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

I'd like to take this opportunity to talk about one of the most critical elements of project management – the decision process. While many factors go into decision-making, three of the most important elements are data collection and analysis, the insight and judgement of subject matter experts and decision makers, and the decision-making process itself. Research suggests that the decision-making process is just as important, if not more so, than the other two elements. Why? Because decisions based on inadequate data collection and analysis rarely survive a disciplined decision-making process, while even the most detailed analysis rarely survives an undisciplined decision-making process. Similarly, cognitive biases can unknowingly impact the decisions made by the smartest project managers. Thus, the decision-making process is critical. A disciplined process can identify and mitigate the impact of biases and special interests, while serving as a counterbalance to overconfidence and our perceived ability to influence future outcomes. The critical decision process detailed in DOE Order 413.3B, the Department's project management order, provides such a process. Disciplined and repeatable, the critical decision process enables the project team to bring detailed information based on professional judgement and experience, and supported by comprehensive analysis, to leadership to support informed decision-making. I encourage you to use this process.

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

As the year's end rapidly approaches, I would like to thank each of you for everything you have done this past year in support of the Department's mission. Your efforts have been critical to the delivery of capabilities and facilities to address our country's environmental, energy and national security challenges. I sincerely hope each of you find time - make time - to enjoy the season with family and friends. Stay safe and Happy Holidays!

Sincerely,

Mike Peek

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Cross-Checks

Pete Lynch, Office of Project Assessment (PM-20)

You won't get 2-minutes in the penalty box, if you complete the kind of cross-check discussed in this article!

During the life-cycle of any capital asset project, several cost estimates are prepared as the project team gets ready for the next critical decision (CD). As the project progresses from one CD to the next, the cost estimate becomes more refined and more accurate as the design matures. In each case, the goal is always to prepare a high-quality and reliable cost estimate. The Government Accountability Office (GAO) provides guidance on how to determine if a cost estimate is high-quality and reliable. When the Office of Project Management (PM) completes an independent cost estimate (ICE), or an independent cost review (ICR), the GAO criteria is used to assess the project team's cost estimate. When the Office of Project Management (PM) prepares its own ICE, we also assess our estimate against the GAO criteria. The GAO has established four characteristics to assess a given cost estimate, and they are: Well Documented, Accurate, Credible and Comprehensive. One of the elements to determine if an estimate is credible, is to see if the estimate team completed any cross-checks. This ensures that their estimate is reasonable as compared to similar projects already completed. Many of our projects across DOE are unique, so finding similar projects can be challenging, but we can generally determine some way to tie similar projects together to complete a solid cross-check.

The main purpose of cross-checks is to determine if alternate methods produce similar results. If so, confidence in the cost estimate increases and credibility of the cost estimate is enhanced. Usually, the projects used in the cross-checks are not exactly the same size, so a parametric value, or unit cost factor is determined. Typically, the unit cost factor is the cost per square foot, or for large volume facilities like a warehouse, it may be cost per cubic foot. Recently, PM completed a cost estimate for the Outfall 200 Mercury Treatment Facility at Oak Ridge, Tennessee. The DOE has built several water treatment facilities, but neither with the same technology, nor to treat the



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Pete Lynch, Office of Project Assessment (PM-20)

same constituent (mercury). Rather than using a construction unit factor of the cost per square foot, the cross-check was to compare other water treatment plants using treatment capacity in terms of flow rates, versus the cost to construct the plant. When normalized based on the treatment flow rates in gallons per minute (gpm), the cross-check analysis demonstrated a good grouping of the projects, with the bulk of the projects settling between \$20K/gpm and \$70K/gpm. The Outfall 200 Mercury Treatment Facility was right in line with other treatment plants at a cost of \$61K/gpm, which enhanced the credibility of the ICE.

Along with GAO's four characteristics to assess if a cost estimate is high-quality and reliable, the GAO also has published their 12-best practices to produce a high-quality and reliable cost estimate in the "GAO Cost Estimating and Assessment Guide," GAO-09-3SP, dated March 2009. The 12-best practices breakdown further to 76 tasks. At the back of each of the PM-produced ICRs and ICEs, there is an appendix that assesses the project team's cost estimate against the 12-best practices, as well as an internal self-assessment for any PM ICE. Task 4.2 from the GAO Guide states: "Choose the best estimating method for each WBS element; identify potential cross-checks for likely cost and schedule drivers." This reminds us early in the process to think about similar projects, or projects with similar cost drivers to facilitate the cross-check analysis. Task 7.7 goes on to state: "Perform cross-check on cost drivers to see if results are similar." Here we actually perform the cross-check.

