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# DOE Project Management News

*Acquiring Minds Want to Know*



**HAPPY  
HOLIDAYS!**

**December 2016 Edition**

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# Director's Corner



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

Project Peer Reviews (PPR) are a best practice that, when embraced and executed in an open and transparent manner, can be the gift that keeps on giving. PPRs are an opportunity for project teams and program offices to gain a fresh perspective on project performance, as well as potential challenges and opportunities. In this month's newsletter, Johnny Reising, FPD for EM's On-Site Waste Disposal (OSWD) Facility project at Portsmouth, shares a field perspective as a participant in a recent PPR. Johnny's insights are a welcome addition to the newsletter and I was heartened to find them in-line with the goals we have set for our reviews. I appreciate Johnny sharing his perspective and I extend an open invitation to all FPDs to share their project management perspectives and experiences in future newsletters.

There is definitely a chill in the air here in D.C., and the holiday season is just around the corner. It immediately gets me focused on two things. First, planning for the DOE Project Management Workshop; please mark your calendars for March 21st and 22nd, 2017 followed by a one-day Project Controls Workshop on day three. There will be more to follow on this soon.

Second, the holiday season is upon us and I want to wish each and every one of you holiday greetings. Enjoy the season, spending time with family and friends. And, reenergize; I suspect we are going to have a busy 2017.

Happy Holidays!

Sincerely,

**Paul Bosco**

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# One FPD's Perspective on Project Peer Reviews

**Johnny Reising, On-Site Waste Disposal Facility FPD Portsmouth Gaseous Diffusion Plant, Piketon OH**

The EM PORTSMOUTH site is in the process of demolishing a 1950s gaseous diffusion plant. The Waste Disposition Record of Decision in June 2015 authorized on-site waste disposal for Portsmouth. An on-site waste disposal facility, with an estimated total capacity of 5 million cubic yards, will provide a cost-effective, reliable waste disposal method and location for the impacted material (waste) that will be generated by disposal activities at Portsmouth. The project has been tailored to be a series of up to eight Congressional line item capital asset projects (CAPs) that are required to construct the entire facility. The first CAP has been approved at CD-0/1 (Mission Need and Alternative Selection & Cost Range) and is currently executing CD-3A (Site Preparation).

The project has received two annual project peer reviews (PPRs) in as many years. This being the first line item CAP I have been associated with, I viewed the PPR requirement as just another “project management process” to stay in “compliance” and get the proverbial “box checked”. I was totally wrong. The PPRs have proven to be extremely valuable and have been an effective tool for gauging the current “health” of the project and soliciting meaningful input and insight to enhance the project.

This enlightenment began with input from my management and discussions with headquarters personnel. I was encouraged to use the process to our advantage to evaluate and strengthen the project. Open and frequent communication with all parties involved was encouraged at all levels. We needed to view the PPR process as value added.

The following examples from two PPRs illustrate some of the positive results:

- The charge memos were general enough to allow the committee and the site to tailor the review to target specific areas;
- Gathering and sharing documents on an internet site was very beneficial to us, even after the reviews;
- Weekly review committee preparatory meetings and subcommittee conference calls facilitated focus on information needed/shared and allowed for more effective use of time during the site visit;

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## One FPD's Perspective on Project Peer Reviews

**Johnny Reising, On-Site Waste Disposal Facility FPD Portsmouth Gaseous Diffusion Plant, Piketon OH**

- The teams conducted most of the research and review prior to the site visit allowing for the most effective use of time and ability to concentrate on specific targeted areas;
- Team members were well prepared, very proficient in their areas of review, exhibited professionalism and good interviewing skills, and created a comfortable information exchange environment;
- The FPD was involved in all aspects of the review and was allowed to give real-time input, review draft documents and make suggestions;
- The diversity of the team members allowed for exchange and discussion of prior experiences and examples of how situations have been dealt with elsewhere;
- The final reports are factual and contain meaningful and useful recommendations;

