

## Deputy Secretary Weighs in on PARS II Data Quality

**Rick A. Blaisdell, PE, CCE**

DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, identifies the Project Assessment and Reporting System (PARS II) as the Department's central repository for project information and earned value (EV) data. Given its role in enabling Federal Project Directors (FPDs) to communicate project performance and completion forecasts to Acquisition Executives (AE) and senior management, inclusive of the Deputy Secretary, the importance of PARS II data quality cannot be overstated. Such project performance and forecast data assists the AE and Program Office leadership in managing risks/resources and making informed decisions.

The significance of PARS II data quality is espoused by the Deputy Secretary in a memorandum issued June 19, 2012, titled, *Project Assessment and Reporting System (PARS II) Data Quality*. The Deputy Secretary emphasizes that "...we must insist on project information that facilitates management, not impedes it." Specifically, the memo states:

- The FPD must assure project cost and schedule performance reflects reality. Early warning indicators are essential. Monthly estimates at completion (EACs) are a must, including a separate EAC, or forecasted total project cost, provided by the FPD. Earned Value Management System gamesmanship should not be tolerated.
- The contractor must be held accountable for providing timely, accurate, reliable and actionable project and contractor cost, schedule, performance, risk, and forecast data, reports and information. The Federal project team must be accountable for its oversight and validation of the data.

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

- Portsmouth/Paducah, July 25-26
- Richland/Office of River Protection/Pacific Northwest National Laboratory 2nd session, August (exact dates TBD)
- Lawrence Berkeley National Laboratory/Lawrence Livermore National Laboratory/Stanford Linear Accelerator Center, August (exact dates TBD)
- Argonne National Laboratory/Fermi National Accelerator Laboratory, week of September 17

- Contracts should be structured so as to minimize cost overrun exposure. When significant Performance Baseline Change Proposals occur, Contracting Officers must consider a revised cost share proposition moving forward. Contracting Officers must take necessary actions to ensure contracts include appropriate requirements for complete, accurate and timely reporting with appropriate analysis to support contractor's monthly estimates of project completion cost and schedule.

You are encouraged to read his memorandum in its entirety (<http://energy.gov/management/office-management/operational-management/project-management/policy-and-guidance>). Leadership and support across the DOE complex is needed to improve the accuracy of project performance reporting, the completeness of PARS II information, and the quality of EV data.

## New Office of Acquisition and Project Management

### **Paul Bosco, Director, Office of Acquisition and Project Management**

The Office of Management announced that the Offices of Engineering and Construction Management (OECM) and Procurement and Assistance Management (OPAM) merged to form the Office of Acquisition and Project Management (APM). Our new organization, in effect since May 20, 2012, will focus on mission support and enhanced contract and project management alignment.

While the newly combined office maintains the same functions of the two previous entities, the reorganization allows us to garner synergies between contract management and project management. In just a short period of time, we've realized some immediate efficiencies and improvements:

- We've combined the professional development organizations supporting the Department's contract specialists with that of the Federal Project Directors (FPDs). The Acquisition Career Management Program (ACMP) and Project Management Career Development Program (PMCDP) are now under a new APM division, MA-661 Professional Development.
- We're transforming procurement management reviews (PMRs) to model that of the project peer reviews for major projects. We conduct PMRs in accordance with the co-sponsored charge memorandum with the Program Office to assess and review procurement office performance. We also have expanded PMR membership from across the complex, not just from personnel within Headquarters. We recently completed such a review at NETL.
- We've bolstered our ability to produce independent government cost estimates (IGCEs) on the contract management side of the house by leveraging the project independent cost estimate (ICE) capabilities and experience on the project management side. While related, these two cost estimates are different and have different purposes.

The mission, functions, processes, and procedures of APM include a combination of the old OECM and OPAM organizations, but this is not a reflection of "business as usual." The formation of this new organization presents an exciting opportunity to continue improvements in contract and project management within the Department. We'll strive to communicate future initiatives in upcoming newsletter articles.

# Important Certification Updates

## Level IV Competency Requirements Pertaining to Project Peer Review Participation

The Certification Review Board (CRB) identified the following requirements for Level IV candidates when documenting participation in project peer reviews:

- Competency 4.12.6 – participate as a member of a project peer review of another FPD’s project:
  - ◇ Candidates must serve as a participant on at least three independent project reviews.

The project reviews must occur on capital asset construction projects with a total project cost (TPC) of \$50 million or greater. Project peer reviews are defined in DOE O 413.3B, Appendix C, Section 18 f. When addressing this competency, in addition to providing the name of the project reviewed and the participation dates, candidates are expected to document their role in achieving the review’s primary objectives.

- Competency 4.12.7 – lead a project peer review of another FPD’s project:
  - ◇ Candidates must serve as the review chair and be responsible for the overall leadership and organization of the project review.
  - ◇ The project review must be at least one day in length.
  - ◇ The project review must occur on capital asset construction project with a TPC of \$50 million or greater.

Project peer reviews are defined in DOE O 413.3B, Appendix C, Section 18 f. When addressing this competency, in addition to providing the name of the project reviewed and the participation dates, candidates are requested to specifically discuss their leadership role when addressing the primary outcomes and provide a copy of the final summary report when submitting the certification package.

## Job Aids for Completing Certification Packages Available Online Soon

The PMCDP, in conjunction with the Programs, has developed certification application templates for each level of PMCDP certification. These templates mirror the competency requirements listed in the PMCDP’s Certification and Equivalency Guidelines (CEG) and allow candidates to prepare their profiles in an editable template prior to entering the information into the ESS system. Once the candidate has completed the template, the information can be entered into ESS using “copy and paste.”