Type of Estimate	Are Cross Checks Required Per GAO Best Practices?	Justification
Project Team Cost Estimate	Yes	Stand-alone estimate
PM ICE	Yes	Stand-alone estimate
PM ICR	No	Estimate review only

Completing cross-checks should not be viewed as another burdensome step in the development of a cost estimate, but rather as a well-recognized best practice that adds credibility to the cost estimate and increases the confidence that the cost estimate includes the characteristics to make it high-quality and reliable.

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Recently Certified

The following certifications were recently issued.

Federal Project Directors

EM

- Steven Clemons – Level I
- Paul Cooke – Level I

NE

- Vernon Peterson – Level I

NNSA

- Christopher Grubbs – Level I

Congratulations to our newly certified members!



FPD Certifications and Statistics in 2018

Linda Ott, Office of Professional Development (PM-40)

Congratulations to the 21 Federal Project Directors (FPDs) who successfully fulfilled the requirements of the Project Management Career Development Program (PMCDP) and received their FPD certifications in 2018! We now have an additional nine new Level I FPDs, three FPDs who received their Level II certification, and six FPDs who advanced to a Level III certification. We are especially proud of Brian Henry and Adam Bihary who joined the Department from other federal agencies and fulfilled all of the requirements for Levels I, II and III during calendar year 2018.

Certifying our project management workforce is a high priority for the Certification Review Board (CRB), co-chaired by the Director for the Office of Project Management and the NNSA Administrator for Acquisition and Project Management, and is becoming increasingly important as we initiate new projects. At the end of FY 2018, we had 263 FPDs, which is about 15% fewer than in prior years. As shown in the charts below, nearly half of our FPDs are certified at Level I, so we have a very healthy pipeline of available FPDs for new Level I projects. However, we have far fewer FPDs at the higher certification levels, with only 6% of FPDs certified at Level IV, giving us limited bench strength for projects requiring Levels II, III and IV FPDs.

Like the rest of the federal government, DOE is facing a large number of imminent retirements within our certified workforce. As the charts show, at the end of FY 2018, 59% of our FPDs were

FPD/(Program Office)	Level
<i>* indicates new FPD</i>	
*Agege, Victor O. (EM)	I
Armijo, Janelle (NA)	III
*Bender, David (EM)	I
*Bihary, Adam (SC)	I - III
*Clemons, Steven A. (EM)	I
*Cooke, Paul (EM)	I
Creasy, Darryl K. (NA)	II
Farrell, Shayne S. (EM)	III
Felosi, Nathan T. (EM)	II
Folden, Laurie (NA)	III
Gallegos, John (NNSA)	III
Gill, Ronald E. (EM)	II
*Grubbs, Christopher (NNSA)	I
*Henry, Biran (EM)	I - III
*Mayton, Dennis H. (EM)	I
*Moorman, Daryn (NE)	I
Peters, Richard D. (NA)	III
*Peterson, Vernon M. (NE)	I
Sager, Joy L. (EM)	II
*Vogel, Kyle S. (NE)	I
*Young III, John (SC)	I

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Linda Ott, Office of Professional Development (PM-40)

eligible to retire within the next five years. What is even more startling is that 30% of our FPDs (79 FPDs) are eligible to retire today. This is a particular concern for projects that require FPDs certified at Level III and Level IV. Of the 15 Level IV FPDs, 10 are already eligible to retire, and some of them have been eligible for 10 years or longer. The data shows that these pending retirements could have significant impacts on our ability to staff projects.

On the other hand, there is a good side to this story and reason for optimism. As FPDs retire, there will be many more opportunities for our newly certified FPDs to manage projects or serve as Deputy FPDs on some of our most complex projects. We also will be creating opportunities for our most experienced FPDs to share their lessons learned as part of their legacy.

We will be sharing the most up-to-date statistics on our project management workforce at the upcoming Project Management Workshop, April 23-24, 2019, and I look forward to seeing you all then.