The following are issues FPDs should be aware of and are potential opportunities to improve the PPR process:

- PPR teams can be big as compared to the federal and contractor staff. FPDs can help manage team size by suggesting areas where one individual could review 2 or more general areas;
- Team members may not be fully aware of the unique situations and conditions at each DOE site. FPDs can help ensure they understand and account for site-specific conditions in their recommendations;

Overall the PPR process has been a value added experience for my CAP. As the project progresses to a combined CD-2/3 submittal, it has been strengthened by the PPR process. I encourage others to get involved in the process and use it to evaluate and enhance your project. I found that the PPR teams truly are advocates for success, are a wealth of knowledge and experience and should be used as another valuable project management tool.

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# Why We Do Peer Reviews

**Mike Myers, Office of Project Assessments (PM-10)**[Click here to see a picture of EM's OSWDF review team](#)

In his April 2011 policy clarification memorandum to the senior leaders of the Department, then Deputy Secretary Daniel Poneman directed the staff to embrace the process of peer review to improve project management practices. The Deputy Secretary's memo signaled leadership's intent to move the organization farther toward project management excellence through wider use of project peer reviews. In the memo, he reinforced his direction to conduct these reviews at least annually on projects with a total project cost at or exceeding \$100 million, or lower, as deemed appropriate by the Under Secretaries. Project peer reviews were a proven success factor on capital asset projects managed by the Office of Science, and the Deputy Secretary intended to extend that success to all of the offices in the organization with project management responsibilities. Secretary Moniz further institutionalized peer reviews in December 2014 through organizational changes as part of a continuing pursuit of excellence in capital asset project management.

This shift in our organizational culture to challenge our own assumptions and methods through independent peer review is an opportunity to learn and grow as an organization. (See October 2016 PM Newsletter for more information on double loop learning). Project peer reviews, in particular, contribute to a learning environment where challenging assumptions, offering alternative methods, and holding one another accountable to high standards are welcomed. Independent reviews, where the reviewers have no personal stake in the project, help foster an atmosphere of frank, open dialogue. While this level of assessment may at times be uncomfortable for the project being reviewed, teams conditioned to this process migrate toward better solutions and are better able to adapt and grow.

Anecdotal evidence confirms that peer reviews benefit the reviewed and reviewer alike. While many of the Department's scientists, engineers, and project managers are world class practitioners, they all benefit from the diversity of expertise and point of view afforded by a robust and wide-reaching peer review ecosystem. They grow from the experience of being a reviewer and from that of being reviewed. Accordingly, effective peer review teams are diverse, including subject matter experts in a variety of specialized fields.

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**Participants in the EM Portsmouth OSWDF review**

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**Mike Myers, Office of Project Assessments (PM-10)**

Each team is tailored to bring the right combination of tenure, experience with similar projects, and diversity across DOE programs and project types. They may include both highly experienced reviewers and less experienced team members who are learning from the more seasoned experts. Inclusiveness of diverse expertise on review teams helps develop a far-reaching cadre of project management practitioners with depth and breadth in their respective fields.

Effective reviews result from extensive front-end preparation and planning. In fact, reviewers often spend more than three times as many hours in preparation as they do for the site visit. These critical review planning activities include reviewing project documents, conducting analysis and design review, preparing detailed lines of inquiry, and participating in team meetings to cross-feed initial impressions and ask clarifying questions. With thorough advance preparation, a review committee maximizes the limited time on site to conduct interviews and better understand how the project is being managed. It's no surprise that front-end planning of a review is just as important to success as front-end planning of a project.

PM's Office of Project Assessments (PM-10) is one of several offices in the Department chartered to conduct project peer reviews independent from line management. Following the Office of Science's example, PM-10 conducts independent reviews to assess project progress and assist project teams in developing and delivering within their performance baseline. Your feedback on improving the peer review process is welcomed and helps advance project management excellence in DOE.

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# New and Improved PARS IIe System is Upon Us!

