

Still on Our Honeymoon

Linda Ott, Division Chief, Professional Development

Greetings from the Office of Acquisition and Project Management's (APM) Professional Development Division (PDD)! In the July edition of the PMCDP newsletter, [Paul Bosco's article](#) mentioned the formation of this new division in APM; I'd like to tell you a bit more about us. The Acquisition Career Management Program (ACMP) and the Project Management Career Development Program (PMCDP) have merged under PDD to ensure the efficient management of certifications and professional development for DOE's entire acquisition workforce. This workforce includes anyone who plays a role in acquisition decisions supporting DOE's mission, including: federal project directors (FPDs), federal project managers, federal program managers, contracting officers (COs), procurement specialists, contract specialists, contracting officer representatives (CORs), technical project officers, financial assistance project managers, personal property managers, and certified realty personnel.

You may have guessed that there is some overlap in training for the workforce mentioned above. Classes such as *Acquisition Management for Technical Personnel*, *Contracting Officer's Representative*, *Managing Contracting Changes*, *Environmental Laws and Regulations*, and *Federal Budgeting Process* apply across several functions. By joining together the two career management programs, ACMP and PMCDP, we hope to create greater efficiencies in training delivery and also benefit from the synergy created when classroom participants with varying roles communicate. It's that synergy Paul Bosco talked about in his article.

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Still on the Road: Upcoming PARS II/EVMS Road Show Dates

- Richland/Office of River Protection/Pacific Northwest National Laboratory 2nd session, August 13-14
- Lawrence Berkeley National Laboratory/Lawrence Livermore National Laboratory/Stanford Linear Accelerator Center, August 16-17
- Argonne National Laboratory/Fermi National Accelerator Laboratory, September 17-18

Bringing ACMP and PMCDP together involves a lot of compromise, collaboration, and planning. It's akin to starting a marriage; in this case, it is an arranged marriage and one we hope will be a healthy and long standing union. We are currently in the honeymoon phase where we're learning to speak the same language, be open to different ways of doing things, and recognize the benefits of working things out. As we work to make this a successful and efficient division, you'll see the following changes:

- PMCDP will adopt the convention used by ACMP to reference continuous education hours needed to maintain certification; the 80 hours required for contracting and FPDs, and the 40 for CORs will be referred to as continuous learning points (CLPs)
- We will create and publish a combined training schedule for the acquisition workforce community
- We will create a single, one-stop web presence with information about all certifications and recertifications issued by our division
- We will expand the newsletter to include relevant articles pointing to available resources and information across the acquisition workforce community (the newsletter will be renamed and rebranded soon to reflect the inclusive nature of PDD)

If you would like to read more about PDD, other divisions within APM, or view the APM organization chart, please visit the PowerPedia page: https://powerpedia.energy.gov/wiki/Office_of_Acquisition_and_Project_Management.

Bringing FPDs, COs, and CORs Together: An Overview of the Course *Managing Contract Changes*

Trish Davies, Procurement Analyst, APM

In recent years, the Department of Energy has worked hard to improve our performance in contract and project management (CPM). In last month's PMCDP newsletter, Paul Bosco announced the merger of the Offices of Procurement and Assistance Management (OPAM) and Engineering and Construction Management (OECM). This merger marks the beginning of an era of improved communication and teamwork in Headquarters' oversight of contract and project management. The end goal is to improve government team performance, including conducting a training gap analysis.

Within the last decade, the Department has been placed on the General Accounting Office's (GAO's) high risk list for CPM issues. In 2008, a Root Cause Analysis (RCA) was performed and resulted in a Corrective Action Plan (CAP). The goal of the CAP was not only to get DOE off the high risk list, but also to obtain and sustain a higher level of performance in these areas. One initiative identified in the CAP was enhanced training for contract and project management teams.

In fiscal year 2010, the *Managing Contract Changes* course was developed as a team effort between OPAM and the Environmental Management program office (EM-50). A task order was issued to Colleague Consulting, the firm that provides training for the PMCDP program. We leveraged the firm's knowledge of the Department, and we were able to tailor the training to provide engaging and thought provoking case studies relevant to our challenging CPM environment. OPAM and EM-50 managed rosters for the course so that each session was attended by multi-disciplined personnel involved in delivering successful projects. This encouraged a dialogue among FPDs, COs, and CORs around their priorities and must-haves for managing contract changes. The open communication in class has proven to be integral to the success of the course and has established long-term understanding among teammates. *Continued on p. 3*

To date, we've held 23 classes (524 training certificates issued), with three more scheduled in FY12 and seven scheduled for FY13. We've received great feedback about the benefits of participating in this training—better understanding of teammate roles and responsibilities, insight into the evolution of the Department's contracting processes, knowledge gained through Jim Bibler's excellent instruction, and continuous learning points earned for COR, CO and FPD certifications. If you have not had the chance to benefit from this class, I encourage you to do so (see the training schedule on PMCDP's website for upcoming sessions). All who have attended consider the course worthwhile and valuable.

