



The Department of Energy's Project Reporting and Assessment System (PARS)

PARS Overview, Module 1 PARS User Basic Training

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Welcome to the first of six sessions which comprise an introduction to the Department of Energy's Project Reporting and Assessment System. This system is the Department's project management information system, a recognized best practice by Project Management Institute. Each session is approximately 50 minutes in length. Following this course, there is an advanced course which provides the user with project-based scenarios to highlight ways to use this system for performance analysis and forecasting based on contractor project performance data uploads from their Earned Value Management System. This system is designed for users which include the contractor managing the project, the federal project director, the DOE program oversight, and DOE headquarters independent project analysis. The analysis and reporting capabilities of PARS provide decisions makers at all levels with tools to best manage these projects over their lifecycle as well as a repository for data and documents for projects reporting to PARS in accordance with DOE Orders.



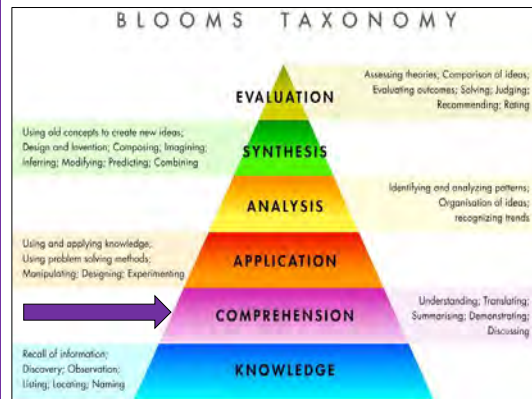
Training Objectives

- **Understand the basic organization and operations of the PARS.**
- **Understand the document management system of PARS**
- **Understand user roles in PARS**
- Understand Basic Layout and Organization of Encore Analytics Empower as part of PARS
- Use Empower views, charts, reports and dashboards
- Use Empower Filters and pre-filters to organize data
- Use DOE specific reports
- Customize Encore Analytics Empower for use each month

AT COMPLETION - EARN 6 CEU/PDUs

- Federal Employees – Will be added to your records
- Contractor Employees – Certificate will be emailed

MW2
MZW2



This first session will focus on the first three training objectives and the user gaining an understanding of PARS and how it is organized. When you complete all six sessions of the PARS user basic course, you will earn 6 CEUs. Any session may be repeated as a refresher as needed in the future. There will be questions throughout the training and the user will need to achieve a passing score being 70% or better to successfully complete this course.

There is an advanced course which targets Synthesis and Evaluation on Blooms Taxonomy by using PARS to evaluate and forecast project status as well as where the key issues are that hinder or help the project success. This course is a pre-requisite for this advanced course along with the EVMS 24X7 course. (TBD – is there an updated name for EVMS course?)

Slide 2

MW2 Need to identify how contractors will get credit?
Matthew West, 7/1/2020

MZW2 SIG - ?
Matthew Z West, 7/6/2020



PARS Overview

- All projects with a TPC greater than \$50M are required to report progress and provide documentation in the Project Assessment and Reporting System (PARS) at Critical Decision (CD)-0 and thereafter, in accord with Appendix C. After CD-2 is approved for projects with a TPC greater than \$50M, earned value reporting shall apply. (*DOE Order 413.3B 06-21-2023 - Admin Change 7*)
- PARS implemented in 2010 based on a 2008 root cause analysis and corrective action plan to improve project and program management
- Empower added to PARS in 2018
- There are multiple parts to PARS, each of which will be explored in more detail throughout this course
 - Overview and assessment (OA) tool
 - Federal project director toolbox
 - Data Upload tool
 - Empower
 - Document Management System (DMS)
 - IP2M METRR
 - DIQ
 - Reports & tools
 - Support

Reporting to PARS is required for all capital asset projects at the Department of Energy over a specific threshold as set in DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets. The current threshold which requires a project to report to PARS are projects with an estimated total project cost (TPC) of \$50 million or more. DOE Programs, such as NNSA, EM, SC, and others may also place projects with an estimated TPC less than \$50 million into PARS for oversight and analysis.

In 1999, the first of several studies into why DOE projects did not finish on budget, on time and/or with the scope baselined and documented. In 2008, the Department conducted a root cause analysis of project management failure. A 2010 corrective action plan included implementing a project management information system at the department level to provide insight and forecasting for leadership at all levels to both support early identification of projects not meeting their baseline and to support decisions earlier in the lifecycle to help these projects either improve or allow leadership to cancel the project, change the scope, schedule, or cost, or accept a baseline change.

From 2010 to present, PARS includes multiple parts and tools to support the user. These tools have been updated over the years to improve the tools or meet emerging security requirements. The most recent change was in 2019, removing the BIRST business intelligence tool for analysis and reporting and adding in a commercial tool to analyze and

report on Earned Value Management data called Encore Analytics Empower.

As mentioned, PARS is several components and tools to support a user. Each of these are listed above and will be looked at in more detail as we move through this course.



A Project Management Information System

- Project Management Institute identifies in the Project Management Book of Knowledge 7th Edition (ANSI/PMI 99-001-2021) that a Project Measurement Domain to provide timely and accurate information is required. “The value of measurements is not in the collection and dissemination of the data, but rather in the conversations about how to use the data to take appropriate action.”
- AACEi in Skills and Knowledge of Cost Estimating, 6th Ed also supports that an organization “...needs to measure project performance for a quality program...”
- This Departmental Project Management Information System (PMIS) meets the requirement of the corrective action plan in 2010 and is based on multiple recommended best practices

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PARS is the Department’s PMIS. It is a recognized best practice for project management by Project Management Institute and others such as AACEi. It is a Department requirement in DOE Order 413.3B for capital asset projects above a specific threshold and recommended as a tool used to manage project, not just report to the federal government to meet a contract requirement.



Getting a PARS Account

- There are two paths to getting an account, one for a federal employee and one for a contractor.
 - For a Federal Employee at DOE, under the Employee Self Service Portal (ESS) follow step two of the attached document (<https://community.connect.gov/x/5wJ1Qw>)
 - For a contractor or federal employee from another agency, please follow the two step process identified in this Document (<https://community.connect.gov/x/5wJ1Qw>)
 - For both Federal or Contractor, you must select your program approval official when you apply and if you are at a project site, you must select the projects you need access to
 - If you have questions on getting an account, direct them to support@pars.doe.gov



Whether a federal employee or a contractor, you must request an account to access PARS. You do not need one for this course, but if you have one, it is helpful to use what you have learned and go into the system to find each part of PARS.

Federal employees at the Department of Energy have the employee self service portal set up when they join the Department and only need to request a PARS account following the instructions in the "How to get a PARS Account document.. This document is located in the Departments PM-MAX site at the following URL. If you do not have a PM-MAX account, please request from pars_support@hq.doe.gov. We have also provided this document in this training course (ATTACHED AS PDF AT THE BOTTOM OF THE SLIDE)

Contractors or employees of other federal agencies must be sponsored in the DOE Management Information System, which validates a need to access DOE headquarters systems. This, as well as accessing the ESS tool, must be done from a computer on the DOE domain. After you obtain your PARS account, you can access PARS from any computer with internet access. If you have an HSPD-12 PIV card, you will be able to register it to access PARS.

PARS Home Screen

PARS Projects Contractors Reports Analytics Environment Help Amber Young Admin Register PIV Updates Sign Out

Welcome to the Project Assessment and Reporting System

User Interface and Performance Upgrades
3 months ago
Welcome to the newly redesigned PARS. We've updated the interface site-wide to make the site easier to use, load faster, and get you to your data quicker. For those of you who work late nights, the button in the top right of the screen takes you to the new Dark Mode. Save your favorite reports and dashboards to your dashboard. We've also expanded assessments interface to more projects.

PARS CPP JSON Format v5.0
4 months ago
Incorporating feedback from dozens of users, we've updated the PARS CPP JSON Format. This version brings significant improvements in data accuracy and reporting efficiency. See all the details at the PARS JSON Format page.

New Feature: PBK Table
5 months ago
An interactive web version of the PBK Table has been added to the PARS sidebar. This report places all project information, including project names, locations, and more, on a single page for quick reference.

January 2024 Key Dates

Date	Event
Tue, Jan 9	Project Assessments Due
Mon, Jan 16	Birthday of Martin Luther King Jr. - Federal Holiday
Tue, Jan 16	PARS Assessments Due
Tue, Jan 16	Monthly Report Due

<https://pars.doe.gov>
Please ensure that your bookmark is the above URL for this application.