**Igor Pedan, PM-30**

[Click here to see the PARS II Enhancement Schematic](#)

Over the last few months we all experienced frequent updates to standard software applications like Internet Explorer browser, Microsoft Office suite, and the implementation of specialized security-enhancement tools. Unfortunately, some of these updates have resulted in a significant degradation of the functionality available through the PARS IIe system's legacy component built on the Dekker Project Management Information System (PMIS). PM had anticipated some of these changes in technology, and over the past year, we have been diligently working to develop and deploy a new Oversight and Assessment (OA) module that will run in SharePoint; a new Contractor Project Performance (CPP) Upload Module that will enable PARS IIe to begin taking cost and schedule performance, and Earned Value Management system data at the lowest element of cost level in accord with the updated requirements in DOE Order 413.3B Change 2; and a much improved Analysis & Reporting Module built on the BIRST business intelligence platform (see graphic on next page).

However, we fell a couple of months short in deploying the updated and improved system before technology changes and software package upgrades significantly impacted the legacy system usability. Most recently, updates to Internet Explorer rendered the PARS II application navigation menu impossible to utilize for most users. And while the PARS IIe Support Team was able to develop a workaround, we acknowledge that this is not fail-proof, requires patience to get the system to respond, and still may not work for some users.

The good news--this inconvenience is temporary. While our current implementation plan has a scheduled release date of March 6, 2017 for the updated and enhanced PARS IIe system, preceded by a 2-week system outage to allow the PARS IIe Support Team to roll out new features and capabilities, we are aggressively working options to accelerate the release date to early February.

It is important to note that while the capabilities of the PARS IIe system will be significantly enhanced with this new release and user experience improved, the core functionality of the system will not change significantly. As demonstrated at the 2016 PM Project Controls Workshop, and throughout the year via live

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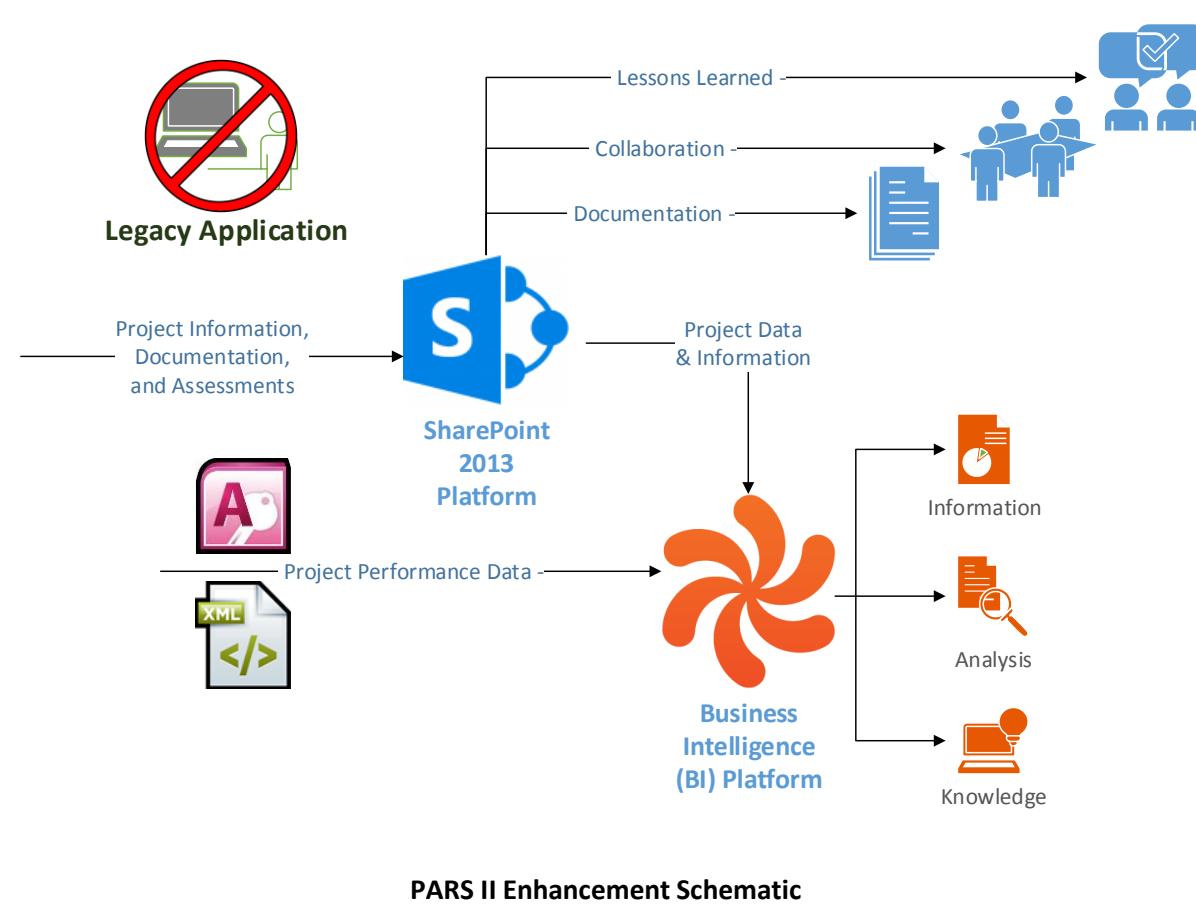


