

Project Reviews & Rotten Peaches

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Have you ever bitten into what appears to be a perfectly ripe peach only to discover that it was rotten and tasted terrible? Project reports to management can be very similar to this experience. DOE executes a diverse portfolio of capital asset projects that are of such size and complexity they must be programmed, planned, budgeted, and executed over multiple fiscal years. Because of this, a number of tools assist the Federal Project Director (FPD) in making sound decisions to successfully complete a project within its Performance Baseline (PB), and provide independent assessments to the Acquisition Executive. Project reviews are one such tool.

Project reviews are a valuable tool and can vary significantly in intensity, frequency, duration and occurrence. DOE O 413.3B (Appendix C, Paragraph 18) contains a listing of reviews used at various stages of the project lifecycle. For the review to be meaningful, it must accurately reflect the current situation. For an Acquisition Executive, nothing is more discouraging than being informed out of the blue that a baseline change proposal to significantly increase the cost, extend the completion schedule, or cut scope to the original PB is necessary to keep a project going. The logical question is- "How could this happen? The last review reported the project was progressing satisfactorily." The project was obviously bruised even though it was reported as perfectly healthy. *(continued on p. 2)*

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OPEN!

Registration for the 2012 DOE Project Management Workshop and PARS II/EV Training is now OPEN!

Please see <http://tinyurl.com/2012workshop> for details. The workshop will be held on Tuesday and Wednesday, April 3 & 4, 2012, at the Hilton Alexandria Mark Center, 5000 Seminary Road, Alexandria, VA 22311.

The PARS II/Earned Value Analysis training will be held at the same location April 2nd and 5th. For more information and registration instructions, please see <http://tinyurl.com/PARSII-EV-training>.

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The goal is to accurately report progress and performance to support decisions. Credible project reviews help support these decisions. Decisions need to be made in a timely manner using the best and most accurate information available. It is incumbent upon the FPD to develop and convey an accurate depiction of a project's health to all concerned in routine status reports, and to share known issues with project review teams. More importantly, FPDs should acknowledge, within PARS II, and address issues and concerns that project review teams identify based on their unbiased review of project efforts and performance. The goal of all involved, the FPD and his/her Integrated Project Team members, project review team members, and the Acquisition Executive, is to deliver projects at completion that meet the original scope within the original approved cost and schedule baselines.

Federal Project Director Corner

Victoria Barth, MA ISD

Certification Requirement Updates

Use of PARS II Data

For Level III and IV FPD candidates, OEMC analysts use Project Assessment and Reporting System (PARS II) data when providing input to the Certification Review Board (CRB) regarding certification applicants. Specifically, the analysts use PARS II data to verify candidates' project performance and whether PARS II information is being updated in a timely and accurate manner. PARS II serves as the central repository for project data across the Department and is used by both federal and contractor personnel to track project progress. The importance of reliable, up-to-date, and consistent reporting is codified in DOE O 413.3B which requires FPDs to report project updates monthly. The CRB will use PARS II information during their deliberations.

New Experience Requirement for Level III and IV Certification Applicants

Effective immediately, Level III and IV applicants will be responsible for demonstrating prior experience working on projects in each phase of the critical decision (CD) process except CD-0.

- For CD-1, candidates are permitted to use integrated project team (IPT), FPD, or FPD-equivalent experience; FPD or FPD-equivalent experience must be used for CD-2, CD-3 and CD-4
- Candidates must serve on a project for at least six months to receive experience credit

The above requirement has been added to the PMCDP's Certification and Equivalency Guidelines (CEG) and is available on our website <http://energy.gov/management/downloads/certification-and-equivalency-guidelines>.

Clarification of Two Level III and IV Requirements

The definition of a project peer review for two Level IV requirements has been clarified to align with DOE O 413.3B. The requirements in the CEG are now written as follows:

- 4.12.6 Participate as a member of a project peer review of another FPD's project (project peer reviews are defined in DOE O 413.3B, Appendix C, Section 18. f).
- 4.12.7 Lead a project peer review of another FPD's project (project peer reviews are defined in DOE O 413.3B, Appendix C, Section 18. f).