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FPD Certifications and Statistics in 2018

Linda Ott, Office of Professional Development (PM-40)

Overall FPD Count
by Level

Overall FPD Count
by PSO

EM	NA	SC	Other
----	----	----	-------

Overall Gender
Distribution

Overall Retirement
Eligibility

*Click on any
button*

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FPD Statistics as of End of FY 2018

Overall FPD Count by Level

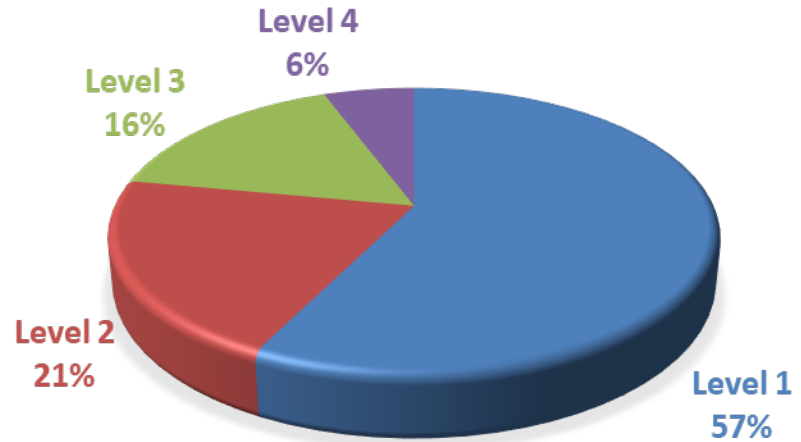
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Total FPD Count by Level



	Level 1	Level 2	Level 3	Level 4	Total
FPDs	151	54	43	15	263

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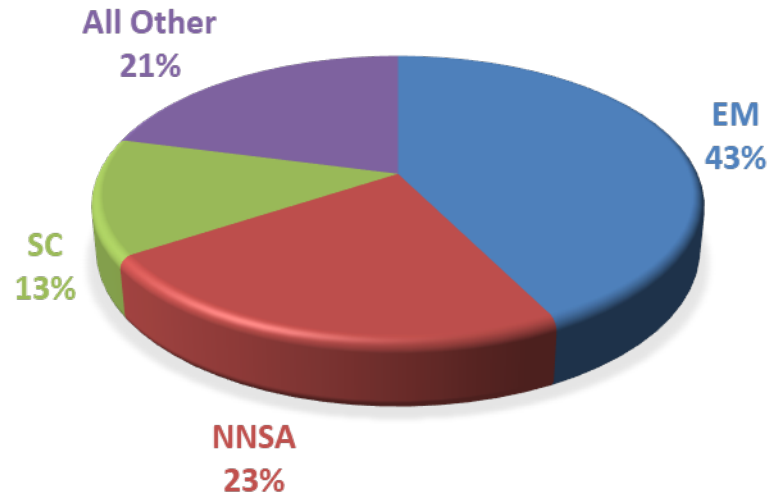
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Total FPD Count by PSO



	EM	NNSA	SC	All Other	Total
FPDs	112	61	35	55	263

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Overall FPD Count by Level

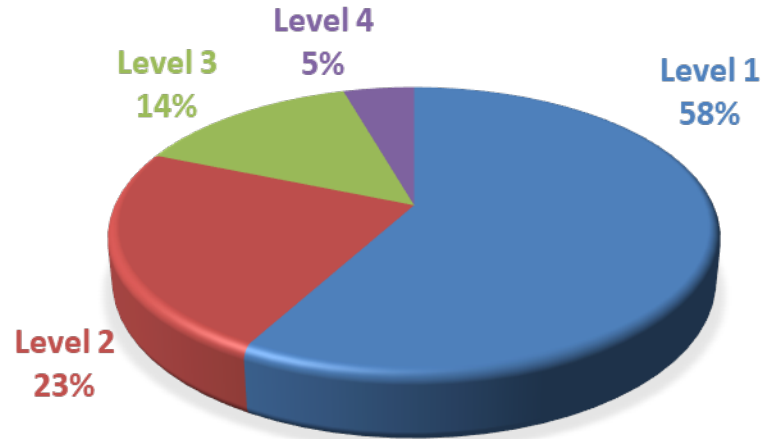
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Total FPD Count at EM by FPD Level