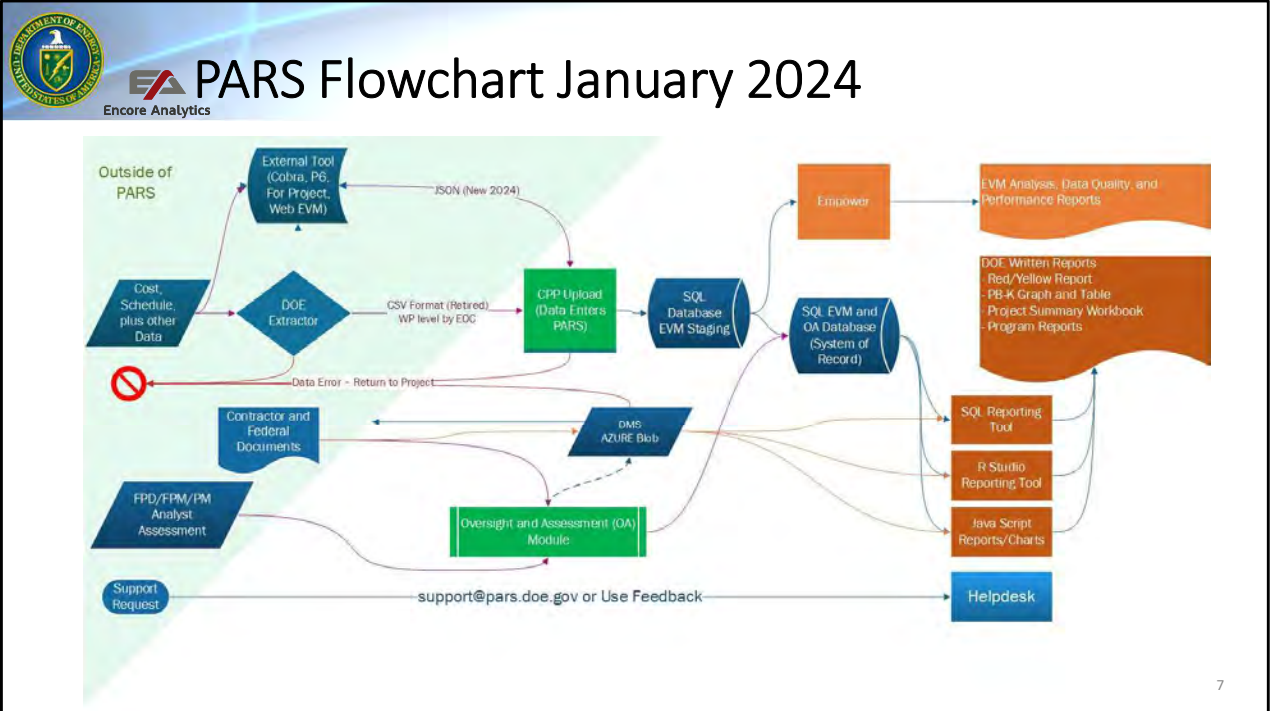
Project ID	Project Name	Assessment Type	Location
1021	Outfall 200 Mercury Treatment Facility	DR200 MTR	Wisconsin, Mark
1024	Safety Significant Confinement Ventilation System, WRRP	SSCVS	Blairdell, Rick

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The URL located on this page, will get you to the PARS home page. Even if you do not have an account on PARS, you can copy this URL and put it into your browser and save it as a favorite. URL is <https://pars.doe.gov> .



Before diving into the project assessment and reporting system or PARS, let's define what PARS is and is not. The tools and activities depicted in the shaded triangle, which include a contractor's cost and schedule tool, documents generated by contractors and federal users, support requests, and federal assessment narratives are outside of the PARS boundary. In addition, the PARS extractor, provided as a tool to contractors to take data from Deltek Cobra and Oracle Primavera P6 data files is also outside of the PARS boundary, as it is used to help contractors prepare data files for upload to PARS.

PARS is a grouping of applications in a Microsoft Azure environment. There is a document management system utilizing Azure blob and one primary database.

A contractor uploads data to PARS monthly either using JavaScript Object Notation (JSON) or the legacy comma-separated value (CSV) format, both of which are described in the Contractor Project Performance (CPP) Upload Document. This document is available in the PARS support area at <https://json.pars.doe.gov/>

The primary analytical and reporting tool is a commercial product from Encore Analytics, called Empower. We will spend a good deal of time reviewing the basics of Empower in future sessions. In addition to Empower, there are reports built by DOE using a SQL reporting tool which have basic performance information and all the data from the

overview and assessment side of PARS.

There are also some staging databases and other applications to support security and administration of processes within PARS.

One key point to take away is that only the contractor data reported in the CPP upload goes to Empower. This means the performance management baseline and management reserve are represented in Empower. To also include the federal contingency (dollars and time), other direct costs, and fee, which help make up the performance baseline, these values are presented in the SQL reports. Analysis of both the SQL reports and Empower are needed to get a full picture of the project for that reporting period.

PARS Projects Page

Projects

PARSID	Program	Project Name	Action	DOE Project Number	Acronym	Site	Status	Current CD	IT	IM Oversight	Parent
389	EM	Salt Waste Processing Facility (SWPF)	---	05-D-405	SWPF	SRS	Completed	CD4	No	No	No
390	EM	Waste Treatment and Immobilization Plant (WTP)	---	01-D-416	WTP	ORP	Active	CD3	No	Yes	No
402	EM	Plutonium Finishing Plant (PFP) Decontamination and Dismantlement - ABRA Base	---	RL-0011.C1	PFP	Richland	Completed and Closed	Closeout	No	No	No
465	EM	Calone Disposition Project	---	23-D-402	CDP	INL	Active	CD0	No	Yes	No
467	EM	Integrated Facility Disposition Program (IFDP)	---	IFDP	IFDP	Oak Ridge	Active	CD0	No	No	Yes
538	EM	Saltstone Disposal Unit #6 (SDU6)	---	15-D-402	SDU6	SRS	Completed and Closed	Closeout	No	No	No
651	EM	Sludge Processing Facility Bulbouts	---	OR-00138.C1	SL-PFB	Oak Ridge	Cancelled	Cancelled	No	No	No
652	EM	Nuclear Facility D&D - ETPP	---	OR-0040.C		ETPP	Transferred	Closeout	No	No	No
659	EM	Nuclear Facility D&D - V-12	---	OR-0041.C		V-12	Cancelled	Cancelled	No	No	No
673	EM	Nuclear Facility D&D - River Corridor Closure Project	---	RL-0041.C1	RCCP	Richland	Completed	CD4	No	No	No

554 of 564 rows

Rows per page: 10 Page 1 of 57

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We will now look at the PARS pages within the Azure environment. First, we will at the Project page. This is selected by clicking on the PROJECTS link in the PARS menu row near the top of the screen. On this page you will see the projects that you have access to, which may only be one or several hundred. If you are at the job site, such as a contractor or federal project director (FPD) then likely you will have a short list of projects. At the DOE program level, you will see all of the projects within your Program. This is generally over 100 for the larger programs like NNSA, Environmental Management, and Science. Programs with less capital asset projects will have only a few. At the DOE headquarters level, you will have access to all project, which as of January 2024, was over 500 projects. There are also a few folks from each program that have access to all to support benchmarking work within a program.

On this screen there is the ability to select all projects, those which are active, on hold, information technology, cancelled and completed increment, other and program. Generally you are selecting "Active". These are projects meet the threshold for reporting to PARS in accordance with DOE Order 413.3B and are between Critical Decision (CD) 0, Mission Need and CD 4 – Project Completion. The project lifecycle at DOE include phase gates from CD-0 to CD-4 as described in DOE Order 413.3B. This order is in PM MAX at the following URL. The category of "Parent" refers to a project with one or more child projects. This is similar in a sense of a program as defined by Project Management Institute not to be

confused with a DOE program such as the Office of Science.

TBD – Add basic paragraph on project categorization and add rule set on separate slide

“Information Technology” projects are those managed to DOE Order 415 rather than Order 413 and is used by DOE programs which choose to do so. The category of Cancelled / Complete provide information on projects which are no longer active, as they were cancelled by the department or they are complete or past CD-4. This includes projects which have past CD-4, but are still in the process of closeout, which can take six months or longer to complete.