PMCDP Course Schedule

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	PMCDP Info	CHRIS Code/Session	Registration Restrictions
March 2012							
3/12/12	3/16/12	Project Management Simulation	35*	Richland, WA	Level 2 Core	001029/0026	None
3/20/12	3/22/12	Labor Management Relations	21	Los Alamos, NM	Level 3 Elective	001038/0007	None
3/20/12	3/23/12	Managing Contract Changes	28*	Chicago Operations Office	Level 1 Core	002102/0015	None
3/27/12	3/29/12	Scope Management Baseline Development	21*	Idaho Falls, ID	Level 2 Core	001036/0014	None
3/27/12	3/30/12	Managing Contract Changes	28*	Aiken, SC	Level 1 Core	002102/0014	None
April 2012							
4/2/12	6/1/12	Project Management Essentials	70*	Washington, DC	Level 1 Core	001022/0050	None
Onsite: 5/8-5/10							
4/10/12	4/12/12	Value Management	21*	Lexington, KY	Level 2 Elective	001037/0011	None
4/10/12	4/12/12	Executive Communications	21	Oak Ridge, TN	Level 3 Core	001031/0024	None
4/17/12	4/19/12	Earned Value Management Systems	21*	Idaho Falls, ID	Level 1 Core	001026/0075	None
4/17/12	4/19/12	Project Execution & Readiness Reviews	21*	Albuquerque, NM	Level 3 Elective	001039/0008	None
4/24/12	4/26/12	Earned Value Management Systems	21*	Aiken, SC	Level 1 Core	001026/0079	None
4/23/12	4/26/12	Planning for Safety in Project Management	25*	Albuquerque, NM	Level 1 Core	001035/0003	None
4/23/12	4/27/12	Cost & Schedule Estimation & Analysis	35*	Lexington, KY	Level 2 Core	001044/0014	None
May 2012							
5/7/12	5/11/12	Cost & Schedule Estimation & Analysis	35*	Aiken, SC	Level 2 Core	001044/0018	None
5/8/12	5/10/12	Strategic Planning	21	Richland, WA	Level 3 Elective	001043/0009	None
5/8/12	5/11/12	Managing Contract Changes	*28	Oak Ridge, TN	Level 1 Core	002102/0021	None
5/14/12	5/18/12	Program Management & Portfolio Analysis	35*	Los Alamos, NM	Level 3 Core	001025/0023	None
5/15/12	6/26/12	Advanced Concepts in Project Management	50*	Albuquerque, NM	Level 2 Core	001023/0031	None
Onsite: 6/19-6/21							
5/22/12	5/23/12	Effective Program & Project Communication	14*	Argonne, IL	Level 2 Core	001940/0011	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>

Question of the Month

Victoria Barth, MA ISD

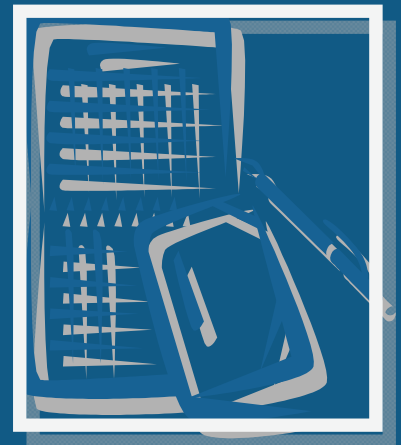
Question: PMCDP's continuing education (CE) credit assignment table lists five CE hours for serving one year as an "incumbent" FPD. What constitutes "incumbency"?

Answer: An incumbent FPD is one who is formally appointed to manage a capital asset project in accordance with DOE Order 413.3B; an active FPD certification by itself does not earn CE credit. Note that simply stating a project is managed in accordance with 413.3B is not sufficient. The project claimed must be tracked in the Project Assessment and Reporting System (PARS II) to be eligible for CE credit. Additionally, general plant projects, even if tracked in PARS II, are not eligible—only capital asset projects earn FPDs CE credit. PMCDP recommends FPDs include the PARS II number when submitting CE hour requests; this will expedite the CE hour review process.

Full PMCDP Course Schedule

For the full listing of FY2012 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 - PMCDP Team Lead, Linda.Ott@hq.doe.gov
- Victoria C. Barth, MA ISD - Course Schedule, Certification Review Board information, Certification and Equivalency Guidelines, Newsletter, Victoria.Barth@hq.doe.gov