

Pathways to Project Success

JUNE 2010

Corrective Action Plan (CAP) Corner:

Importance of Entering Project Data into PARS

By Jay D. Glascock, MEng
OECM

The Department introduced its Project Assessment and Reporting System (PARS) as part of the project management reform initiative that began in 1999. The next edition of PARS is currently being deployed and should be implemented complex-wide by the end of this year. The intent of PARS is to provide accurate, timely, complete and verifiable project performance data to internal and external stakeholders. Further, it allows greater transparency on the performance of capital asset projects and enables the Departmental staff to analyze, track and validate the data.

According to DOE Order 413.3A, monthly project status reporting using the web-based PARS begins with approval of Critical Decision (CD)-0, Mission Need, and continues through CD-4, Project Completion, for all

capital asset projects with a total project cost greater than \$5M. If a Program has a capital asset project under execution not entered into PARS, it should be as soon as practical for oversight and assessment purposes and for Departmental project success metric reporting.

Additionally, earned value data must be reported in PARS for all capital asset projects with a total project cost greater than \$20M starting at CD-2, Performance Baseline, and continuing through CD-4, Project Completion. With the next edition of PARS, the earned value data, down to control account levels, will be extracted directly from contractor project management systems and uploaded into PARS, requiring no manual re-keying of data.

A robust database such as PARS is a valuable project management tool. The Federal Project Directors, Program and oversight staffs

use the tool to measure on-going project activities (where we are) and monitor project variables, such as cost, scope and schedule, against the project execution plan and performance baseline (where we should be). This tool initiates the healthy discussion of any variances from the project execution plan and performance baseline, which gives way to the development of a corrective action plan to address the issues and get the project back on track again.

Since the Department uses this database to report project success metrics to external stakeholders such as Congress, the Government Accountability Office and the Office of Management and Budget, it is important that all available project performance data is entered, timely and accurate.

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Federal Project Director (FPD) Corner

CRB Update:

The Certification Review Board (CRB or Board) met on May 20, 2010, to review three certification packages. The Board decided to conduct interviews with the two Level III candidates.

The following candidate was certified as a result of the May 20, 2010, CRB Meeting:

- Dipak V. Jani, Savannah River Operations Office (EM) – Level I

Congratulations to our newly certified FPD!

Farewell to James Carney, Independent Reviewer Supporting the PMCDP/CRB:

The PMCDP recently learned independent reviewer, James (Jim) Carney, will be leaving the PMCDP after more than six years of service. Jim came to the PMCDP in early 2004 and served as a valuable subject matter expert to the CRB, providing support for the continuous development of the PMCDP certification process. During his tenure, he reviewed several hundred certification

packages and successfully supported many applicants before the CRB.

Jim has enjoyed a very distinguished career in the Federal sector. He has more than 20 years of DOE experience and prior to joining the Department, he served as a colonel in the United States Army Corps of Engineers. He will now provide project management support services to the Office of Environmental Management.

The PMCDP thanks Jim for his dedicated service and wishes him the best in his future endeavors.

Question of the Month

Question: I am currently a certified FPD working toward completing my biennial continuing education (CE) requirement for maintaining my PMCDP certification. I have some PMCDP courses which I am scheduled to take in the coming months and plan to fulfill requirements and receive a professional certification later this year. Is there a recommended timeframe when I should update my CE records in the Corporate Human Resources Information Service/Employee Self Service (CHRIS/ESS) system for my first-line manager's approval?

Answer: PMCDP recommends all CE credits be logged into the CHRIS/ESS system as soon as the activity is complete. This will allow your first-line supervisor ample time to review and approve CE hours and allow time for final approval from the OECM representative. It is not uncommon for FPDs to stockpile credits and log them into the system as their respective terms draw to a close; however, this can be problematic. The PMCDP forwards monthly reports to each Program detailing the CE status of its FPDs. If FPDs do not enter the CE hours into the sys-

tem, the monthly reports will be inaccurate, making record keeping and statistical analysis impossible. More importantly, delaying the entering of CE hours makes it difficult for Program points-of-contact (POCs) to track FPD CE progress. Program POCs help FPDs obtain and maintain certification, and if they do not have accurate information, they cannot be effective advocates for their FPDs.