Each project has a PARS ID, assigned by the PARS team when the project is loaded. This is unique to each project. The screen also displays other key information to include the DOE program, the Project Name, the DOE Project Number which is the number used by the financial offices at DOE to denote a project and is assigned when the first request for funding is sent forward to the Office of Management and Budget and to Congress. This can be some time after the project has CD-0 and is entered into PARS. ~~Also listed are the Headquarters (PM) analyst, the Federal Project Director (FPD) and if the contractor is uploading project performance data. If so, the red circle under Empower exists. Each project has a Reports folder as well with three reports we will discuss in a future session.~~

If you have many projects, you can filter using the box stating “Search for a Project”. You can enter in a PARS ID, Program, Project Acronym or other to help you get to the project you want to enter. You can select the Project Name as a link to go further into the project ~~or select the Empower red circle to go straight to the Empower application for this project and the same for the Reports icon if you want to go straight to the Reports folder for this project.~~



Project Categorization - New

- Coming Soon
- Will be added to reports over next year

- Order
- Current CD
- Parent
- Suffix

field: **CD_current** (calculated based on other PARS fields)

- nomenclature
 - **base** **suffix** **status**
 - see selections on the right
 - based on latest approval date
- examples
 - pre-CD0
 - CD0_CD0R1_cancelled
 - CD1_CD1R2_CD0R1_on-hold
 - CD3_BCP2_CD4A_CD3B_CD3A-pre-CD2
 - CD4_BCP1_CD4A_CD1R1
 - closeout_BCP1_CD4A_CD1R1
- each selection has a set of data fields
 - * need to determine data fields
- **base** (in order)
 - closeout
 - only post CD4
 - CD4
 - CD3
 - CD2
 - CD1
 - CD0
 - pre-CD0*
 - placeholder
- **suffix** (in order)
 - BCPx
 - CD4x
 - CD3x
 - CD3A-post-CD2
 - CD3A-pre-CD2
 - CD1Rx
 - CD1Ux
 - CD0Rx
- **status**
 - null
 - cancelled*
 - deleted*
 - increment*
 - on-hold
 - transferred*
 - CD4win6months
 - C0win6months

Coming to PARS is a nomenclature to track projects better and deal with the larger number of options that are coming to PARS based on program needs.

832 - Sample Preparation Laboratory (SPL)

Critical Decisions

CD-0	CD-1 R	CD-2	CD-3	CD-4
Approved	6/18/2019	1/30/2020	1/31/2020	1/31/2020
TPC	\$35M	\$75M	\$165M	\$165M
CD-4 (Target)	9/30/2020	11/30/2020	11/30/2020	11/30/2020
Next CD Date	11/30/2020	Next CD	CD4	

Assessments

PM	Program	FPD
Feb 2024	Feb 2024	Feb 2024
RNG	Green	Green
Forecast TPC	\$165M	\$165M
Forecast Completion	11/30/2020	11/30/2020

PM Assessment (Feb 2024)

The project is assessed GREEN. It is approximately 86% complete against 92% scheduled, with a cumulative schedule performance index (SPI) of 0.94 and a cumulative cost performance index (CPI) of 0.99, indicating the project is performing better schedule and essentially on budget. Scope and material delivery delays contributed to the poor schedule performance experienced this period. However, the project team has firm delivery dates arranged and sufficient float to accommodate the new finishes. Work continues on the Material Transfer Cell, interior concrete placement, and interior mechanical and electrical scope.

Financials

Performance Baseline (TPC)	Approved Budget	Remaining Budget	Estimate at Completion
\$165M	\$165M	\$165M	\$165M
DOE Costingency	\$0M	\$3M	7%
DOE Other Direct Costs (ODC)	-\$1M	-\$1M	100%
Performance Measurement Baseline	\$141M	\$141M	
Management Reserve (MR)	\$15M	\$15M	
Planned Value	\$165M	\$165M	\$165M
Earned Value	\$165M	\$165M	\$165M
Actual Cost	\$165M	\$165M	\$165M

By selecting the Project Name, Sample Preparation Laboratory (SPL) in this example, you will go into the overview and assessment section of PARS. The first view which comes up by default is the Project Overview seen here. There is basic information on the project to include current assessments (Green, Yellow, Red), key contacts, which critical decision it has approval for, if there are approved baseline change proposals, estimated total cost, and date for project completion (CD-4) and others. There is a bar for project milestones, which if used (CHECK)...

On the left side of the screen, there are three other tools. First is a menu to go into the OA Overview, the FPD Toolbox and the CPP Upload site. Depending on your role you will see some or all of these. For instance a FPD does not see the CPP Upload link and the Contractor does not see the FPD Toolbox link.

Below these links are three icons, one to Project Documents, one to Empower, if the Project is uploading CPP data, and one to Project Reports. The Project Documents link takes the user to DMS or Document Management Section of PARS for this project and once there, there is "Return to Project" link to get back to this page. The Empower and Project Reports links take you to Empower for this project or the reports folder for this project. Empower opens as a separate window over the top of this page.

Below the Project Reports link is a Project(s) Shortcut where you can enter a different PARS ID or Acronym as well as a list of projects to which you have access to help you move to another project with returning to the main Projects Page.

Slide 10

AY1

TBD - new UI

Young, Amber, 1/23/2024

Project Attributes

832 - Sample Preparation Laboratory (SPL)

Project Attributes Edit

Key Information		Project Categorization	
Project Name:	Sample Preparation Laboratory (SPL)	Program:	NE
Project Acronym:	SPL	Status:	Active
Contract Number:	DE-AC07-05ID14517	Type:	Facility Construction
DOE Project Number:	16-E-200	DOE Order:	413.3B Base
Site:	INL	Project of Special Interest:	No

Project Description
The purpose of this project is to provide an advance post-irradiation examination (PIE) capability to better understand nuclear fuels and materials performance in the nuclear environment.

Oversight	
PM Oversight:	Yes
CFP Upload:	Required
Nuclear:	Nuclear - Hazard Category 3
EVMS Required:	No
Report as Parent:	No

Funding		Admin	
Funding Type:	Li-Line Item	CIU or UCNI in EVMS Data:	No
		DMS Migrated to DocCTN:	No

Last modified by Amber Young on 1/16/2024

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PARS v.3.0, build 21 © 2013 DOE Office of Project Management

The OA (overview and assessment) overview page has four bars you can expand into. The first is the project attributes bar. This provides basic information on the project to include attributes seen in the picture, definers, key dates, assigned contacts, and those who have been unassigned from the project. All users can change these, but each change is reviewed and if there is not a supporting document in the DMS section, the Office of Project Management will contact the project to either get the supporting document or to change it back. An example is a change of FPD. The new FPD is assigned and the old FPD is unassigned. Their needs to be a document which is traceable in document management section (DMS) to support this change. The intent is that all information is auditable. All can make changes, as it is the intent to keep the records in PARS up to date at all times.

As key dates change, this is the location to make these changes. The dates in the next Project Records area – Key Dates does not change once added to the record.

Project Key Dates

832 - Sample Preparation Laboratory (SPL)

Key Dates Edit

Critical Decision Forecasts	Lessons Learned and Closeout Reports	Review Dates
CD4 Forecasted Date: 11/30/2026	CD3 Lessons Learned Report Received Date: 04/28/2020	Last Peer Review Date: 09/13/2022
Closeout Forecasted Date: 11/30/2027		

Last modified by Amber Young on 1/15/2024

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TBD - add



Project Contacts

PARS Projects Contracts Reports Report Builder Empower IP2M METRR Help Amber Young Admin Updates Sign Out

- Project Records
 - Overview
 - Project Attributes
 - Key Dates
 - Contacts**
 - Critical Decisions
 - KPPs
 - Subprojects
 - Project Documents
- Monitoring
 - Assessments
 - FPD Toolbox
 - CPD Uploads
 - JSON Uploads (Preview)
 - Reports
- Analysis
 - PB-K Table
 - PB-K Graph
 - Empower

Jump to project...

Project Contacts

Federal Project Director

FPD: [Redacted]
 Interim FPD: [Redacted]
 Deputy FPD: [Redacted]
 Deputy FPD (Secondary): [Redacted]
 Post CD4 FPD/POC: [Redacted]

Program Management

CE/PME
 Federal POC
 FPM
 Mission Unit POC
 Project Integrator
 Project Owner

Contract

Prime Contractor: [Redacted]
 Contractor PM: [Redacted]
 Contracting Officer: [Redacted]

Office of Project Management

PM-20 Analyst: [Redacted]
 PM-30 Analyst: [Redacted]

Contact History

Work in progress
 This feature is not yet fully implemented. Please check back later!