The templates will be available on the PMCDP website under “Quick Links” by the end of July.

## Self-Assessment for Competency 1.12.2 Available Online Soon

The mandatory self-assessment for 1.12.2, three years experience in project management, will be available on the PMCDP website under “Quick Links” by the end of July.

# 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): <a href="#">Ctrl + Click Here</a>		
For a Tutorial on using FAITAS: <a href="#">Ctrl + Click Here</a>		

Start	End	Course	CEUs	Location	Instructor	PMCDP Info	CHRIS Code/Session	Registration Restrictions
<b>July 2012</b>								
7/17/12	7/20/12	Managing Contract Changes	28*	Cincinnati, OH	Bibler	Level 1 Core	002102/0028	None
7/24/12	7/26/12	Performance-Based Management Contracting	21*	Germantown, MD	Bibler	Level 1 Elective	001951/0009	None
7/24/12	7/27/12	Federal Budgeting Process in DOE	28*	Albuquerque, NM	Murphy	Level 2 Elective	001034/0027	None
7/30/12	8/2/12	Planning for Safety in Project Management	25*	Idaho Falls, ID	Szenasi	Level 1 Core	001035/0050	None
<b>August 2012</b>								
8/7/12	8/10/12	Managing Contract Changes	28*	Oak Ridge, TN	Bibler	Level 1 Core	002102/0024	None
8/8/12	8/9/12	Capital Planning for DOE O 413.3B Capital Asset Projects	14*	Aiken, SC	Benchmark: Potts	Level 1 Elective	002152/0004	Priority given to SRS employees
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	000412/0028	Priority given to NNSA employees
8/14/12	8/17/12	Project Risk Analysis & Management	25*	Aiken, SC	Morrell	Level 1 Core Course	001033/0039	None
8/21/12	8/22/12	Effective Program and Project Communication	14*	Folsom, CA	Casey	Level 2 Core	001940/0010	None
8/21/12	8/24/12	Managing Contract Changes	28*	Aiken, SC	Bibler	Level 1 Core	002102/0018	None
<b>September 2012</b>								
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	Project Leadership	21*	Argonne, IL	Jordan	Level 2 Core	001045/0026	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>

## Question of the Month #1

**Question:** Similar functions are performed by Contracting Officer's Representatives (CORs) and Federal Project Directors (FPDs), specifically, the responsibilities associated with monitoring contractor performance. Since there are a number of instances where the FPD assigned to a project is also performing the duties of the COR, what exactly is the difference between these roles?

**Answer:** CORs (sometimes referred to as Contracting Officer's Technical Representatives or COTRs) and FPDs do share similar responsibilities; both are stewards of the federal government and work to ensure contractors meet contract performance requirements. The primary difference between the two is how their authority is delegated. A COR is an individual designated by the Contracting Officer (CO) to perform specific technical and administration duties related to the contract. The FPD, per DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, is designated by the Acquisition Executive (AE) and is accountable to the AE for the successful execution of a project within its established scope, cost and schedule performance baseline.

Because of the inherent overlap of project and contract interests given that projects are executed via contract, DOE Order 413.3B delineates that one of the responsibilities of the FPD is serving as the COR. Such authority is delegated by the CO and may not be delegated further. Assigning COR responsibilities to the FPD provides the FPD the necessary authority to act effectively regarding project technical issues. In addition, FPDs are responsible for incorporating and managing an appropriate level of risk to ensure best value for the government, developing the project execution plan (PEP), managing project resources, establishing and implementing management systems, and approving and implementing changes to the project's baseline.

All that said, the CO is the only member of the Integrated Project Team led by the FPD who has the authority to enter into, administer, modify, change, and/or terminate contracts. Therefore, it is critical that the CO and FPD/COR establish a partnership with shared goals and mutual professional support.

## Question of the Month #2

**Question:** Does the PMCDP extend continuing education (CE) credits for time spent serving on a Source Evaluation Board (SEB)?

**Answer:** Yes. The PMCDP views SEB participation as an important function of the procurement process and a key professional development opportunity for FPDs. SEB participation is treated as similar to "project peer review participation" for CE credit. In both instances, FPDs are permitted to claim a maximum of 32 CE hours per occurrence (1 CE hour for each hour of participation). Another eight CE hours (maximum) can be claimed for time spent preparing for a SEB or project peer review.

Please note that your first-line manager and a representative of the PMCDP must approve all CE submissions. When entering your CE hour request(s), please list the dates you participated and provide a brief description of the SEB work and your responsibilities. For additional information on the different activities that are eligible for CE credit, please see Appendix B, Continuing Education Requirements, in the PMCDP's Certification and Equivalency Guidelines (CEG) available on the PMCDP's website: <http://energy.gov/management/downloads/certification-and-equivalency-guidelines>

## Recently Certified FPDs

The Certification Review Board (CRB) certified the following individual:

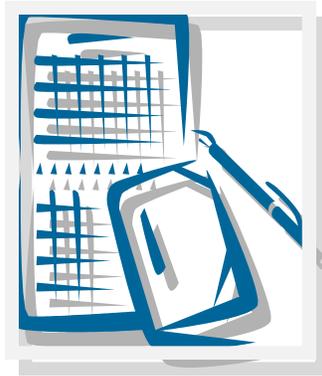
### Office of Environmental Management

- David J. Nickless, Level I

**Congratulations to our  
newly certified FPD!**



## Full PMCDP Course Schedule



For the full listing of FY 2012 and FY 2013 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](mailto: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 - Professional Development Division, PMCDP Program Manager, [Linda.Ott@hq.doe.gov](mailto: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](mailto:Victoria.Barth@hq.doe.gov)