	Level 1	Level 2	Level 3	Level 4	Total
FPDs	65	26	16	5	112

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Overall FPD Count by Level

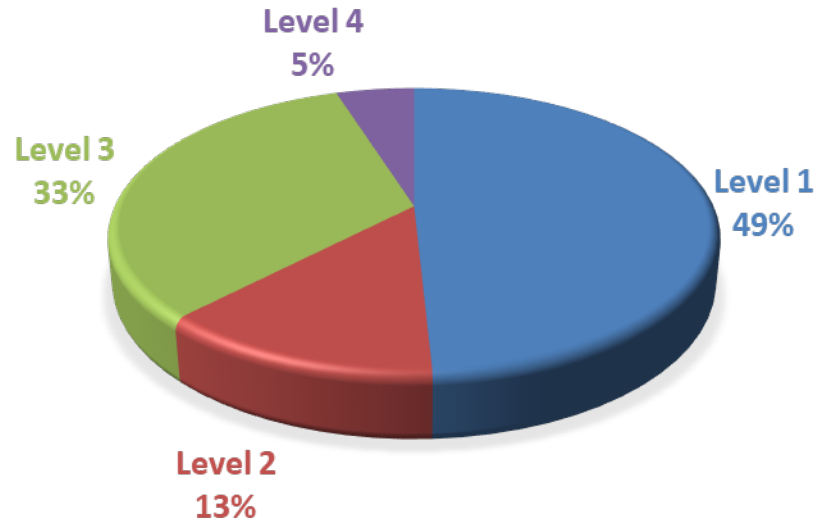
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Total FPD Count at NNSA by FPD Level



	Level 1	Level 2	Level 3	Level 4	Total
FPDs	30	8	20	3	61

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Overall FPD Count by Level

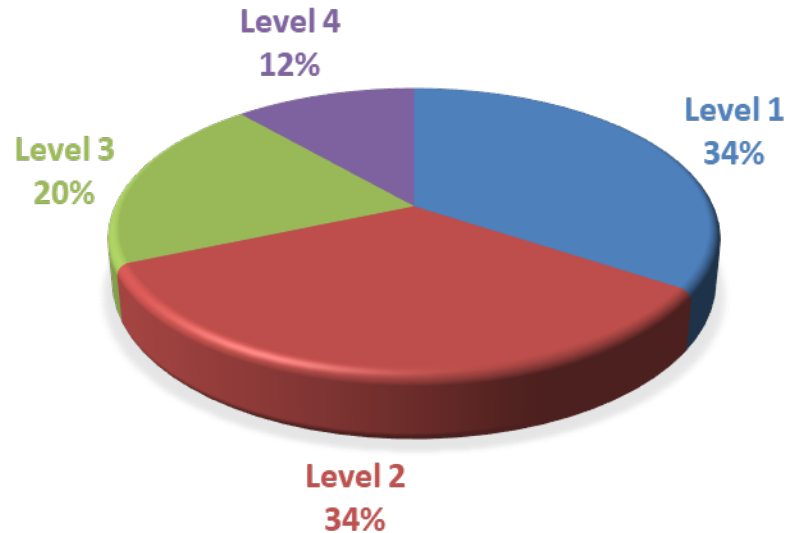
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Total FPD Count at SC by FPD Level



	Level 1	Level 2	Level 3	Level 4	Total
FPDs	12	12	7	4	35

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Overall FPD Count by Level

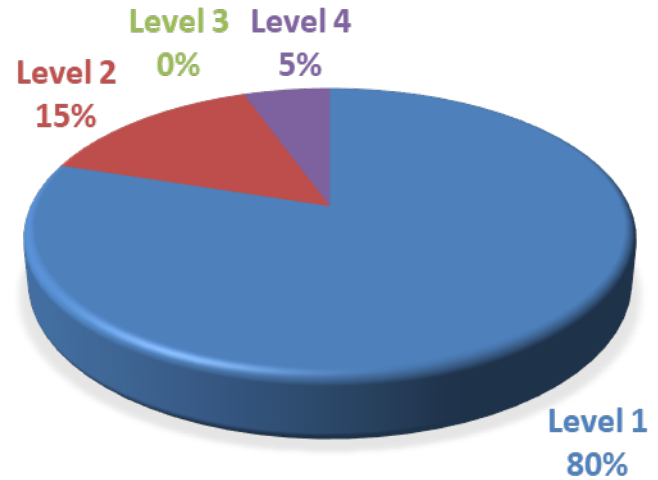
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Total FPD Count at All Other PSOs by FPD Level



