

# Pathways to Project Success

JULY 2009

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## Federal Project Director (FPD) Corner:

### PMCDP Policy Changes

**During the June 12, 2009, Certification Review Board (CRB or “the Board”) meeting, the Board approved a new PMCDP policy change, as follows:**

To address concerns regarding the amount of time the Board needs to review packages, conduct inquiries and perform certification actions, the Board made the following determination: Effective immediately, in order for Level 1 and 2 packages to be eligible for certification action, they must successfully pass the independent review and OECM approval phases no later than two weeks prior to any upcoming Board meeting. In order for Program Offices to meet this requirement, it is strongly recommended Level 1 and 2 packages ready for certification be submitted to OECM no later than five weeks prior to any upcoming Board meeting.

Level 3 and 4 packages must successfully pass the independent review and OECM approval phases no later than three weeks prior to any upcoming Board meeting. Level

3 and 4 packages should be submitted six weeks in advance.

If these conditions above are not met, certification actions on those packages will not be considered until the next Board meeting. Please communicate with your respective Program Secretarial Officer (PSO)-internal PMCDP point-of-contact to coordinate the necessary amount of time needed to develop and submit your package to ensure that certification actions will be conducted in a timely manner.

- The CRB released a Policy Flash for this change which can be viewed at <http://management.energy.gov/1675.htm>.
- For additional information of the PMCDP certification process, please contact your PSO-internal PMCDP point-of-contact or visit the “Certification Process” page on the PMCDP website at <http://management.energy.gov/1582.htm>.

## BOARD APPROVES PMCDP COURSE CHANGES

The Board approved a series of PMCDP curriculum and course changes. The Board determined these course curriculum changes will become effective on January 1, 2010. With one exception, the new Level 2 core course, *Effective Program and Project Communication*, will not come into effect until January 1, 2011.

The changes will also be updated in the Employee Self Service (ESS) system PMCDP Module and the Certification and Equivalency Guidelines (CEG) document in the coming months. A CRB policy flash that documents this action is available for download at <http://management.energy.gov/1675.htm>.

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## Upcoming Board Meeting Dates

To accommodate the growing need for FPDs in support of the American Recovery and Reinvestment Act, the Board will convene a meeting on July 31, 2009. The following is a list of CRB meeting dates and locations for the remainder of 2009:

- 7/31/2009, Forrestal Building, Washington, DC
- 9/11/2009, DOE Germantown Complex, Germantown, MD
- 10/9/2009, Forrestal Building, Washington, DC
- 11/6/2009, Forrestal Building, Washington, DC

### Congratulations to the FPDs who were certified during the CRB meeting on June 12: Level 1

- Joel Berwick, Moab, UT
- Diana Hannah, Aiken, SC
- Terri Kneitel, Upton, NY
- Keith Lockie, Idaho Falls, ID
- Kermit Bunde, Idaho Falls, ID
- Daniel Hoag, Oak Ridge, TN

## BOARD APPROVES PMCDP COURSE CHANGES (continued)

### Level 1:

1. The Level 1 core course, *Planning for Performance-Based Management Contracting (PBMC)*, and the Level 3 elective course, *Implementation and Management of PBMC*, have been consolidated to form a three-day Level 1 core course, *Performance-Based Management Contracting*.
2. *Procurement Management for Technical Personnel*, a newly-developed course, will become a new Level 1 core course requirement.
3. Level 1 will have two new elective courses: *LEED for New Construction and Existing Buildings*, and *Capital Planning and Investment Control: OMB Circular A-11 and the Exhibit 300*.

### Level 2:

1. *Effective Program and Project Communication\**, a newly developed course, will become a new Level 2 core course requirement.

\*All new courses and changes will be effective January 1, 2010, with the exception of *Effective Program and Project Communication*, which will be effective January 1, 2011.

2. Level 2 will add one new elective course: *Real Property Asset Management*.

### Level 3:

1. The Level 3 elective, *Pre-Project Planning/Project Alignment*, will be discontinued.
2. The Level 3 elective course, *Implementation and Management of PBMC*, will be removed and has been consolidated with the Level 1 course, *Planning for Performance-Based Management Contracting (PMBC)*, to form the three-day Level 1 core course, *Performance-Based Management Contracting*.
3. The Level 4 elective course, *Advanced Risk Management*, will now become a Level 3 core course.

### Level 4:

1. *Advanced Risk Management*, formerly a Level 4 elective course, will now become a Level 3 core course.