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TBD - add

Project Critical Decision (Phase Gates)

832 - Sample Preparation Laboratory (SPL)

Critical Decisions CD-0 CD-1 CD-1R-1 CD-2 CD-3 CD-4 Closeout Add CD

CD-3 Approval

Approval Date:	01/31/2020	TPC:	\$166,000,000
Signed By:	Bishop, Tracey	CD-4 Planned Date:	11/30/2026

Planned Completion at CD-3

CD-3 Approval Notes

2020-02-13 MDS CD-1R/2/3 approved concurrently on January 31, 2020 by Tracey Bishop.

Initially reviewed on 2/12/2020
Last modified by smcra on 2/13/2020

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The Critical Decisions area tracks basic information and notes from the CD approval documents placed in the DMS. Once added, these are not changed as they are the approved status at the time signed. Baseline Change Proposals which are approved are also recorded here, when there is a change to the performance baseline as approved by the project management executive. This is not where routing baseline change requests within the contractor budget base are recorded. Basically, if you are making an adjustment to the performance baseline to cost, which includes federal contingency, scope or schedule, after it is approved with a new performance baseline, it is recorded here.

The screenshot displays the PARS web application interface. At the top left is the logo for the Department of Energy and Environment, State of New Jersey, and Encore Analytics. The main header shows the PARS logo and navigation tabs for Projects, Contractors, Reports, Analytics, Environment, and Help. The user's name, Amber Young, and other user-related links are visible in the top right. The main content area is titled '832 - Sample Preparation Laboratory (SPL)' and shows a list of Key Performance Parameters (KPPs). The first KPP, KPP-1, is expanded to show its details: Type: Threshold, Source Type: CD2, Planned Scope: Construct a Hazard Category-3, non-reactor nuclear laboratory facility. Threshold Measure: Minimum of 40,000 gross square feet of laboratory/support space. Objective Measure: NA. Similar details are shown for KPP-2 and KPP-3. A sidebar on the left contains various navigation options like Project Records, Monitoring, and Analysis. A 'Jump to project...' search bar is also present.

Key Performance Parameters along with scope are used to measure a project success. At CD-2, Approve Performance Baseline, and at CD-4, Project Complete, these parameters and the scope are reviewed to make sure there is agreement that the project delivered the scope and key performance parameters within 110% of the cost set at CD-2 to determine if the project is a success or failure. This metric is shared with the Government Accountability Office and others as a measure of the Department’s success on capital asset projects. The target is to be 90% or better on a three-year rolling average. There is a guide on how to establish KPPs at (URL). TBD – enter URL



Project Subprojects

PARS Projects Contracts Reports Report Builder Empower IP2M METRR Help Amber Young Admin Updates Sign Out

Subprojects
Data last recalculated 8 minutes ago. Audit View View

PARSID	Name	Acronym	Status	CD	Budgeted TPC	CD0 TPC	Action
			Active	CD1			...
			Active	CD3A			...
			Active	CD3C			...
			Active	CD3			...
			Active	CD1			...
			Active	CD1			...
			Active	CD1			...

TOTAL:

Jump to project...

TBD - add



Project Documents

PARS Projects Contractors Reports Analytics Environment Help Amber Young Admin Register PIV Updates Sign Out

832 - Sample Preparation Laboratory (SPL)

Project Documents

Upload Document Download Selected Search for a Document View

File Name	Attached Title	Document Group	CD Level	Document Date	
SPL Lessons Learned 04.29.20.pdf	Lessons Learned Report	Project Documents	CD-3	04/29/2020	Download
7 - Reassessment of CD-1 Alternative Selection Process for the Sample Preparation Laboratory (SPL) Project.pdf	CD-1 Approval Document	Approval Document	CD-1	01/30/2020	Download
1 - Approval of CD-1R23 for the Sample Preparation Laboratory (SPL) Project at the Idaho National Laboratory (INL).pdf	CD-1 Approval Document CD-2 Approval Document CD-3 Approval Document	Approval Document	CD-1 CD-2 CD-3	01/30/2020	Download
2 - Project Execution Plan for the Sample Preparation Laboratory Project Main and App. A - CD-1R23.pdf	Project Execution Plan (PEP)	Project Documents	CD-1 CD-2 CD-3	01/30/2020	Download
3 - Project Execution Plan for the Sample Preparation Laboratory Project App. B-C - CD-1R23.pdf	Project Execution Plan (PEP)	Project Documents	CD-1 CD-2 CD-3	01/30/2020	Download
4 - Project Execution Plan for the Sample Preparation Laboratory Project App. D - CD-1R23.pdf	Project Execution Plan (PEP)	Project Documents	CD-1 CD-2 CD-3	01/30/2020	Download
5 - Project Execution Plan for the Sample Preparation Laboratory Project App. E-F - CD-1R23.pdf	Project Execution Plan (PEP)	Project Documents	CD-1 CD-2 CD-3	01/30/2020	Download
6 - Acquisition Strategy for the Sample Preparation Laboratory Project - CD-1R23.pdf	Acquisition Strategy	Project Documents	CD-1 CD-2 CD-3	01/30/2020	Download

TBD - add

Project Assessments – FPD / Program / PM

832 - Sample Preparation Laboratory (SPL)

Program Assessment: January 2024

Green **11/29/2026** **\$166,000,000** **DRAFT**

Assessed by Perez-Velez, Jarina M on 01/09/2024

As of the end of November 2023, the Sample Preparation Laboratory (SPL) project achieved a cumulative schedule performance index (SPI) of .95 and cumulative cost performance index (CPI) of 0.99. The project is 85% complete versus scheduled completion of 90%. Primary onsite construction focus is on the Materials Transfer Cell liner rebar and forms, utility infill, hot cell concrete repairs and painting, and final outdoor finishes. The contractor continues to work additional hours to recover schedule. The project is on track to meet the established baseline. The progress for the reporting period is satisfactory.

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In the Monitoring section in PARS, the Assessments area provides access to the assessment for the FPD, DOE Program and the DOE headquarters analysts to state what they believe the estimated total project cost and CD-4 date are as well as free text narrative to document their current understanding of the project for that month. These are recorded each month and saved in PARS as an auditable record. PARS tools, such as Empower, SQL Reports, and, for the FPD, site walk downs provide information to assist in these narratives. We will see in the Project Reports folder where you can access these from past months as well as the current month.

The FPD Toolbox provides the FPD or their designee a place to manage four federal components of each project. The contractor is responsible for reporting earned value management data which covers the performance measurement baseline and management reserve. The FPD manages federal contingency for both cost and schedule, fee, and other direct costs by the federal team. These are managed in four checkbook formats. When CD-2 is approved, the PARS team loads the initial deposit in each as documented by the project management executive. The FPD should list each transaction as they occur. The narrative should contain enough detail to support auditing these records as needed, which could be the record number in a change control log or a full description for the transaction.

One key item to note, in reporting, PARS maintains these transactions, but does not use them in reports until they catch up with the latest contractor reported values. For example, if the FPD provides \$2 million from contingency to the project on July 1st and the upload from the contractor this period is for status date May 25th reports will not reflect the transaction until the contractor status date upload covers July 1st. This prevents the \$2 million provided from appearing lost rather than being received by the contractor. You can still look at this toolbox and a couple of reports which are only for the toolbox and see the transaction took place, but full reporting will be in place once the contractor data matches the time period. Likewise, if on July 1st this \$2 million was transferred from contingency to cover new directed scope, the audit trail should be complete once the contractor's status

date includes July 1st. If not, then you would need to make sure all was recorded appropriately in the EVMS.



Project Contractor Project Performance (CPP) Upload

832 - Sample Preparation Laboratory (SPL)

CPP Uploads

December 2023 Upload Status

Upload Complete and Published
Dataset uploaded by Scott Haderlie, 599 hours ago

PARSCPP_832_2023-12-17_v00_2024-01-31.zip
353.04 KB

Upload Errors [Export Upload Report PDF](#)

- WBS File has 17 warnings for TYPE. Data is missing or invalid.
- COST File has 2076 warnings for INC_ACWP_UNITS, INC_BCWS_UNITS, INC_BCWP_UNITS, INC_ETC_UNITS. Data is missing or invalid.
- SCHEDULE File has 280 warnings for TASK_TYPE. Data is missing or invalid.
- IPARL_FORMAT1 File has 24 warnings for INC_BCWS LESS THAN ZERO, SAC, INC_BCWS GREATER THAN CUM_BCWS, INC_ACWP LESS THAN ZERO, INC_ACWP GREATER THAN CUM_ACWP. Data is missing or invalid.
- IPARL_FORMAT2 File has 7 warnings for OBS. Data is missing or invalid.