	Level 1	Level 2	Level 3	Level 4	Total
FPDs	44	8	0	3	55

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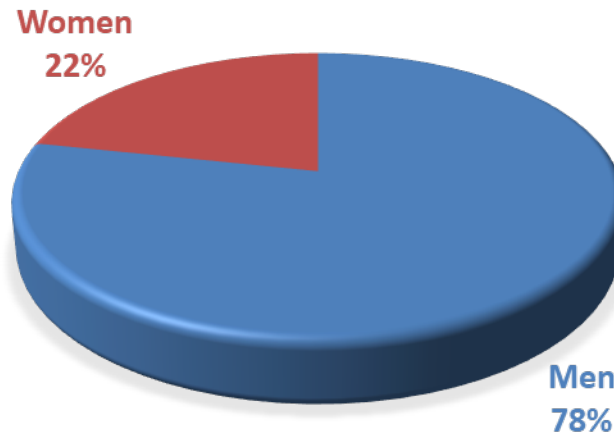
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Overall Gender Distribution



	Men	Women	Total
FPDs	206	57	263

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Overall FPD Count by Level

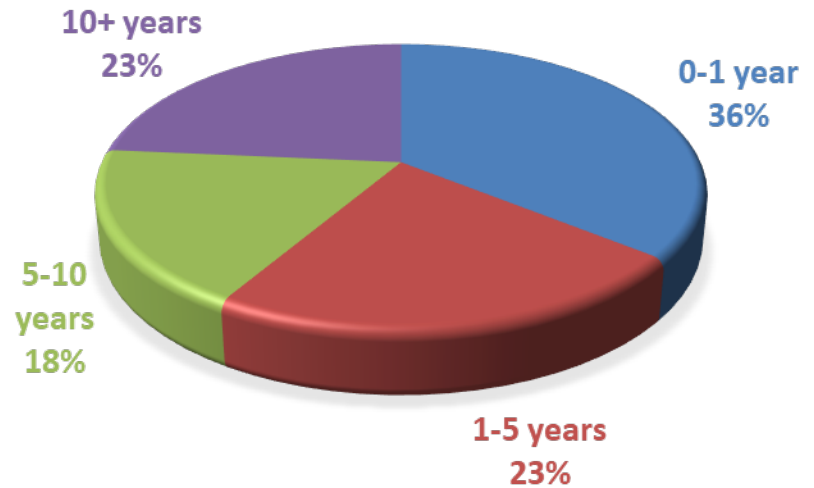
Overall FPD Count by PSO

EM NA SC Other

Overall Gender Distribution

Overall Retirement Eligibility

Overall Retirement Eligibility by Years Until Eligible



	0-1 yr	1-5 yrs	5-10 yrs	10+ yrs	Total
FPDs	94	60	47	62	263

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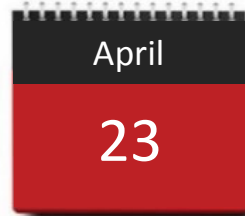
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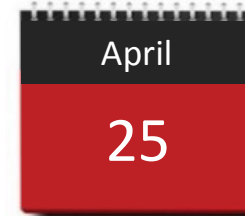
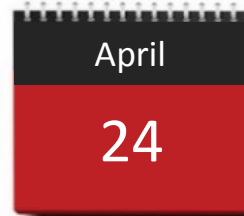
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2019 PM Workshop: Save the Date!

As a reminder, the 2019 Project Management Workshop will be held April 23-24, 2019 in Washington D.C. with a project controls session during the morning of April 25. The workshop will again offer the opportunity to discuss project management challenges with senior leadership, review best practices, share lessons learned, recognize excellence, and on the final day, focus on project controls. The workshop is a designated training event, and attendees will earn continuous learning points (CLPs) for participation. The event will be held at the Hilton on the National Mall (www.washingtondcnationalmall.hilton.com) and rooms can be reserved via the following link: [DOE Project Management Workshop](#) with Group Code: DOEPMA, or via Reservations #: 1-800-HILTONS.



Project Management Workshop



Project Controls

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[Click here to view training in January](#)

[Click Here for the Full FY 2019 Training Strategy*](#)

** To print the FY 2019 Training Strategy, print only pages 34-35 of this document*

On-Demand Online Training**

***On-Demand courses are available at any time*

Contracting Officer Representative

32 CLPs

DAU Online

Environmental Laws and Regulations

24 CLPs

DOE Learning Nucleus

Earned Value Management Systems (24/7)

21 CLPs

DOE Learning Nucleus

Project Management Essentials

50 CLPs

DOE Learning Nucleus

Scheduling

21 CLPs

DOE Learning Nucleus

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Upcoming Training: January 2019

