South Orme Street  
Arlington, VA 22204  
(703) 521-1900



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## **Notional Agenda Framework (Final Agenda due out in February):**

- Travel Day (March 20, 2017), as appropriate.
- **Workshop Day 1** (March 21, 2017) – Senior leadership discussion on project management, congressional views, and program perspectives from Environmental Management, Science, and the National Nuclear Security Administration.
- **Workshop Day 2** (March 22, 2017) – Project-specific discussions led by FPDs, perspectives from CII, PMI, ethics, and a presentation of annual project management awards.
- **Project Controls Session** (March 23, 2017) – Focus on improving DOE's project controls integration with project management as well as discussion on automated compliance testing, predictive value of root cause analysis, DOE compliance efforts, and plans to implement the next generation of PARS.
- **Program Breakout Sessions** (March 23, 2017, after 12:00 PM)
- Travel Day (March 24, 2017), as appropriate.

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This workshop is for everyone engaged in DOE 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.

*If you have any questions regarding the PM Workshop, please email [PMWorkshop@hq.doe.gov](mailto:PMWorkshop@hq.doe.gov)*

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[Date](#)

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

[Location](#)[Agenda Framework](#)[Intended Audience](#)[Cost](#)[Registration](#)

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[Date](#)

Find more detailed workshop information, registration, and hotel reservations at <http://www.energy.gov/projectmanagement/2017-doe-project-management-workshop>. This site also includes links to area restaurants, hotel shuttle services, and will provide the final agenda.

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# Upcoming PARS IIe Enhancements and Training!

Igor Pedan, Office of Project Management Policy and Systems (PM-30)

In December's Project Management Newsletter you read about ongoing challenges with current legacy PARS II application and our plans for replacing it in the very near term. The intent of this article is to provide a high level overview of specific improvements and new capabilities that are included in the upcoming release.

[Technology Upgrade](#)[FPD Toolbox](#)[Reporting and Data Analysis](#)[Upcoming Training](#)

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Technology Upgrade

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The main focus of the enhancement is to improve usability and operability of the system. As a result, the key drivers of the upcoming release are enhancements of user interface (UI), supporting platform, and underlying technology. While these enhancements are largely unnoticed by users, there are several things that PARS IIe users will notice immediately:

- Application performance and response times: a lot of work was put into improving user experience by reducing page load times and increasing speed of the overall PARS IIe system.
- Cross-browser compatibility: both DOE-approved browsers (Internet Explorer and Google Chrome) are fully supported, reducing impacts of enterprise security updates interfering with core functionality.
- Reduced dependency on end-user workstation configuration: previously required configurations such as proprietary ActiveX component, MS Office Macros, and Internet Explorer Compatibility View Mode are not required to use any of the new PARS IIe functionality.

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New capability in this release is improved alignment between the FPD assessment and contingency, fee, and Other Direct Costs (ODC) logs. Log entries will now be associated with a specific transaction date as opposed to the system status date, reducing confusion over the period for which usage is reported. At the same time, it provides a helpful tool and greater visibility for FPDs, project teams, and project and program analysts into these logs.

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In an effort to position a PARS IIe system capable of handling current, near- and long-term data analysis and reporting requirements, the upcoming release introduces an analysis and reporting engine powered by an industry-leading cloud business intelligence (BI) platform. Besides faster report delivery, point-and-click navigation, and presentation-ready reports and dashboards, there are several new capabilities that will now be available with the BI platform in PARS IIe:

- On-the-fly filtering and sorting of data in reports
- Report e-mail delivery scheduler
- Connect and blend custom and non-standard data sources to central PARS IIe data warehouse

In addition, the BI platform is the key infrastructure improvement that will support ever increasing reporting and data analysis requirements.

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As the PARS IIe Development and Implementation Team finalize configurations for the release, the PARS IIe Support Team will be offering a series of web-based demonstrations and presentations that will provide current PARS IIe users with skills navigating and using the improved system. Look for training webinar announcements for the week of January 17th, or contact [Igor Pedan](#) (PM-30, PARS IIe System Owner) if you have specific questions or need a specialized training session scheduled for your site, office, or team.