PMCDP Scheduling

**By Victoria C. Barth, MA ISD
PMCDP Analyst
OECM**

The PMCDP is happy to announce that the FY2011 course delivery schedule will be posted on its website by July 1. Each year, the PMCDP develops a training schedule based upon customer needs, certification requirements and budget constraints. The PMCDP would like to thank the Program Offices' POCs who provided Program delivery requests by site and quarter based upon their FPD and candidate input.

Here are some questions considered and discussed during the FY2011 scheduling process.

Q: This past year, some core PMCDP courses were offered concurrently, making it difficult for me to take all the required classes. Why does PMCDP do this?

A: First, it is important to note that many PMCDP courses are used by other training programs that schedule and fund PMCDP course deliveries. Second, sites can also order deliveries of PMCDP classes. While PMCDP-funded core courses are scheduled so overlaps do not occur, PMCDP has no control over deliveries funded and scheduled by other training programs or

sites. So, concurrent deliveries may result.

Q: Now that the FY2011 PMCDP delivery schedule is out, does that mean no other deliveries of PMCDP courses will be offered in FY2011?

A: No. Although it is unlikely PMCDP will sponsor (i.e., fund) any additional deliveries in FY2011, sites and other Programs are at liberty to schedule and fund deliveries of courses falling under the PMCDP curriculum. Also, if we do not get the required minimum number of participants in a class, we often reschedule it for a later date.

Q: How will I know if a site or other Program offers a PMCDP course?

A: PMCDP frequently updates the delivery schedule on the website (see link below), and includes all deliveries of PMCDP courses, regardless of which entity funds them. Additions to the schedule are highlighted in blue for ease of reference.

Q: Can I attend a delivery funded by a site or another Program?

A: You may be able to, but it will be at the discretion of the sponsoring site or Program. Just as PMCDP gives registration priority to FPDs and candidates, other Programs and sites may impose

restrictions on courses they sponsor. The schedule published on the PMCDP website notes any registration restrictions. If it is sponsored by a site (e.g., Richland) or another Program (e.g., intern program), a POC is listed who can provide registration information.

Q: I have limited travel funding. Why doesn't the PMCDP offer more deliveries at my site?

A: There are two main reasons. First, PMCDP relies on the information provided by Program Office POCs to ensure customer requirements are met. Your Program Office POC is your advocate. So, stay in touch, because, if the POC doesn't know what you need, the PMCDP doesn't know either. Second, like any program, the PMCDP has a set budget and cannot accommodate every customer request. While the PMCDP tries to ensure diversity of delivery location by rotating deliveries across the nation, we have to temper that with holding deliveries at locations serving the largest possible audience.

http://www.management.energy.gov/documents/pmcdp_courses.pdf

PMCDP Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session #	Registration Restrictions
June 2010							
6/7/10	6/11/10	Program Management and Portfolio Analysis	35	Las Vegas, NV (NSO)	Level 3 Core Course	001025/0018	None
6/8/10	6/10/10	Executive Communications	N/A	Idaho Falls, ID	Level 4 Core Course	001031/0020	None
6/8/10	6/10/10	Strategic Planning	N/A	Washington, DC	Level 4 Elective	001043/0005	None
6/9/10	6/11/10	LEED for New Construction and Existing Buildings	18	Cincinnati, OH (Hotel)	Level 1 Elective	001936/0011	None
6/14/10	6/16/10	Performance-Based Management Contracting	21	Morgantown, WV (NETL)	Level 1 Core Course	001951/0006	None
6/14/10	6/18/10	Cost and Schedule Estimation	35	Richland, WA (Federal Building)	Level 2 Elective	001044/0008	Richland Sponsored ¹
6/22/10	6/23/10	Effective Program and Project Communication	N/A	Albuquerque, NM	Level 2 Core Course	001940/0001	None
6/22/10	6/24/10	Acquisition Strategy and Planning	21	Las Vegas, NV (NSO)	Level 1 Core Course	001027/0040	None
6/23/10	8/13/10	Project Management Essentials	70	Albuquerque, NM	Level 1 Core Course	001022/0046	None
6/29/10	7/1/10	Contract Administration for Technical Representatives	21	Oak Ridge, TN	Level 1 Core Course	000058/0161	None
July 2010							
7/12/10	7/14/10	LEED for New Construction and Existing	18	Richland, WA (Federal Building)	Level 1 Elective	001936/0008	Richland Sponsored ¹
7/12/10	7/15/10	Federal Budgeting Process in DOE	28	Las Vegas, NV (NSO)	Level 2 Elective	001034/0009	None
7/13/10	7/15/10	Negotiation Strategies and Techniques	N/A	Albuquerque, NM	Level 3 Elective	001047/0006	None
7/13/10	7/16/10	Project Risk Analysis and Management	25	Washington, DC	Level 2 Core Course	001033/0027	None
7/20/10	7/22/10	Contract Administration for Technical Representatives	21	Washington, DC	Level 1 Core Course	001028/0005	None
7/20/10	7/22/10	Performance-Based Management Contracting	21	Aiken, SC (Savannah River)	Level 1 Core Course	001951/0002	None
7/20/10	7/23/10	Advanced Risk Management	25	Washington, DC	Level 3 Core Course	001042/0010	None
7/26/10	7/30/10	Acquisition Management for Technical Personnel	32	Richland, WA	Level 1 Core Course	000145	Richland Sponsored ¹