Federal Budgeting
Process in DOE

4 Days / 32 CLPs

January 7-10
New Orleans, LA

Cost and Schedule
Estimate and Analysis

5 Days / 40 CLPs

January 7-11
Aiken, SC

Leadership through
Effective
Communication

3 Days / 24 CLPs

January 15-17
Golden, CO

Leadership through
Effective
Communication

3 Days / 24 CLPs

January 22-24
Oak Ridge, TN

Project Management
Systems & Practices
in DOE

60 CLPs

January 22 – March 12
Adobe Connect

Advanced Risk
Management

3.5 Days / 28 CLPs

January 29 – February 1
Golden, CO

Facilitating Conflict
Resolution

24 CLPs

January 30 – March 13
Adobe Connect

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Upcoming Training: January 2019

Federal Budgeting Process in DOE

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PMCDP is offering instructor-led deliveries of the 4-day course, *Federal Budgeting Process in DOE*, January 7-10 in New Orleans, LA.

This course is designed to provide DOE and NNSA program and project managers a working knowledge of Federal financial and managerial systems to accomplish their Department's budgeting and accounting processes, including budget submissions, managing authorized funding and establishing success criteria. Participants apply the foundational skills required to successfully manage a project through its financial life cycle. These skills include: integrating projects, programs, and missions; resourcing and funding programs; validating and funding projects; effectively participating in the budget process; managing the flow of funds to programs and projects and effectively using financial accounting and reporting systems to attain program and project success.

You will earn 32 continuous learning points for this course. This is an Elective course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001034/0035

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Upcoming Training: January 2019

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Cost and Schedule Estimate and Analysis

PMCDP is offering an instructor led delivery of the 5-day course, *Cost and Schedule Estimate and Analysis*, January 7-11, 2019 in Aiken, SC.

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 Required course for the Level 2 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001044/0035



Upcoming Training: January 2019



Leadership Through Effective Communication

PMCDP is offering an instructor-led delivery of the 3-day course, *Leadership Through Effective Communication*, January 15-17, 2019 in Golden, CO.

This course is a highly interactive session focused on developing powerful communication skills to lead people and manage projects. The course emphasizes personal communications preferences and the impacts of these preferences on others, and provides tips and techniques for maximizing effectiveness in leading project teams. Skills-based lessons include:

- The use of different communications styles
- Techniques for managing conflict
- Giving and receiving feedback
- Decision-making

The course provides a practical and effective toolkit for communicating in a project-focused environment, and a resource list for continuous learning.

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

CHRIS Code: 002366/0034

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Upcoming Training: January 2019

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Leadership Through Effective Communication

PMCDP is offering an instructor-led delivery of the 3-day course, *Leadership Through Effective Communication*, January 22-24, 2019 in Oak Ridge, TN.

This course is a highly interactive session focused on developing powerful communication skills to lead people and manage projects. The course emphasizes personal communications preferences and the impacts of these preferences on others, and provides tips and techniques for maximizing effectiveness in leading project teams. Skills-based lessons include:

- The use of different communications styles
- Techniques for managing conflict
- Giving and receiving feedback
- Decision-making

The course provides a practical and effective toolkit for communicating in a project-focused environment, and a resource list for continuous learning.

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

CHRIS Code: 002366/0035

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Upcoming Training: January 2019

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Project Management Systems and Practices in DOE

PMCDP is offering a desktop delivery of the course, *Project Management Systems and Practices in DOE*, January 22 – March 13, 2019 via Adobe Connect. Webinars will be held 1:00 – 3:00 pm ET.

This course is designed to instruct participants in the specific project management systems and practices required by DOE Order 413.3b for all capital asset projects in the Department. The course also explains the specific roles and responsibilities of a Federal Project Director in managing a capital asset project in DOE. The course is organized around the processes specified in DOE Order 413.3b and the associated Guides 413.3-1 through 413.3-19. Participants will learn how to manage the critical decision process in the Order as well as other requirements necessary to be a Federal Project Director at DOE, including the federal budget process; NEPA and other environmental, safety and health laws; and understanding of DOE HQ and field relationships and Lead Program Secretarial Officers (LPSOs).

This course is not a general overview of project management; therefore, it is highly recommended that participants take Project Management Essentials prior to taking this course. This course is presented at an intermediate level of expertise similar to what would be expected of an accredited graduate level college course.

You will earn 60 continuous learning points for this course. This is a Required course for the Level 1 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001024/0049

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Advanced Risk Management

PMCDP is offering an instructor-led delivery of the 3.5-day course, *Advanced Risk Management*, January 29 – February 1, 2019 in Golden, CO.