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# Announcing Project Controls Fellowship Program

## Sig Ceaser, Project Management Career Development Program

**Application Deadline  
Jan. 20**

The Project Controls Fellowship Program (PCFP) will develop a cadre of expert practitioners within the DOE complex who have a demonstrated understanding in one of the various project controls disciplines, including cost estimating, risk management, scheduling, earned value management, etc. The PCFP is developed to ensure that organizations within the Department of Energy (DOE) and National Nuclear Security Administration (NNSA)--enterprise-wide--have a consistent capability with regard to project controls disciplines. The Fellows will share a commitment to the disciplines and therefore a shared competence that distinguishes members from other project management professionals. In pursuing their interest in the disciplines, members will advance to successive levels of the new DOE Project Controls certification, engage in DOE site reviews, and export best practices to enhance project control consistency of application in DOE. Through this sustained interaction, the Fellows will share resources, experiences, stories, tools, and ways of approaching the project controls disciplines.

Formal application should be made through the PCFP site (<https://community.max.gov/x/6APkR>).

Application submissions must be received by COB January 20, 2017. Application must highlight relevant job proficiency, breadth and depth of experience, education, and training and include the following:

- Two professional references (one of which must be a current or recent past FPD) who can provide additional input to validate the ability and readiness of the candidate. Input should show a strong correlation between skills and experience and those required for success in the PCFP.
- Supervisor's endorsement that addresses the candidate's potential for teaming and collaborating, and conveys an understanding of timeframes, participation requirements and other potential for duty-impacting obligations.
- Candidate statement that includes relevant short-term and long-term career goals, specific examples of how the PCFP will enhance those goals, and relevance to the DOE mission.

Additional information on the curriculum requirements and other facets of the PCFP are available on the site. You may also direct questions or concerns to [PCFP@hq.doe.gov](mailto:PCFP@hq.doe.gov)

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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 (RSAVs) were well received in 2016!** The PM-30 team visited seven sites (Los Alamos, Oak Ridge/Y-12, Savannah River, Portsmouth, West Valley, Carlsbad and Richland/Office of River Protection). Attendees were encouraged by the clear expectations, open dialogue and information provided by the team.

**PM-30 is continuing to conduct on-site visits in 2017** using the EVM RSAV format, based on the well-received PARS II and EVMS Road Shows from prior years. Current plans for 2017 include a session at DOE Headquarters (more on that below) and New Orleans for the Strategic Petroleum Reserve Office (SPRO). The format is a Corrective Action Request (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 site level, the PM-30 team will meet with each individual contractor team, 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 strictly informative and educational.

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 DOE O 413.3B applicable sites in EM and NNSA. Additional contractors/sites will be accommodated by request.

The goal is to complete the current RSAV sessions focused on planning and scheduling by June 2017. If you do not have a date locked in at your site or have not been contacted by PM-30 to schedule a visit, please contact **Mr. Melvin Frank (202-586-5519), [Melvin.Frank@hq.doe.gov](mailto:Melvin.Frank@hq.doe.gov); or Susan Wood (202-586-8410), [Susan.Wood@hq.doe.gov](mailto:Susan.Wood@hq.doe.gov)** of PM-30.

**EVM RSAV coming to HQ!**



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# PM EVM Roadside Assists Coming Your Way

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

**An EVM RSAV is coming to HQ DOE on February 7, 2017 from 8:00 a.m. to 4:30 p.m. in Conference Room 4A-104!** The purpose of the RSAV is to provide an open forum to facilitate a discussion of various project management topics, particularly in the area of planning, scheduling and budgeting. The emphasis will be on the importance of having valid EVMS data for assessing performance and progress, determining the project critical path, forecasting final cost to complete, controlling changes, etc. Attendees should have a better understanding of the validity of data used when making an assessment of project performance and progress, what types of questions to ask when reviewing the data, and what to then do with the information. The forum will provide an open dialogue with time for questions and answers. Presenters will be Melvin Frank and David Kester of PM-30. While the primary intended audience is for Office of Project Management Oversight and Assessment (PM) staff, there will be a few seats available for PMSO staffs. If interested in attending this session, please contact Mr. Melvin Frank or Susan Wood of PM-30.



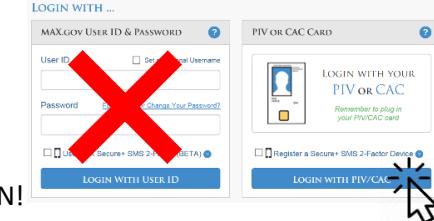
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## PM MAXimized: Making the Most of PM-MAX

John Makepeace, Office of Project Management Oversight and Assessments (PM-1)

Everyone knows that there's a lot of really good stuff on PM-MAX. Tons, actually. (We've weighed it!) But with that much information out there, we thought you might appreciate some tips for making the most of PM-MAX....