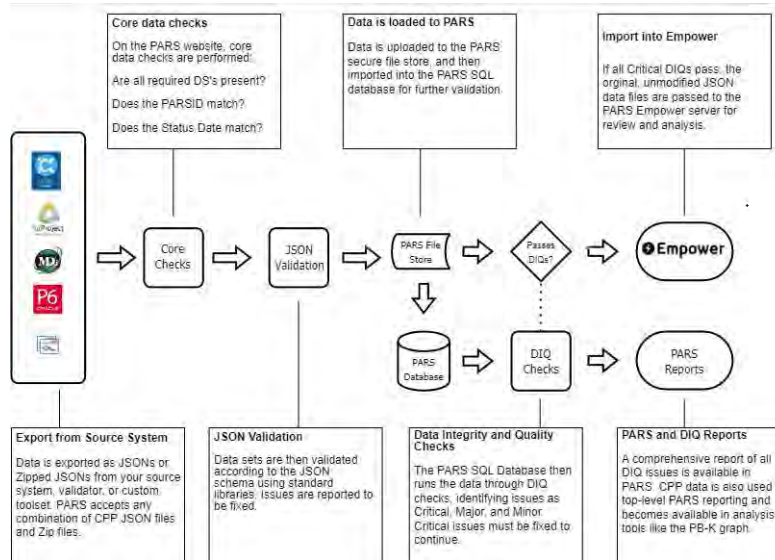
Prior Uploads

Status	Date	Publish User	Publish Date	File Name	Action
Published	12/17/2023	Scott Haderlie	1/31/2024	PARSCPP_832_2023-12-17_v00_2024-01-31.zip	Unpublish
Published	11/26/2023	Scott Haderlie	12/28/2023	PARSCPP_832_2023-11-26_v00_2023-12-28.zip	Unpublish
Published	10/22/2023	Scott Haderlie	11/29/2023	PARSCPP_832_2023-10-22_v00_2023-11-29.zip	Unpublish
Published	9/30/2023	Scott Haderlie	10/31/2023	PARSCPP_832_2023-09-30_v00_2023-10-31.zip	Unpublish

TBD



JSON Flowchart (Preliminary)

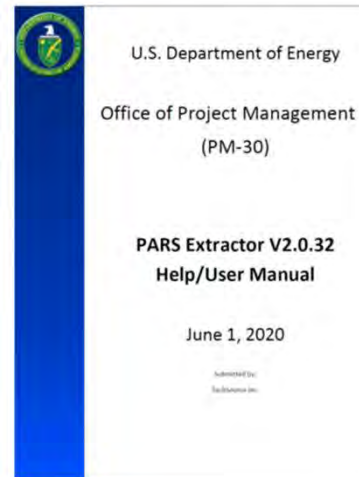


Note - DIQ checks: Checking data but do not change your data.



CSV Format Retired

- Extractor designed for Projects using COBRA and Primavera P6
- Cost data provided to the WP level by element of cost
- A format to take advantage of EVMS Metric tests for self-surveillance
- Requirement to move to JSON in 2024



22

This format provides data on the cost side to the work package level by element of cost and by activity level in the schedule, again by element of cost. This is the retired standard for DOE contractor uploads, supporting the detail needed for contractors to self-surveil their earned value management system, as well as the federal team seeing that they are. CPP data structure will be further explored in the advanced PARS user course.

~~Several vendors are adding the capability to generate this format for DOE reporting. Currently Cloud EVM can and others are adding a reporting feature. DOE provides an extractor that works with Deltek Cobra and Primavera P6 to help generate files for this upload format. There are contractors who have written their own tools to generate this format. Again the format standards are in the CPP Upload document.~~



JSON Format

- Direct export from:
 - Oracle Primavera P6
 - Deltek Cobra
 - forProject
 - WebEVM
- Cost data provided to the WP level by element of cost
- A format to take advantage of EVMS Metric tests for self-surveillance
- Must move to JSON in 2024



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The JSON (JavaScript Object Notation) Format is the new CPP upload requirement and the transition to JSON is underway. PARS is able to upload JSON into test servers as of March 2024 and into production servers by July 2024. There is a CPP JSON DID available online at json.pars.doe.gov

The JSON format is structured similarly to the CSV providing data on the cost side to the work package level by element of cost and by activity level in the schedule, again by element of cost. The JSON format also supports the detail needed for contractors to self-surveil their earned value management system, as well as the federal team seeing that they are.



Contracts

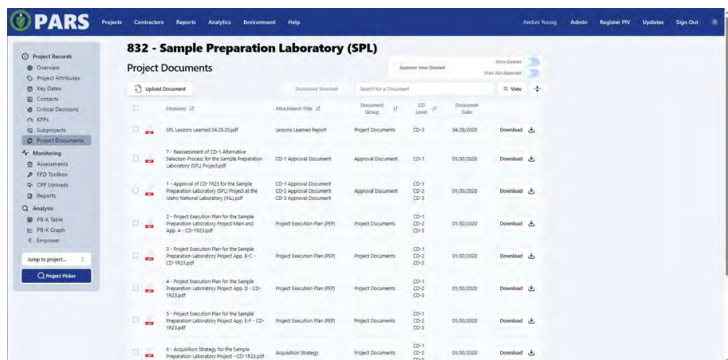
PARS Projects Contracts Reports Report Builder Empower IP2M METRR Help Amber Young Admin Updates Sign Out

Contracts Search for a Contract... View Add Contract

Contract Number	Name	Acronym	Contract Type	EVMS Certification	Performance Period Start	Performance Period End	Projects
				EVMS Certified	7/28/2008	9/29/2028	
				EVMS Not Certified	12/09/2018	4/29/2025	
				EVMS Certified	1/81/2001	8/29/2014	
				EVMS Certified	12/31/1899	12/31/1899	
				EVMS Certified	11/08/2004	9/29/2024	
				EVMS Certified	9/30/2022	9/29/2027	
				EVMS Certified	10/14/1999	7/30/2011	
				EVMS Under Review	12/10/2000	6/21/2023	
				EVMS Certified	11/13/2000	3/30/2009	
				EVMS Certified	1/04/2015	1/03/2025	

67 of 67 rows. Rows per page: 10 Page 1 of 7

- Enhancements under development, more coming soon
- Current construct will continue to work



In addition to uploaded contractor data, there are documents from both the contractor and the federal projects members. In PARS the document management system (DMS) hosts these records. There are three record types, project records, contractor records and the monthly reports shared with senior DOE leadership. All users can all see these documents with the only limitation being on controlled documents, to include “Official Use Only” (OUO) and Unclassified Controlled Nuclear Information” (UCNI) data. These are documents which under the label of Controlled Unclassified Information (CUI) Each DOE program decides who can see these documents. Any one can load OUO or UCNI documents, but only those approved can see them.



DMS: Access Request CUI

- Request CUI through your program
- HQ personnel are given CUI access by design
- HQ does not determine program level access

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For anyone who needs to see these CUI documents, there is a request form. This form sends the request to the program PARS administrator for approval. Once approved, the user is able to both load and open CUI documents. For headquarters members of the DOE, this is already approved. In many cases contractors will not have access to see these CUI records as they may contain one company's proprietary information which should not be shared with another company. Those items which are UCNI also need to be provided to users with a need to know.

Reports

Projects CR EERE EM FEOM NA NE DE RW SC AU PM Monthly PM-20 PM Audit DEV Data Quality Daily Validation

Search for a Project

PARSID	Program	Project Name	Acronym	Site	Status
389	EM	Salt Waste Processing Facility (SWPF)	SWPF	SRS	Completed
390	EM	Waste Treatment and Immobilization Plant (WTP)	WTP	ORP	Active
402	EM	Plutonium Finishing Plant (PFP) Decontamination and Dismantlement - ARSA Base	PFP	Richland	Completed and Closed
465	EM	Calcine Disposition Project	CDP	INL	Active
467	EM	Integrated Facility Disposition Program (IFDP)	IFDP	Oak Ridge	Active
538	EM	Saltstone Disposal Unit #6 (SDU6)	SDU6	SRS	Completed and Closed
651	EM	Sludge Processing Facility Bulkouts	SL-PFB	Oak Ridge	Cancelled
652	EM	Nuclear Facility D&D - ETP	ETTP		Transferred
659	EM	Nuclear Facility D&D - Y-12		Y-12	Cancelled
673	EM	Nuclear Facility D&D - River Corridor Closure Project	RCCP	Richland	Completed

576 of 576 row(s). Rows per page: 10 Page 1 of 58

ACCESSIBILITY/SECTION 508
The U.S. Department of Energy is committed to making its electronic and information technologies accessible to individuals with disabilities in accordance with Section 508 of the Rehabilitation Act (29 U.S.C. 7946), as amended in 1998.