The purpose of this course is to provide the Federal Project Director with an advanced understanding of the concepts and applications of risk and opportunity management, within the context of federally managed Department of Energy acquisition projects. This course improves Federal Project Directors' ability to develop and execute project risk management plans and to oversee the risk management activities of their contractors.

The course provides participants with more advanced treatment of risk management principles and concepts. It builds upon the concepts included in the basic Risk Analysis and Management course and reviews topics that are appropriate for Level 3 and 4 Federal Project Directors. It also introduces the notion of opportunity with respect to DOE acquisition project management.

In addition to a review of topics covered in the basic course, participants discuss the impact of technology development and how new technology risks affects the typical project. The course also addresses project risk management software and risk analysis tools, and uses two large capital and operating expense projects to enhance the learning through case study work.

You will earn 28 continuous learning points for this course. This is a Required course for the Level 3 PMCDP certification for Federal Project Directors and is available to all DOE employees.

CHRIS Code: 001042/0026

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Facilitating Conflict Resolution

PMCDP is offering a desktop delivery of the course, *Facilitating Conflict Resolution*, January 30 – March 13 via Adobe Connect.

This course covers a variety of topics specific to resolving conflicts in the workplace. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; and minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies. Participants take the Thomas-Kilmann® conflict mode assessment instrument (TKI) to reveal their preferred style of managing conflict, and learn the advantages and disadvantages of different styles. The course includes a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Webinars will be held every Wednesday from 11:00 am - 12:30 pm ET.

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.

CHRIS Codes: 001558/0027

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Contracting Officer Representative (CLC 222)

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

Course objectives include:

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

Registration is through DAU Online

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

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Environmental Laws and Regulations

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

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

This course is comprised of seven modules.

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

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

Registration is through the Learning Nucleus

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

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Earned Value Management Systems (24/7)

PMCDP hosts on DOE's Learning Nucleus the Level 1 Required Course titled "Earned Value Management Systems (24X7)." This online training is designed for newcomers to gain a solid foundation in earned value management systems (EVMS) or for earned value management (EVM) practitioners interested in enhancing their ability to effectively use performance data and keep up with the latest industry guidelines, government requirements, and EVMS issues. This course covers the five major categories in the EIA-748 Standard for Earned Value Management Systems including:

- Organization
- Planning, Scheduling, and Budgeting
- Accounting Considerations
- Analysis and Management Reports
- Revisions and Data Maintenance

Registration is through the Learning Nucleus

You will earn 21 continuous learning points for this course. This is a required course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.

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Project Management Essentials

PMCDP hosts on DOE's Learning Nucleus the Level 1 Required Course titled "*Project Management Essentials*." This online training is comprised of 15 individual lessons and introduces employees to a comprehensive set of project management principles. The primary source materials for this course are the Project Management Institute's *Project Management Body of Knowledge*® (sometimes referred to as the PMBOK®), DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, and the associated guides supporting the Order. Other guides and manuals are referenced throughout the course.

Topics include:

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

Registration is through the Learning Nucleus

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

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

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Project Management Essentials

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

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Scheduling

PMCDP hosts on DOE's Learning Nucleus, a continuous learning opportunity entitled "Scheduling." The course is intended for DOE employees to gain a solid foundation in project scheduling and enhance project scheduling proficiency. This online course employs a virtual learning lab to provide an intensive 21 hours of instruction that covers scheduling tools, techniques, and philosophies, which can have a major impact to performance assessments and day-to-day project management decision-making. Participants may test their knowledge and gain immediate feedback with scored quizzes and case studies.

Upon completion of the training, participants will understand the fundamental background of scheduling concepts and their specific applications with emphasis on analysis using the Critical Path Method.

Topics include:

- Critical path fundamentals
- Schedule baseline
- Float
- Network logic development
- Risk assessment
- Changes
- Scheduling in an EVMS environment

Registration is through the Learning Nucleus

You will earn 21 continuous learning points for completing this course. This is a continuous learning opportunity for Federal Project Directors and is available to all DOE employees.