1. Don't have a MAX.gov account? Get one now! [Register Now](#)
  - a. Go to <https://max.gov>
  - b. Press the "Register Now" button at top right of the window and fill out the registration form.
  - c. Wait for a confirmation email and then activate your MAX.gov account.
  - d. Was that easy or what?
  
2. Tired of remembering passwords? Register your CAC with MAX.gov.
  - a. Insert your Common Access Card (CAC) into your workstation
  - b. Go to MAX.gov
  - c. Press "Login with PIV/CAC"
  - d. Enter your PIN.
  - e. That's it! You can now sign onto MAX.gov with just your CAC and PIN!
  
3. Looking for a shortcut to PM-MAX? Add it as a favorite/bookmark in your browser.
  - a. After you've logged in, go to the PM-MAX home page (<https://community.max.gov/x/IICfQg>).
  - b. With Microsoft Explorer or Google Chrome, press the star icon at top right of screen and then add PM-MAX to your favorites or bookmarks.
  - c. Don't forget to make sure your browser's favorites/bookmarks bar is turned on!
  - d. Now you'll always be just one click away from PM-MAX!



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## PM MAXimized: Making the Most of PM-MAX

John Makepeace, Office of Project Management Oversight and Assessments (PM-1)

4. Need something from PM-MAX when you are home or on the go? Connect from anywhere!
  - a. MAX.gov is accessible from your computer at home, from your tablet on a train, even from your smart phone by the pool! You don't need to be on a DOE computer.
  - b. If you've got a card reader, you can even log in with your CAC and PIN!
  - c. Warning! Don't use PM-MAX while driving or skydiving!



5. Found something really cool on PM-MAX? Share it with someone!
  - a. On the light-blue bar at the top right of any page, press "Share" and then "Create E-Mail."
  - b. A draft email will open which includes a link to the page you're on.
  - c. Just address it, add some notes if you want and press send!
  - d. Bask in the knowledge that you did your part to spread PM knowledge!



6. Don't want to miss important new information on PM-MAX? Let PM-MAX notify you when a specific page is updated.
  - a. On the light-blue bar at the top right of any page, press "Watchers (x of x)" and then "Watch This Page."
  - b. You'll be notified via email any time the page is updated.
  - c. Now you'll stay "in the know!"

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## PM MAXimized: Making the Most of PM-MAX

John Makepeace, Office of Project Management Oversight and Assessments (PM-1)

7. Found something wrong/missing/outdated on PM-MAX? Be a hero and let us know!
  - a. Just press the green “Questions or Comments” button on the right of any page.
  - b. A draft email will open addressed to the PM-MAX team.
  - c. Just let us know what the problem is and we’ll get it fixed ASAP!
  - d. Pat yourself on the back for helping to improve PM-MAX.
8. Getting too many search results on PM-MAX? Do a targeted search.
  - a. The “Search the MAX Community” box at the top of every page does what it says – it searches the whole MAX community – all agencies, all pages, everything!
  - b. To limit your search to just PM-related information, enter your search in the “Search for content on PM-MAX” box on the *right* of every page.
  - c. *Voila!* Just the relevant stuff!

Questions or Comments?

Search content on PM-MAX:

Search

### LIFETIME GUARANTEE

The Office of Project Management Oversight and Assessments guarantees PM-MAX™ to the original user, as registered at MAX.gov. If at any time it should develop defects that are a result of repeated and intense usage, the Office of Project Management agrees to correct the defect(s) without charge to the registered user, provided that the issue is sent to [PMWebmaster@hq.doe.gov](mailto:PMWebmaster@hq.doe.gov).

The Office of Project Management Oversight and Assessments offers a lifetime guarantee for PM-MAX.™ Unfortunately, this does not mean *your* lifetime. PM-MAX™ may not survive to the ripe old age of 80. It's just bits and bytes, after all. (But who knows? Some companies are still using COBOL!)

This guarantee does not provide for corrections or updates to PM-MAX™ which are necessitated by misuse, accidental damage, fire, flood, tornado, volcanic eruption, meteoric impact, earthquake, nuclear explosion, chemical spill, accidental ingestion, war, alien invasion, or any other ridiculous reason.