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webinars, the main focus of the update and enhancement is to improve the usability and operability of the system, and position the PARS IIe system to be capable of handling current, near- and long-term data analysis and reporting requirements. The most important change will be the removal of legacy technology from the enhanced PARS IIe system:

- No more ActiveX: There are no special configurations that are required for the new system.
- Cross-browser compatibility: Google Chrome browser will be supported.
- Enhanced cybersecurity: While invisible to the users, this is and will remain a key requirement of any government information system.

In an effort to decrease the learning curve and improve user experience when the enhanced PARS IIe system is released, PM will host a series of WebEx demonstrations and training sessions throughout January 2017 to familiarize users with the new interface and capabilities. We want your experience transitioning to the enhanced system to be as seamless as possible.

If you have any questions regarding issues experienced within the current legacy application or about the release of the new system, please contact Igor Pedan by phone (301-366-6942) or via email ([igor.pedan@hq.doe.gov](mailto:igor.pedan@hq.doe.gov)).

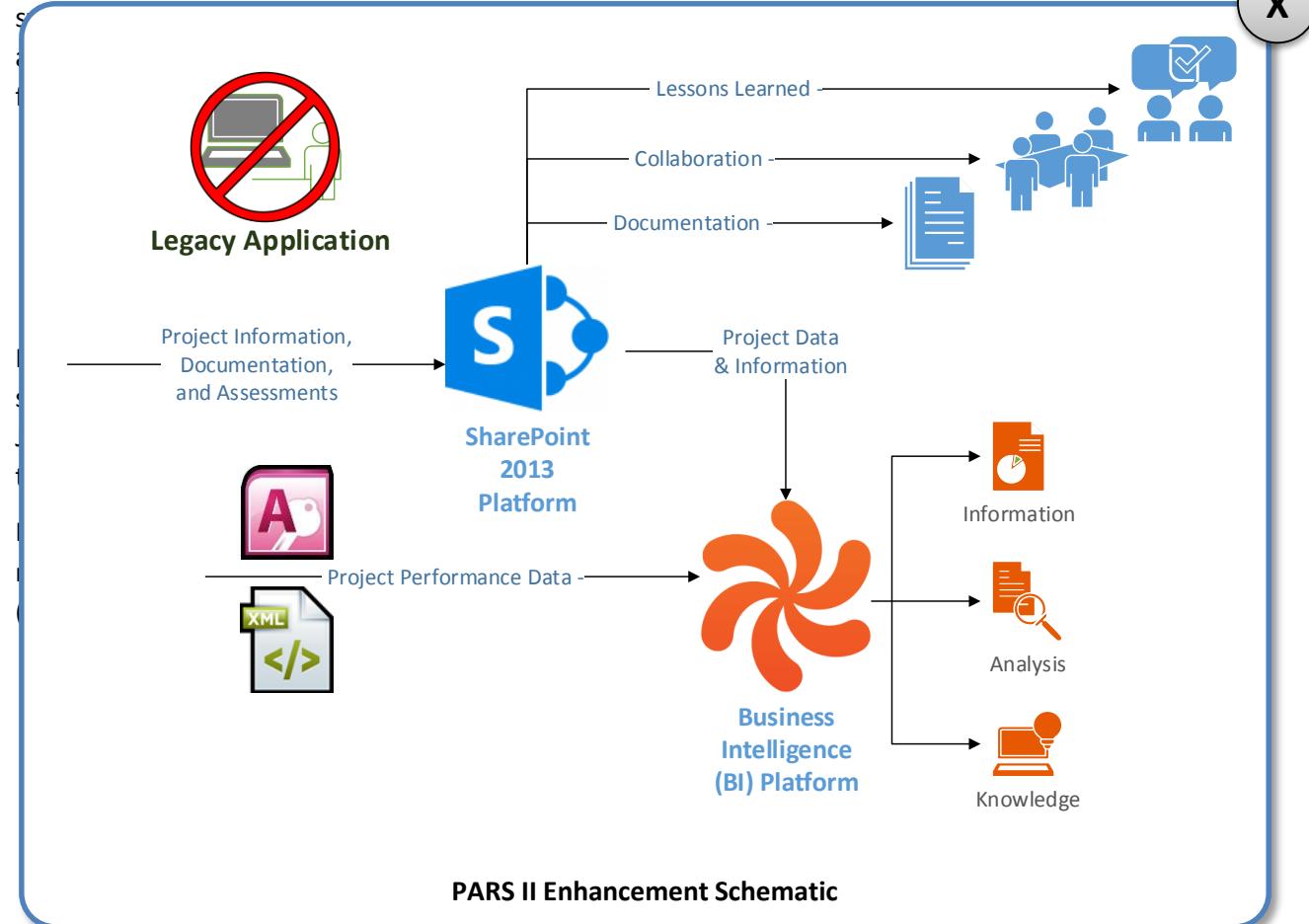
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# PM EVM Roadside Assists Coming Your Way

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

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.