Save the Dates!

Acquisition Workshop

L'Enfant Hotel
Washington, DC
December 4-5, 2012



Productivity Is Critical

Brian Kong, PE, CCE, PMP, LEED-AP, CFM

Monitoring productivity or unit rates, in terms of work hours or dollars per output, is an important factor that can help ensure your project is a success. It is a key component in estimating the baseline, and is a reference point for determining efficiency and trending performance when compared to actuals. These metrics enhance the use of the earned value management system (EVMS) data to help mitigate threats, maximize opportunities, and optimize productivity.

Productivity can be impacted by many factors such as availability, allocation, and quality of the resources; the overall planning; and the learning curve. As such, it may not be static during project execution. Nevertheless, identifying the reference points with the documented basis is critical for trending, identifying focus areas, and developing a historical database for future projects.

Monitoring productivity components can provide critical insight into project performance. For example, productivity by direct and non-direct work hours could explain cost discrepancies, and productivity considering rework hours or dollars could identify areas for improvement. Likewise, productivity by commodity versus a rollup such as a level three work breakdown structure (WBS) element could help prioritize levels of monitoring. Further, time phased productivity could identify optimal working conditions, leverage resources to improve efficiency, and confirm sensitivity and risk analysis. It can also assist in forecasting performance by determining the target productivity for the remaining work.

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The Construction Industry Institute *Productivity Benchmarking Summary Report* (BMM 2011-1)* provides a strategy to improve construction productivity. The buffer strategy (RR143-11) investigated impacts of early design, early material delivery, and extra construction equipment on craft productivity. It found, among other interesting results, that additional piping production-related resources resulted in improved piping craft productivity. It also found that smaller buffer projects reduce wastes in projects by decreasing project schedules.

Monitoring productivity throughout the project duration is critical, and can be a powerful tool in assessing and successfully controlling your project.

**If you would like more information about this report, please contact Brian Kong (brian.kong@hq.doe.gov, 202-586-3151).*

Question of the Month #1

Question: Since FPD Level I certification candidates are now required to complete a mandatory self-assessment for competency 1.12.2: three years of experience in project management, do applicants still need to provide examples for each of these activities in the narrative section of the application?

Answer: The self-assessment is designed to streamline the application process; hence, applicants will not have to provide examples for each area covered in competency 1.12.2. However, candidates must provide project titles, dates, and assigned duties in the narrative section so that the three-year experience requirement can be validated. In addition to increasing efficiency, the self-assessment is also designed to help the Certification Review Board gauge the overall breadth of a candidate's project management knowledge and experience. Finally, PMCDP hopes candidates will use the self-assessment as a tool to target their training and professional development activities for continuous improvement.

Note: FPD candidates may access this self-assessment under the "Quick Links" section of the PMCDP website.

Question of the Month #2

Question: Is it true that PMCDP awards continuing education (CE) credit for writing PMCDP newsletter articles? If so, what are the preferred topics and whom should I contact for additional information?

Answer: Yes, it is true and PMCDP strongly encourages participation from the FPD community. By contributing to the newsletter, FPDs have the opportunity to share their experience and expertise. The entire community benefits because FPDs can see real-world examples of best practices and lessons learned. This knowledge sharing is essential to a successful project management climate within DOE. While PMCDP is particularly interested in leadership, communication, and contract and project management alignment articles, we welcome any idea you may have and we are eager to talk to you.

If you are interested in earning 10 CE hours for writing a newsletter article, please contact Linda Ott or Victoria Barth.

Note: To earn CE credit, the article must be published in a PMCDP newsletter.

| Course Available Online | PMCDP Info | Course Code |
|---|--------------|-------------|
| Contracting Officer Representative Training | Level I Core | CLC222 |
| To register through the Federal Acquisition Institute's Training Application System (FAITAS): Ctrl + Click Here | | |
| For a Tutorial on using FAITAS: Ctrl + Click Here | | |