FEEDBACK
Have questions or feedback? Please use the Feedback tool in the bottom right of the page to share your thoughts.

CONTACT US
For tech support, please send us an email at support@pars.doe.gov or head to support.pars.doe.gov.

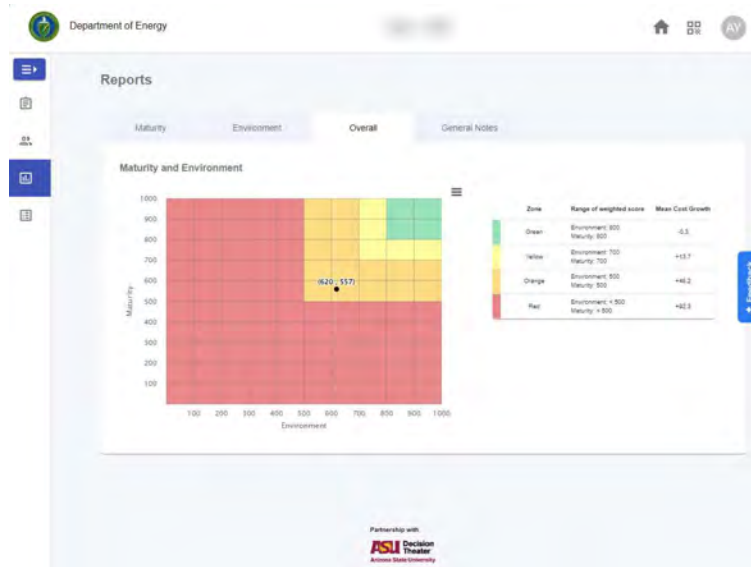
PARSv2.0.0-1est.71 © 2013 DOE Office of Project Management

The Reports option. Here you have access to both project reports (4 per project) which update every hour and for those at the Program level and higher, there are reports which list all projects in a program and for headquarters DOE, there are reports with all projects in PARS. For each program there is a folder with your acronym (NA, FE, EE, NE, etc.). Also this is where program specific custom reports are found. We will go over the project reports in detail in a later session.



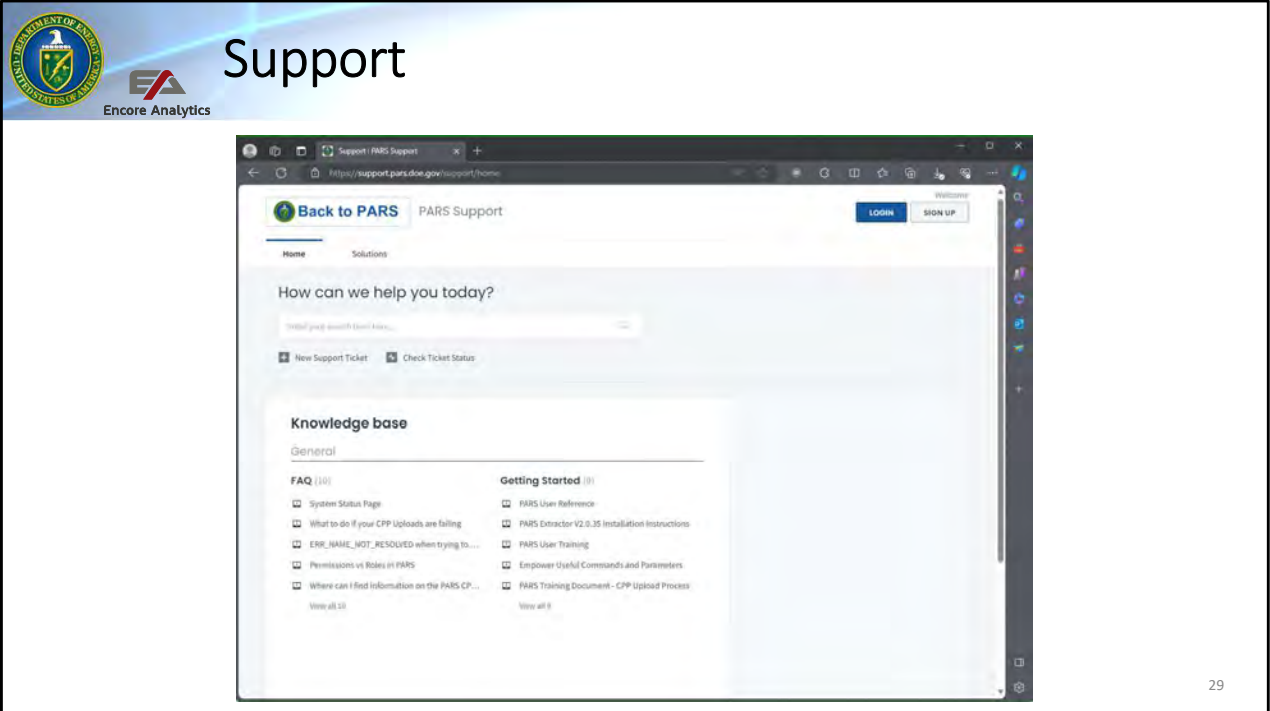
IP2M METRR

- Maturity
- Environment
- Facilitator vs. User



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PARS now contains the DOE instance of IP2M METRR available for contractor and federal use enterprise-wide. Advanced session will have training on the use of IP2M METRR. Additional courses for use and facilitation are available from Arizona State University.



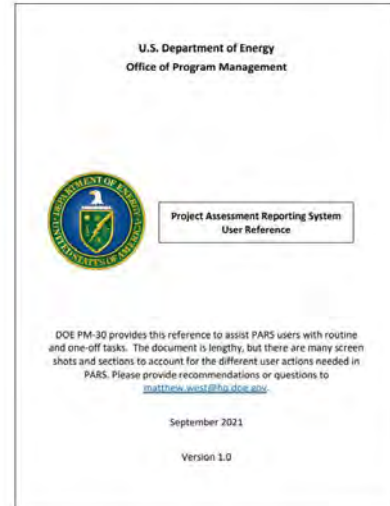
29

The support tab provides reference material. When you get your PARS account, spend some time going through what is provided here. There are many help guides, such as how to register your PIV card, how to set your password recovery questions, how to upload contractor project performance data, the JSON wiki, and much more.



Support: User Reference

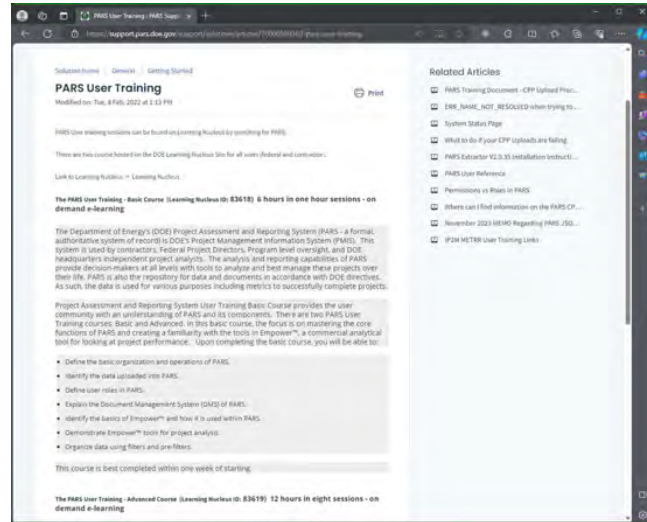
- Guidance to assist the FPD with actions for each Critical Decision and event in PARS
- Many step-by-step screenshots and checklists





Support: Training

- Training available in Learning Nucleus
- Two courses: Basic & Advanced
- Being updated to align with 2024 classroom training





Support: FAQs

Selected home | [Glossary](#) | [Getting Started](#)

PARS User Training

Modified on: Thu, 8 Feb 2023 at 1:13 PM

PARS User training sessions can be found on Learning Nucleus by searching for PARS.