The goal is to complete the current RSAV sessions focused on planning and scheduling at the remaining sites by the end of June 2017. Current plans are to conduct an RSAV session in January at DOE HQ in Washington, DC. If you are in the DC area and would like to attend this session, or if you do not have a date locked in at your site or have not been contacted by PM-30 to schedule this 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.

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# Inventorying Planned Real Property Scope: What a Federal Project Director Needs to Know

**Cindy Hunt, Office of Asset Management (MA-50) and Ivan Graff, Departmental Project Oversight (PM-20)**

Federal project directors (FPDs) may have experience with the Facilities Information Management System (FIMS), the real property system of record for the Department of Energy (DOE), during project closeout. During project closeout, FPDs ensure the inventory in FIMS reflects the real property assets acquired or improved by their projects as required by DOE Order 413.3B, Appendix A, Table 2.5.<sup>1</sup> However, with the recent issuance of DOE Order 430.1C, Real Property Asset Management (RPAM), project team interactions with FIMS system administrators will need to begin earlier in the project lifecycle.<sup>2</sup> RPAM, approved August 19, 2016, formalizes in Section 4(b)(1)(b) a requirement to "record all planned real property acquisitions . . . in the FIMS Anticipated Asset Information Module (AAIM) regardless of the acquisition method or funding source."<sup>3</sup>