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Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Federal Budgeting Process CHRIS Code: 001034/0035	4 Days 32 CLPs	January 7-10	New Orleans, LA Classroom
Cost and Schedule Estimation CHRIS Code: 001044/0035	5 Days 40 CLPs	January 7-11	Aiken, SC Classroom
Leadership through Effective Communication CHRIS Code: 002366/0034	3 Days 24 CLPs	January 15-17	Golden, CO Classroom
Leadership through Effective Communication CHRIS Code: 002366/0035	3 Days 24 CLPs	January 22-24	Oak Ridge, TN Classroom
Project Management Systems and Practices in DOE CHRIS Code: 001024/0049	60 CLPs	Tue/Thursdays 1-3pm January 22-March 12	Adobe Connect
Advanced Risk Management CHRIS Code: 001042/0026	4 Days 28 CLPs	January 29-February 1	Golden, CO Lisa Weber
Facilitating Conflict Resolution CHRIS Code: 001558/0027	24 CLPs	Wednesdays 11am-12:30pm January 30-March 13	Adobe Connect
Strategic Planning CHRIS Code: 001043/0018	3 Days 24 CLPs	February 19-21	Golden, CO Lisa Weber
Program Management and Portfolio Analysis CHRIS Code: 001025/0035	5 Days 40 CLPs	February 4-8	Oak Ridge, TN Peter Rivera



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Course Title/Instructor	Length CLPs	Planned Delivery Timeframe	Location/ Platform
Project Risk Analysis and Management CHRIS Code: 001033/0057	3.5 Days 28 CLPs	March 5-8	Golden, CO Lisa Weber
Performance Based Management Contracting CHRIS Code: 001951/0028	3 Days 24 CLPs	March 12-14	Berkeley, CA Lauren Martinez
Scope Management Baseline Development CHRIS Code: 001036/0030	3 Days 24 CLPs	March 12-14	Oak Ridge, TN Peter Rivera
Managing Contract Changes CHRIS Code: 002102/0073	4 Days 32 CLPs	April 2-5	Golden, CO Lisa Weber
Advanced Concepts in Project Management CHRIS Code: 001023/0044	50 CLPs	Tue/Thursdays 1-3pm April 2-June 6	Adobe Connect
Executive Communications CHRIS Code: 001031/0042	3 Days 24 CLPs	May 7-9	Oak Ridge, TN Peter Rivera
Planning for Safety in Project Management CHRIS Code: 001035/0062	28 CLPs	Wednesdays 1-3pm May 29-July 3	Adobe Connect
Project Management Systems and Practices in DOE CHRIS Code:001024/0050 Dana Krupa	60 CLPs	Tue/Thursdays 1-3pm July 16-September 3	Adobe Connect

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The Office of Project Management welcomes your comments on the Department's policies related to DOE Order 413.3B. Please send citations of errors, omissions, ambiguities, and contradictions to PMpolicy@hq.doe.gov. Propose improvements to policies at <https://hq.ideascale.com>.

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

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Have a question, found a bug or glitch in a PMCDP online course, or want to provide feedback on a PMCDP course you took through DOE's Learning Nucleus? We have a mailbox for that! Submit your issues through PMCDPOnlineCourseSupport@hq.doe.gov

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

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

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



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The screenshot shows the PM-MAX website interface. At the top, there is a navigation bar with the PM-MAX logo and a date indicator for July 2018. Below the navigation bar, there is a main content area with a large image of the newsletter cover. The cover features the text 'NEWS NNSA National Nuclear Security Administration U.S. DEPARTMENT OF ENERGY'. To the right of the image, there is a section titled 'Click here to read the July 2018 Project Management Newsletter' followed by a list of headlines. Below the headlines, there is a section for 'Find out how to get each PM Newsletter delivered directly to your inbox' with a numbered list of steps. At the bottom of the main content area, there is a 'Filter:' input field. On the right side of the page, there is a search bar and a list of links: 'Team Collaborations', 'Browse the PM Library', 'Browse the FPD Directory', and 'Questions or Comments?'. At the bottom right, there are logos for 'esaab' and 'PMRC'.

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PM-MAX

JULY 2018
PM NEWSLETTER

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

Click here to read the July 2018 Project Management Newsletter

Headlines:

- EIRs Findings, Major Findings and Observations from PM's perspective and that of an FPD involved in a recent EIR for the Outfall 200 Mercury Treatment facility in Oak Ridge
- Part three in the series of articles on the GAO Schedule Assessment Guide, looking at Best Practice #3, Assigning Resources to All Activities)
- Leadership and the Project Manager's Mindset
- Kudos to recently certified FPDs
- Training Schedule

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

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

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Susan Mason —PMCDP Systems Planning Support, susan.mason@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.

Access PMCDP on PM-MAX from anywhere: go.max.gov/doe-pm