There are two courses listed on the DOE Learning Nucleus Site for all users (enduser and contractor).

[Link to Learning Nucleus - Learning Nucleus](#)

The PARS User Training - Basic Course (Learning Nucleus ID: E3618) 6 hours in one hour sessions - on demand e-learning

The Department of Energy's (DOE) Project Assessment and Reporting System (PARS) - a formal, authoritative system of record is DOE's Project Management Information System (PMIS). This system is used by contractors, Federal Project Directors, Program level oversight, and DOE headquarters independent project analysts. The analysis and reporting capabilities of PARS provide decision-makers at all levels with tools to analyze and best manage these projects over their life. PARS is also the repository for data and documents in accordance with DOE directives. As such, the data is used for various purposes including metrics to successfully complete projects.

Project Assessment and Reporting System User Training Basic Course provides the user community with an understanding of PARS and its components. There are two PARS User Training courses: Basic and Advanced. In this basic course, the focus is on mastering the core functions of PARS and creating a familiarity with the tools in Empower™, a commercial analytical tool for looking at project performance. Upon completing the basic course, you will be able to:

- Define the basic organization and operations of PARS.
- Identify the data uploaded into PARS.
- Define user roles in PARS.
- Explain the Document Management System (DMS) of PARS.
- Identify the basics of Empower™ and how it is used within PARS.
- Demonstrate Empower™ tools for project analysis.
- Organize data using filters and pre-filters.

This course is best completed within one week of starting.

The PARS User Training - Advanced Course (Learning Nucleus ID: E3619) 12 hours in eight sessions - on demand e-learning

Related Articles

- PARS Training Document - CFP Upload Proc...
- ERR_NAME_NOT_RESOLVED when trying to...
- System Status Page
- What to do if your CFP uploads are failing
- PARS Extractor V1.2.35 Installation Instructi...
- PARS User Reference
- Permissions vs Roles in PARS
- Where can I find information on the PARS CP...
- November 2023 MEMO Regarding PARS JSO...
- IP2M MSTR User Training Links

Support FAQs available to assist.



Support: Password Self Service

- Reset password
- Highly recommend sign up PIV/CAC
- Unlock account
 - If you lock your account, the system will automatically prompt you to unlock

The screenshot shows the PARS login interface. At the top, it says "U.S. DEPARTMENT OF ENERGY | PARS". Below that is a text input field containing "@pars.doe.gov". The main heading is "Enter password". There is a "Password:" label and a corresponding text input field. Below the password field are three links: "Forgot my password", "Use a certificate or smart card", and "Sign in with another account". A blue "Sign in" button is located at the bottom right of the form. Below the form, there is a note: "Your PARS username looks like USERNAME@pars.doe.gov" and a footer: "Please reach out to support@pars.doe.gov if you can't remember your username."

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When you first set up your account, you will be asked to provide a second factor such as email, PIV, or Microsoft Authenticator. That will then be used for account lockouts or password resets. No additional steps needed to be in good shape.



Two Factor Authentication

Two Factor Authentication – Updates coming

- PIV Card to be used to log on to PARS
- Email with one-time codes remains an option
- Requirement so that PARS can host Controlled Unclassified Information (OUO, FOUO, SBU, UCNI) in the DMS
- Program determines who can view
- Updates coming: Okta moving to Azure authentication
 - Will need to reset login credentials

Sign in to PARS

Username

Login

[Forgot Username](#) [Register Smart Card](#)

IP2M METRR

Login to IP2M METRR

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PARS requires two-factor authentication as it is a moderate system or one that can host controlled unclassified information. As a reminder the program PARS official determines who has the ability to open a CUI document in the DMS, but anyone can upload a CUI doc.

If you have a HSPD-12 PIV card, please follow the instructions in the PDF located under the support tab or at the link above, to register your PIV card. The certificate on the card along with your PIN provides two factor authentication. For those using a password, you will be emailed a one-time code each time you logon to meet the two-factor requirement. A PDF with additional detail is provided in the slide.

You will also have a time limit where the system will time out in accordance with NIST (National Institute of Standards and Technology) standards for a moderate system. When you are 5 minutes out from the time limit, you will get a pop up with a timer and an opportunity to reset the clock to stay logged on.



Users

User	Permissions	Load CPP Data	Assessment Required	Empower	Project Reports	Program Reports	PM Reports	DMS	Support	Audit Metric Manual and Notes
Contractor	Specific projects	Yes	No	Yes	Yes	No	No	Yes	Yes	No
FPD	Specific projects	No	Yes	Yes	Yes	No	No	Yes	Yes	No
Program	All projects in program	No	Yes	Yes	Yes	Yes	No	Yes	Yes	No
View All*	Can see all projects	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No
DOE HQ	Can see all projects	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Contractor - Auditor	Specific projects	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes
Admins	PARS support team	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes

* Select group of users for benchmarking and enterprise analysis – can not edit

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This table provides a list of what each user permissions are. Note that all users can access Empower, Project Reports, the DMS, and the support areas of PARS. The View All category is a special area that a few member from each program have to support benchmarking for their program to provide a larger population of projects to include. With the exception of DOE Headquarters, each user is approved by the program they represent to include which role they are listed as. Contractors and FPD for example can only see the projects they are working on.



Change Requests

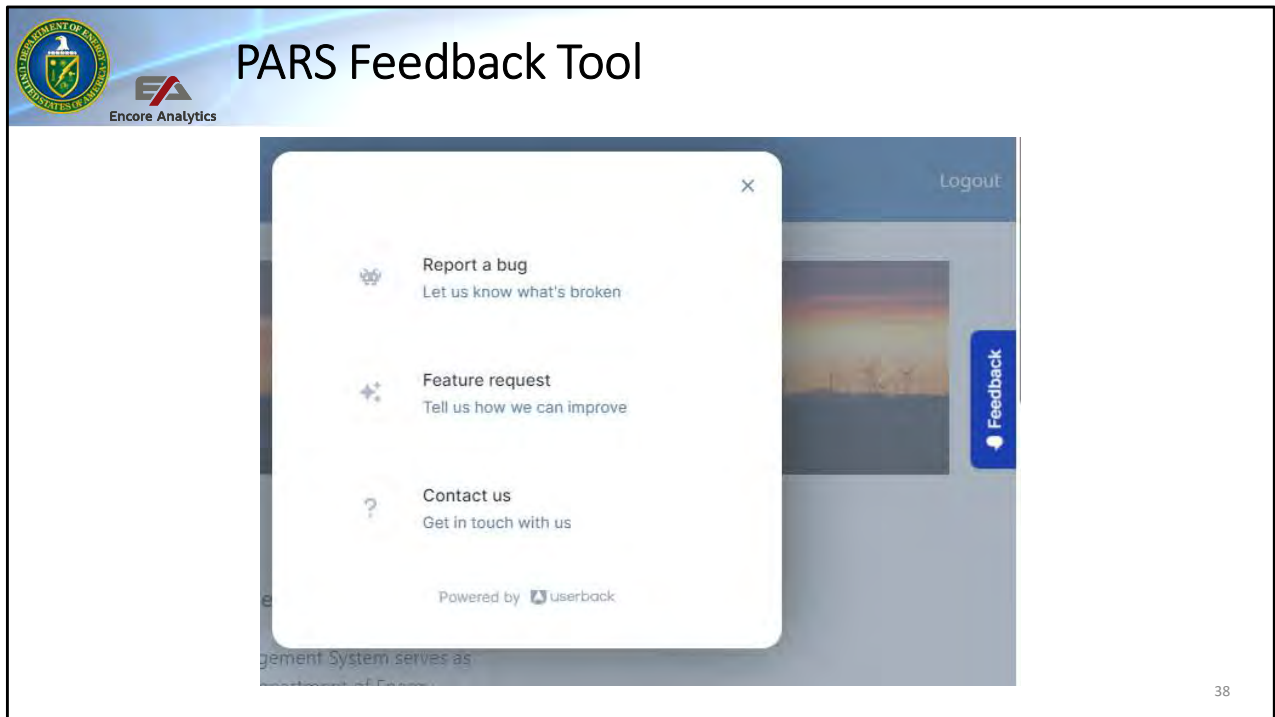
- Option 1
 - In PM-CONNECT: <https://community.connect.gov/x/iYi2Uw>
 - All users can submit a change request
 - Will look for you to do so as we roll out new capabilities
 - Recommend dashboards
 - Recommend or share reports
 - Recommend or share charts
 - Recommend functionality.
- Option 2
 - Use Feedback tool within PARS to identify enhancement or bug
- Annual Empower Users Group (EUG)
 - DOE will consolidate recommendations from users to recommend to Encore Analytics at the EUG

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Every user has the ability to submit a change request for PARS. This tool is on the PM MAX site. For problems, be specific as to the issue and your recommendation on how to address the issue. For new functionality, please be specific as to what you request and how it will benefit PARS users. Also, if you have a recommendation for Empower, provide it here and we will consolidate and provide to Encore Analytics, either at the Empower Users Group each year or sooner if it addresses a problem with the tool.