FPDs will want confirmation that the project team has provided adequate and timely information related to their projects' real property scope to the FIMS system administrators. RPAM delineates three types of real property typically acquired through projects: buildings, real property trailers, and other structures and facilities (OSFs). FPDs will also need to provide their projects' PARS ID numbers. FIMS system administrators will collect all of this information up to six years before beneficial occupancy. FPDs will then want evidence of the added or revised AAIM records from the FIMS system administrators. The Department's Senior Real Property Officer has asked that by January 31, 2017, AAIM have records for all buildings and real property trailers for which the Department expects to take beneficial occupancy between fiscal years 2018 and 2022.<sup>4</sup>

<sup>1</sup> DOE Order 413.3B, Chg2, Program and Project Management for the Acquisition of Capital Assets (<http://go.usa.gov/xkzP5>)

<sup>2</sup> Listing of FIMS System Administrators (<http://go.usa.gov/xkzPn>)

<sup>3</sup> DOE Order 430.1C, Real Property Asset Management (<http://go.usa.gov/xkzPk>)

<sup>4</sup> FY 2017 Implementation Procedures to Report Data Related to Operations and Maintenance on Real Property (<http://go.usa.gov/x8XpA>)

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AAIM began collecting records in 2014 to support a 2012 government-wide Office of Management and Budget (OMB) initiative known as *Freeze the Footprint*, which evolved to *Reduce the Footprint* in 2015.<sup>5</sup> This initiative advances the “one-for-one replacement” requirement appearing in DOE Order 413.3B, Appendix A, Table 2.1. So while one-for-one seeks no net growth, *Reduce the Footprint* asks agencies to annually predict and document actual reductions in the total building area subject to the OMB initiative as compared to a baseline. DOE generates its predictions for a given future year by using the planned dispositions and acquisitions data in FIMS. The more accurate and complete the data for planned acquisitions, the more likely the Department will achieve its targets.

The FIMS User’s Guide, Appendix H, provides instructions for using AAIM.<sup>6</sup>

[Click here to view the AAIM Data Entry Screen](#)

<sup>5</sup> OMB Management Procedures Memorandum (MPM) No. 2015-01 (<http://go.usa.gov/xkzPX>)

<sup>6</sup> FIMS User’s Guide, Appendix H (<http://go.usa.gov/xkzPN>)

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The screenshot shows the AIM Asset entry interface. At the top, there are dropdown menus for Program Office (Legacy Management), Field Office (Legacy Management), Category (New), HQ Concurrence (Yes), Site (Fernald, OH, Site), Select Property ID, Area (All), and Existing Asset. Below this is the 'Asset Info' section with fields for AAIM Unique ID (1753), Ownership, Project Number (highlighted with a yellow box and an annotation), Property Type, Property ID, and Property Name. The 'Attributes' section includes Usage Code, Beneficial Occupancy Year, Initial Acquisition Cost / Annual Rent, and Record Creation Date (11/23/2016). The 'Size' section has fields for Gross/Rentable Sqft and Usable Sqft. The 'Location' section includes fields for State, Zip Code, City, County, Congressional District, and Main Location. At the bottom, there is a 'Notes' section with a limit of 1000 characters, followed by buttons for Save, Transfer Asset, Save and Archive, and Return to List.

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The Department of Energy Office of Project Management Oversight and Assessments (PM) is pleased to announce the 2017 Project Management Workshop. The workshop will continue the tradition of providing the opportunity to discuss projects and project challenges with senior leadership, share lessons learned, recognize excellence, and on the final day will focus on project controls. As a designated training event, DOE will award continuous learning points (CLPs) for each full day of participation.

[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

March

22

Agenda Framework

Workshop  
Day 1

Intended Audience

Workshop  
Day 2

Cost

March

23

Registration

Project  
Controls  
Session

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[Date](#)[Location](#)[Agenda Framework](#)[Intended Audience](#)[Cost](#)[Registration](#)[Sheraton Pentagon City Hotel](#)

900 South Orme Street

Arlington, VA 22204

(703) 521-1900



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The Department of Energy Office of Project Management Oversight and Assessments (PM) is pleased to announce the 2017 Project Management Workshop. The workshop will continue the tradition of providing the opportunity to discuss projects and project challenges with senior leadership, share lessons learned, recognize excellence, and on the final day will focus on project controls. As a designated training event, DOE will award continuous learning points (CLPs) for each full day of participation.