| Start | End | Course | CEUs | Location | Instructor | PMCDP Info | CHRIS Code/ Session | Registration Restrictions |
|-----------------------|---------|--|------|---------------------|---------------------|------------------|------------------------|---|
| August 2012 | | | | | | | | |
| 8/14/12 | 8/16/12 | Performance-Based Management Contracting | 21* | Albuquerque, NM | Bibler | Level 1 Elective | 001951/0016 | None |
| 8/14/12 | 8/17/12 | Federal Budgeting Process in DOE | 28* | Washington, DC | Daughtry | Level 2 Elective | 001034/0017 | Priority given to NNSA employees |
| 8/14/12 | 8/17/12 | Project Risk Analysis & Management | 25* | Aiken, SC | Morrell | Level 1 Core | 001033/0039 | None |
| 8/21/12 | 8/24/12 | Managing Contract Changes | 28* | Aiken, SC | Bibler | Level 1 Core | 002102/0018 | None |
| 8/28/12 | 8/30/12 | Real Property Asset Management | 21* | Sandia National Lab | M. Cook | Level 2 Elective | 001183/ | Not in CHRIS-contact Ann Koepp for enrollment |
| September 2012 | | | | | | | | |
| 9/4/12 | 9/7/12 | Managing Contract Changes | 28* | Washington, DC | Bibler | Level 1 Core | 002102/0030 | None |
| 9/10/12 | 9/13/12 | Project Risk Analysis & Management | 25* | Richland, WA | Daughtry | Level 1 Core | 001033/0033 | None |
| 9/11/12 | 9/14/12 | Managing Contract Changes | 28* | Idaho Falls, ID | Bibler | Level 1 Core | 002102/0023 | None |
| 9/18/12 | 9/20/12 | Negotiation Strategies & Techniques | 21 | Albuquerque, NM | Benchmark: J. Miles | Level 3 Elective | 001047/0011 | None |
| 9/24/12 | 9/27/12 | Advanced Risk Management | 25* | Oak Ridge, TN | Holmlin | Level 3 Core | 001042/0014 | None |

Note: Asterisked courses are PMI approved.

For a step-by-step guide to register for PMCDP courses in CHRIS/ESS, please visit the PMCDP website:

<http://energy.gov/management/downloads/pmcdp-course-registration-process>

PMCDP Course Schedule

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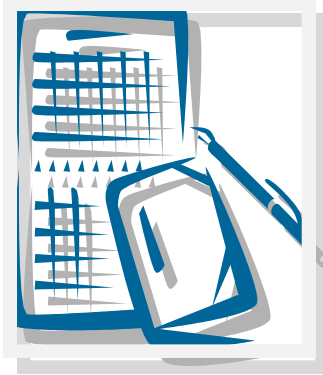
| Start | End | Course | CEUs | Location | Instructor | PMCDP Info | CHRIS Code/Session | Registration Restrictions |
|-----------------------|----------|--|------|-----------------|----------------|------------------|--------------------|---------------------------|
| October 2012 | | | | | | | | |
| 10/1/12 | 11/16/12 | Project Management Systems & Practices in DOE | 60* | Washington, DC | Krupa | Level 1 Core | 001024/0041 | None |
| Onsite: 10/30-11/1/12 | | | | | | | | |
| 10/8/12 | 10/12/12 | Acquisition Management for Technical Personnel | 32* | Albuquerque, NM | Morrell | Level 1 Core | 000145/0036 | None |
| 10/16/12 | 10/18/12 | Value Management | 21 | Aiken, SC | Morrell | Level 2 Elective | 001037/0012 | None |
| 10/22/12 | 10/25/12 | Managing Contract Changes | 28* | Richland, WA | Bibler | Level 1 Core | 002102/0025 | None |
| 10/22/12 | 10/26/12 | Acquisition Management for Technical Personnel | 32* | Albuquerque, NM | Morrell | Level 1 Core | 000145/0036 | None |
| 10/23/12 | 10/25/12 | Executive Communications | 21 | Idaho Falls, ID | Sims | Level 3 Core | 001031/0028 | None |
| 10/30/12 | 10/31/12 | Capital Planning for DOE O 413.3B Capital Asset Projects | 14* | Albuquerque, NM | Benchmark: TBA | Level 1 Elective | 002152/0006 | None |
| 10/30/12 | 11/2/12 | Federal Budgeting Process in DOE | 28* | Washington, DC | Olsen | Level 2 Elective | 001034/0018 | None |

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Full PMCDP Course Schedule



For the full listing of FY2012 and FY2013 classes, visit the PMCDP website:

<http://energy.gov/management/downloads/pmcdp-course-schedule>

Questions or Comments?

Please email general questions and comments to PMCDP.Administration@hq.doe.gov, or visit our website: <http://energy.gov/management/office-management/operational-management/project-management-career-development-program>

For specific information, please contact one of the following individuals:

- Linda Ott, PMP, MA Adult Ed - Chief, Professional Development Division, Acquisition Career Manager, PMCDP CRB Secretariat, Linda.Ott@hq.doe.gov

-OR-

- Victoria C. Barth, MA ISD - Professional Development Division, PMCDP Course Schedule, CRB Information, CEG, Newsletter, Victoria.Barth@hq.doe.gov