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# Upcoming Training

Click Here for the  
Full FY 2017  
Training Strategy\*

\* To print the FY 2017 Training Strategy,  
print only pages 29-32 of this document

## On-Demand Online Training\*

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

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

Click on any button to view details



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# Upcoming Training

## 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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# Upcoming Training

## 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

## 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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# Upcoming Training

## 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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**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	Sig Ceasar
Facilitating Conflict Resolution CHRIS Code: 001558/0023	24 CLPs	January 24-Feb 21 5 Sessions (Tue 11am-12:30pm)	NA / Desktop delivery	Sig Ceaser
Capital Planning for DOE O 413.3B CHRIS Code:002152/0011	2 Days / 16 CLPs	January 25-26	Washington DC/ Forrestal/GH-019	Ruby Giles
Scope Management Baseline Development CHRIS Code: 001036/0026	3 Days / 24 CLPs	January 31-Feb 2	Aiken, SC Building 766-H	Carolyn Price
Leadership through Effective Communication CHRIS Code: 002366/0025	3 Days / 24 CLPs	January 31-Feb 2	Richland, WA Hammer	Robin Whitney
Advanced Earned Value Management CHRIS Code: 002689/0009	3 Days / 24 CLPs	February 14-16	Richland, WA Hammer	Robin Whitney
Leadership through Effective Communication CHRIS Code: 002366/0026	3 Days / 24 CLPs	February 22-24	Oak Ridge, TN	Peter Rivera
Acquisition Management for Technical Personnel CHRIS Code: 000145/0045	4 Days / 32 CLPs (or less)	February 28-March 1	Washington DC/ Forrestal 4A-104	Ruby Giles


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## FY2017 PMCDP Training Schedule

Last Update 1/10/2017

Cost and Schedule Estimate and Analysis CHRIS Code: 001044/0029	5 Days / 40 CLPs	March 6-10	Richland, WA Hammer	Robin Whitney
Strategic Planning CHRIS Code: 001043/0013	3 Days / 24 CLPs	March 7-9	Aiken, SC Building 766-H	Carolyn Price
Advanced Earned Value Management CHRIS Code: 002689/0010	3 Days / 24 CLPs	March 14-16	Idaho Falls, ID	Tina Wagoner

### Q3 FY 2017:

Course Title	Length/CLPS	Planned Delivery Timeframe	Location/Platform	POC
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	
Project Management Simulation CHRIS Code: 001029	5 Days / 40 CLPs	April	Classroom	
Strategic Planning CHRIS Code: 001043/0014	3 Days / 24 CLPs	April 4-6	Oak Ridge, TN	Peter Rivera
Federal Budgeting Process in DOE CHRIS Code: 001034/0030	4 Days / 32 CLPs	April 24-27	Chicago IL Argonne Nat Lab	Sandra Geib-Ingram
Scope Management Baseline Development CHRIS Code: 001036/0027	3 Days / 24 CLPs	May 9-11	Oak Ridge, TN	Peter Rivera
Federal Budgeting Process in DOE CHRIS Code: 001034/0028	4 Days / 32 CLPs	May 15-18	Richland, WA HAMMER Training Facility	Robin Whitney
Advanced Risk Management CHRIS Code: 001042	4 Days / 28 CLPs	May	Classroom	
LEED for New Construction and Existing Buildings CHRIS Code: 001936	2.5 Days / 20 CLPs	May	Classroom	

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## FY2017 PMCDP Training Schedule

Last Update 1/10/2017

Federal Budgeting Process in DOE CHRIS Code: 001034/0031	4 Days / 32 CLPs	June 26-29	Oak Ridge, TN	Peter Rivera
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	

### Q4 FY 2017:

Course Title	Length/CLPS	Planned Delivery Timeframe	Location/Platform	POC
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	4 Days / 28 CLPs	August	Classroom	
Program Management and Portfolio Analysis CHRIS Code: 001025	5 Days / 40 CLPs	August	Classroom	

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### FY2017 PMCDP Training Schedule

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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 CHRIS Code: 001951	3 Days / 24 CLPs	September	Classroom	

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# Newsletter Questionnaire

The Office of Project Management Oversight and Assessments (PM) hopes the PM Newsletter provides timely and informative articles. Complete this questionnaire by answering questions about information found in the newsletter. Submit with your name and you will earn 1 CLP for reading the newsletter.

*Click here to take the online questionnaire*

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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](mailto:Linda.Ott@hq.doe.gov), 202-287-5310

**Sigmund Ceaser** — Alternate Delivery Platforms, Course Audit Program, Project Controls Fellows Program (PCFP) Lead, FPD Certifications Manager, [Sigmund.Ceaser@hq.doe.gov](mailto:Sigmund.Ceaser@hq.doe.gov)

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

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