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

## **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.
- Travel Day (March 24, 2017), as appropriate.

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

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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 contractors involved with project management and/or contracting. This includes, but is not limited to, federal project directors, project controls personnel, program/staff office representatives, contracting officers, 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.

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[Date](#)

An email, a DOCAST, and future PM newsletters will announce when registration opens and provide instructions. The registration website address, when activated, will be:

<http://www.energy.gov/projectmanagement/2017-doe-project-management-workshop>

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

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

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# FPD Corner: Auto-Reporting CLPs Functionality Added to FPD Certification Tracking and Maintenance

Tuesday, November 29, PMCDP launched the automatic creation of continuous learning points (CLPs) requests from the CHRIS training data. The job will run daily and will create the CLP record and set the approved number of CLPs from the training hours in the CHRIS data. Employees will receive an email for each CLP record auto-created and will see them in their CLP summaries.

Here is how it is setup to work. Once the training data is updated in CHRIS for a PMCDP class and the class status is set to “Completed”, the CLPs will auto-report to PMCDP CLP tracking system the next day.

Moreover, not only completed training will auto-report CLPs. PMCDP will enter PM Workshop attendees information into CHRIS and those will automatically show up on FPD CLP summaries.

The initial run created 138 CLP records for certified FPDs in CHRIS. PMCDP is verifying the CLP entries and checking for duplicate entries.

FPDs, check your CLP summary by logging into [ESS](#) and selecting the report from the PMCDP menu.



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# FPD Corner: PM-MAX is Ready for Prime Time!

PM-MAX is now live at <https://community.max.gov/x/IICfQg>. You can also get to PM-MAX from the Project Management page on energy.gov under KEY RESOURCES select MAX Internal DOE Tools

- All the information you need to become a Federal Project Director has moved to PM-MAX. Take a tour of the Training & Certification tab where you will find the information about FPD certification, and quick links to FY17 training schedule, CEG, and a directory of certified FPDs. All things PMCDP are under Training & Certification.
- If you don't find something you need, let us know by clicking on the Questions or Comments link to send us an email.

Don't have a MAX ID yet?

Just press the Register Now button at the top of the screen once you are in the MAX site. It's easy!

Questions or Feedback on PM-MAX? [PMwebmaster@hq.doe.gov](mailto:PMwebmaster@hq.doe.gov)

*Continued on next page...*

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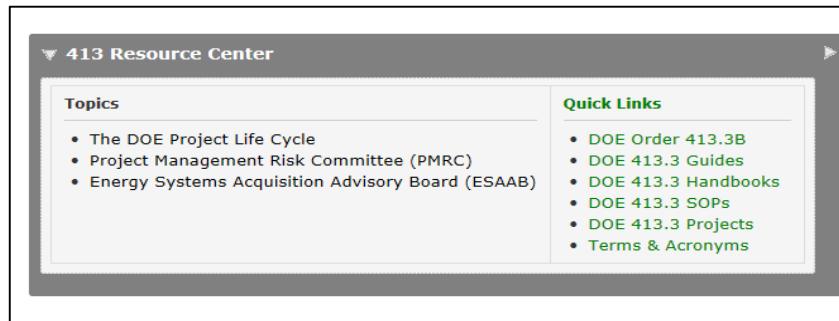


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# FPD Corner: PM-MAX is Ready for Prime Time!

Directives, Guides, Orders related to PM are now on PM-MAX under this tab



Login to PM-MAX today and start exploring the resources and information found there. PM-MAX is expanding with information to help DOE's FPDs.

Can't find what you need?