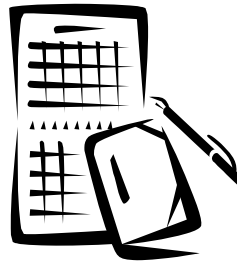
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PMCDP Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session #	Registration Restrictions
August 2010							
8/2/10	8/5/10	Federal Budgeting Process in DOE	28	Los Alamos, NM	Level 2 Elective	001034	None
8/4/10	9/24/10	Project Management Systems and Practices in DOE	60	Richland, WA (Hammer)	Level 1 Core Course	001024/0035	Richland Sponsored ¹
8/31/10-9/2/10							
8/10/10	8/12/10	LEED for New Construction and Existing Buildings	18	Idaho Falls, ID	Level 1 Elective	001936/0009	Idaho Sponsored ²
8/17/10	8/19/10	Environmental Laws and Regulations	N/A	Las Vegas, NV (NSO)	Level 2 Elective	001046/0018	None
8/17/10	8/19/10	LEED for New Construction and Existing Buildings	18	Albuquerque, NM	Level 1 Elective	001936/0010	None
8/23/10	8/26/10	Advanced Risk Management	21	Idaho Falls, ID	Level 3 Core Course	001042/0009	Idaho Sponsored ²
8/24/10	8/26/10	Facilitating Conflict Resolution	N/A	Richland, WA (Federal Building)	Level 3 Elective	001558/0006	None
8/24/10	10/14/10	Project Management Essentials	70	Oak Ridge, TN	Level 1 Core Course	001022/0042	None
9/28-30/10							
<p>For the corresponding classes, registration is restricted to the designated organization unless prior arrangements are made with the following individuals:</p> <p>¹Contact Semi Bird, 509-376-1665, semi_bird@rl.gov</p> <p>²Contact Debbie Williams, 208-526-8771, williadb@id.doe.gov</p>							

Full PMCDP Course Schedule

For the full listing of FY2010 classes, visit the PMCDP website at http://www.management.energy.gov/project_management/1581.htm and click on the "course schedule" link that appears on the "Training" page.



PMCDP Pilots Post-Course Learning Assessment

**By Linda J. Ott, PMP
PMCDP Analyst, OECM**

The PMCDP piloted a post-course evaluation of selected FPDs. The purpose of the evaluation was to determine whether training is effective and being put to practical use in the workplace. Post-course evaluation forms were sent to both FPDs and their supervisors approximately 90 days after the training was completed asking questions about effectiveness and applicability

of the learning and if the FPDs' performance had changed as a result of the training investment.

The learning assessment model used was adapted from Donald Kirkpatrick's industry standard for training and learning assessment. This assessment, called a Kirkpatrick Level 3 evaluation, specifically measures the transfer of knowledge, skills and attitudes from the training context to the workplace. It is usually conducted

about 90 days after the training intervention completion allowing sufficient time to recognize behavioral changes in the workplace.

The pilot evaluation will be used by the PMCDP to make determinations about course and curriculum changes. The PMCDP will review the process and results of the pilot and incorporate the post-course evaluations into the PMCDP evaluation and assessment processes.

Questions or Comments?

Please email general questions and comments about PMCDP to
PMCDP.Administration@hq.doe.gov,
or visit our website at

http://www.management.energy.gov/project_management/pm_certification.htm

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

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