## CAP Corner: IGE Not Synonymous with ICE

By Brian Kong, P.E., PMP,  
LEED AP

As a Federal Project Director (FPD), did you know your contract's independent government estimate (IGE) and independent government cost estimate (IGCE) are not synonymous, and should not be confused with your project's independent cost estimate (ICE) or independent cost review (ICR) performed in support of the project's performance baseline validation?

The Department's Root Cause Analysis (RCA) of Contract and Project Management identified contracts for projects are too often awarded prior to the development of an adequate IGE. The Corrective

Action Plan (CAP) addresses IGCE in two of the eight corrective measures with the goal of institutionalizing the use of IGCEs in order to improve the quality of contract cost estimates and establish and implement a *federal* independent government cost estimating capability. The Government Accountability Office (GAO) states in the new *GAO Cost Estimating and Assessment Guide* that its auditors will review IGCEs.

OMB Circular A-11 defines IGCE as the estimate prepared for evaluating and validating contractor proposals and is prepared from the offeror's point of view based on the scope of the work outlined in

the solicitation. The IGCE is utilized by the contracting officer in the determination of a fair and reasonable price per the Federal Acquisition Regulations (FAR) and for documentation needed for prenegotiation objectives (FAR 15.406-1). Furthermore, the IGCE is needed in the comparison analysis of proposed prices and costs (FAR 15.404-1).

For contracts greater than \$100M, FAR 36.203 for construction work and FAR 36.605 for architect-engineer work state that an IGE shall be prepared and furnished to the contracting officer, at the earliest practical time, for each proposed contract and each

contract modification anticipated to exceed the simplified acquisition threshold. Furthermore, the estimate should be prepared on the basis of a detailed analysis of the required work as though the Government were submitting a proposal. DOE Guide 430.1-1, *Cost Estimating Guide*, states, in general terms, that the Title II estimate based on Title II drawings and specifications may be used as the IGE for construction bids.

As the FPD, you must have appropriate and adequate IGCEs that support your contracting officer and lead to contract and project success. For further information, please contact your contracting officer.

### Question of the Month

**QUESTION:** I noticed in the March 2009 update of the Certification and Equivalency Guideline (CEG) document that nearly all of the PMCDP competencies will be changing slightly. Will these changes also be reflected in the Employee Self Service (ESS) system PMCDP Module?

**ANSWER:** Yes. The ESS PMCDP Module will be revamped in the coming months to capture the CEG changes and will be completed by January 1, 2010. Please note that the ESS system has some constraints and the competency statements listed in ESS are mere abbreviations of the full competency statements listed in the CEG. It is highly recommended you use the CEG as a reference when filling out your profile, as it contains alternative means for satisfying the competencies, to include sample answers that are not apparent from looking at the competency statements listed in the ESS.

## Upcoming PMCDP Courses

### July

20-24 Advanced Leadership (L4), Chicago

20-23 The Federal Budgeting Process (L2), Las Vegas

### August

3-5 Environmental Laws and Regulations (L2), Oak Ridge Y12

4-6 Earned Value Management Systems (L1), Richland

11-Sept 22 (Blended Learning) Advanced Concepts in Project Management (L2), Onsite in Richland

11-13 Scope Management/Baseline Development (L2), Las Vegas

18-October 8 (Blended Learning) Project Management Essentials (L1), Onsite in Richland

18-20 Advanced Risk Management (L4), Savannah River

18-19 Planning for PBMC (L1), Oak Ridge

25-27 Executive Communications (L4), DC

### September

8-11 Planning for Safety in PM (L1), Las Vegas

8-10 Contract Administration for Technical Reps (L1), Savannah River

15-17 Strategic Planning (L4), Oak Ridge

29– Oct 1 Acquisition Strategy and Planning (L1), Germantown, MD

### October

20-22 Earned Value Management Systems (L1), Germantown

20-22 Negotiations Strategies and Techniques (L3), Idaho Falls

22-Dec 10 (Blended Learning) Project Management Essentials (L1), Chicago

Please be aware that course dates and locations sometimes change.

For the most up-to-date course schedule, please visit:

<http://colleagueconsulting.com/content/view/51/> and click on “Current Training Schedule”

### Questions or Comments?

General questions and comments about the newsletter should be directed to:

[PMCDP.Administration@hq.doe.gov](mailto:PMCDP.Administration@hq.doe.gov).

Or visit our website at:

[http://management.energy.gov/pm\\_certification.htm](http://management.energy.gov/pm_certification.htm).

For further information about the OECM PMCDP or Program Management Career

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