Search the PM Library

There's an FPD Directory!



Send an email to the PM-MAX Webmaster.



Questions or Comments?

Download the [FY17 Training Schedule](#) is on PM-MAX under the Training & Certification tab

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](https://powerpedia.energy.gov/wiki/Acquisition_and_Project_Management_Newsletters)

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# Questions of the Month

1

*Where are FPDs to maintain the FPD certification?*

2

*Does PMCDP module in ESS work like FAITAS and require that the FPD request achievement once the CLP requirement is met?*

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# Questions of the Month

1

*Where are FPDs to maintain the FPD certification?***Answer #1**

FPDs maintain certification in ESS PMCDP. All FPD records were removed from FAITAS as of April 1, 2016, and are now managed in ESS PMCDP. FPDs have been receiving PMCDP system generated messages alerting them to the status of the FPD certification since March 2016.



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# Questions of the Month

**1***Where are FPDs to maintain the FPD certification?***X**

## Answer #2

Requesting achievement is a FAITAS requirement, not an ESS PMCDP requirement. Once an FPD meets the CLP requirement, ESS PMCDP automatically updates the anniversary date on that date. The FPD receives a system generated message saying that the FPD certification has been renewed.



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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 36-40 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

Online Training

Course Name

X days / XX CLPs

Date  
Location

Course Name

XX CLPs

Date  
Location

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# Upcoming Training

FY17 Q1

On Demand

Full FY 2017  
Training  
Strategy

## FY 2017 Quarter 1 Classroom Training

Managing Contract  
Changes

4 Days / 32 CLPs

12/13 – 12/16  
New Orleans, LA SPR

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# Upcoming Training

## 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

FY17 Q1

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).

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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

X

## 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

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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

**KEY:**

**Orange Highlight** in need of Training Location/POC/Host  
No Highlight Hosted and Scheduled

**Ongoing Online Training:**

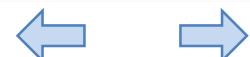
<i>Earned Value Management Systems (24/7)</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Environmental Laws and Regulations</i>	<i>Online 24 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Project Management Essentials</i>	<i>Online 50 CLPs</i>	<i>Ongoing</i>	<i>OLC</i>	
<i>Contracting Officer Representative (CLC 222)</i>	<i>Online 32 CLPs</i>	<i>Ongoing</i>	<i>DAU-Defense Acquisition Agency</i>	<a href="https://faitas.army.mil/Faitas/">https://faitas.army.mil/Faitas/</a>

**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
Managing Contract Changes CHRIS Code: 002102/0064	4 Days / 32 CLPs	December 13-16, 2016	Classroom New Orleans, LA (SPR)	Claudia Carroll

**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 12/9/2016

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	NA/Desktop	
Strategic Planning CHRIS Code: 001043	3 Days / 24 CLPs	April 4-6	Oak Ridge, TN	Peter Rivera
Federal Budgeting Process in DOE CHRIS Code: 001034	4 Days / 32 CLPs	April 24-27	Chicago IL Argonne Nat Lab	Sandra Geib-Ingram
Scope Management Baseline Development CHRIS Code: 001036	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

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Federal Budgeting Process in DOE CHRIS Code: 001034	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

Last Update 12/9/2016

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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Auto-Reporting CLPs

PM-MAX is Ready for  
Prime Time!

Questions of the Month

Upcoming Training



Recently Certified

Questions/Comments?

## Recently Certified

The following certifications were issued in December.

### Federal Project Directors

EM

- James Daffron- Level I

SC

- Ronald Gallagher- Level I

Congratulations to all newly certified members!



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Director's Corner

One FPD's Perspective on  
Project Peer Reviews

Why We Do Peer Reviews

New and Improved  
PARS IIe System

PM EVM Roadside Assists

Inventorying Planned  
Real Property Scope

Save the Date!  
2017 PM Workshop

**NEW!**  
**FPD Corner**

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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)

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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.