Once you submit a change request following the instructions on PM-MAX, you will be able to track its progress through the change management system. The screenshot above provides a snapshot of the Change Request system in January 2024. You can also look at this screen as well as the archive screen to see if your idea is already in the system. We appreciate feedback and recommendations to make the PARS tools better. Generally, when a request is rejected, it is due to the need to maintain security requirements, or a program office does not support. One example was an FPD who asked for a higher character limit for their narrative (more than 10,000) and the program that FPD was under asked that this change not be allowed as this already equated to 5 pages of text, requesting the FPDs work to be more concise.

TBD – Check on character limits: (FPD Assessment confirmed 10,000 characters in new I
 In comparison, Headquarter analysts in the Office of Project Management are limited to 1,000 characters for a Green Project and 2,500 characters for a Yellow or Red project (Yellow means the project is at risk of breaching the performance baseline and Red means the analyst believes it will breach the performance baseline, no matter what actions are taken)



Once you submit a change request following the instructions on PM-MAX, you will be able to track its progress through the change management system. The screenshot above provides a snapshot of the Change Request system in July 2020. You can also look at this screen as well as the archive screen to see if your idea is already in the system. We appreciate feedback and recommendations to make the PARS tools better. Generally, when a request is rejected, it is due to the need to maintain security requirements, or a program office does not support.

One example was an FPD who asked for a higher character limit for their narrative (more than 10,000) and the program that FPD was under asked that this change not be allowed as this already equated to 5 pages of text, requesting the FPDs work to be more concise.

TBD – Check on character limits: (FPD Assessment confirmed 10,000 characters in new UI) In comparison, Headquarter analysts in the Office of Project Management are limited to 1,000 characters for a Green Project and 2,500 characters for a Yellow or Red project (Yellow means the project is at risk of breaching the performance baseline and Red means the analyst believes it will breach the performance baseline, no matter what actions are taken)



Empower Users Group

- Week of May 20
- Monday & Tuesday:
 - IP2M METRR Facilitator course to be offered by ASU
 - Humphreys & Associates courses
 - Empower courses
- Wednesday & Thursday
 - EUG Workshop
- Keynote Speaker on Wednesday is Paul Bosco





Checks on Learning

- PARS is the DOE's
 - A. Project Management Information System
 - B. Required capital assess reporting tool for projects over a specific threshold
 - C. Required for all DOE project to report data
 - D. A and B
 - E. None of the above
- Project Management Institute identifies a Project Measurement Domain to provide timely and accurate information is required to generate the conversations about how to use the data to take appropriate action
 - A. True
 - B. False
- Which items are part of PARS?
 - A. Contractors Cost Processor
 - B. Empower
 - C. Document Management System
 - D. New Lessons Learned reporting
 - E. Contractor Scheduling tool
- Who can see CUI documents in PARS?
 - A. All users
 - B. Program Approved Users
 - C. HQ DOE users
 - D. All Federal Users

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THESE ARE PLACED HERE AT THE END – BUT CAN BE MIXED INTO THE TRAINING AT THE APPROPRIATE SPOTS.



Checks on Learning

- Who can access a Program Report?
 - A. All Federal Users
 - B. Users at the program headquarters
 - C. Users at the DOE HQ level
 - D. Federal Project Directors
 - E. A project contractor
 - F. All View User
 - G. None of the Above
- Who can access a Project Report and Empower
 - A. All View Users
 - B. Users at the program headquarters
 - C. Users at the DOE HQ level
 - D. Federal Project Directors
 - E. A project contractor
 - F. All of the Above
- The IPMR Format 1 to 5 are required to be uploaded by a project contractor to the DMS site in PARS each month
 - A. True
 - B. False



Checks on Learning

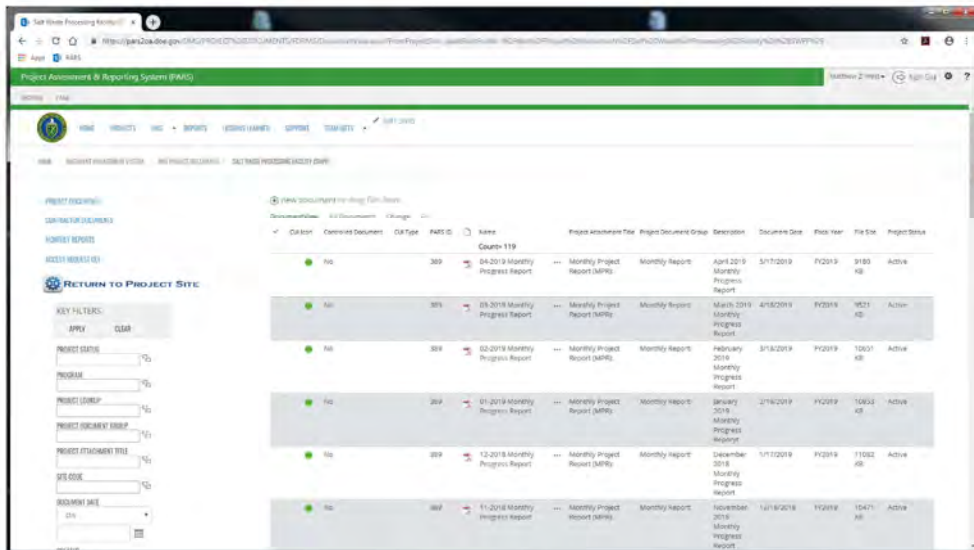
- Who can submit a Change Request for PARS
 - A. All Users
 - B. Federal Users Only
 - C. Contractor Users Only
- JSON is a new format that PARS is moving to in 2024 to improve data quality and allow vendors the ability to make generating DOE data for submission a possibly.
 - A. True
 - B. False



BACKUP



DMS: Project Documents



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Project documents are those specific to a project. This can be the PDF copy of the Integrated Program Management Reports (IPMR) Format 1 to 5 each month or any of the critical decision documents. The IPMR is generated by the contractor and the critical decision documents are signed by a federal member of DOE. Reports and documents can come from all associated with the project.

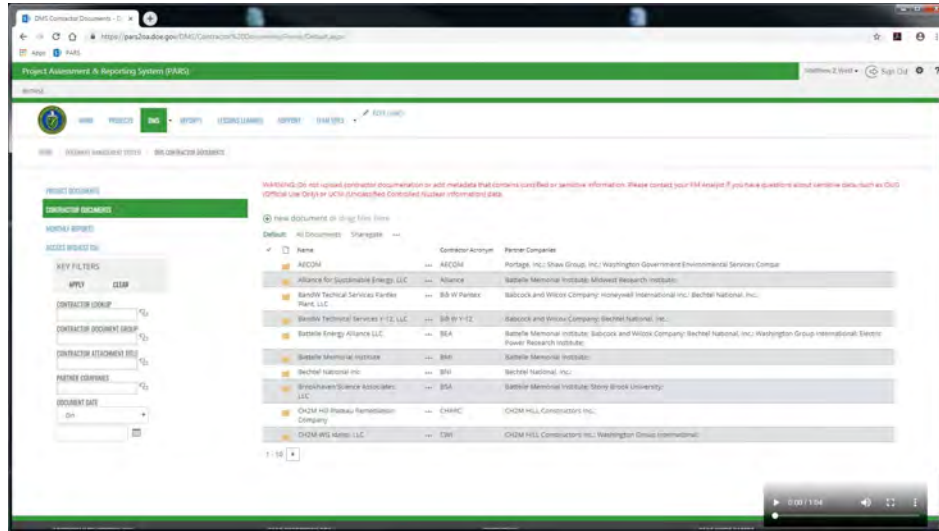
To add a document to this tool, use the + new document to select the document to upload and then complete the meta data to help it be searchable. Once done, please upload. At this point you will lose visibility of it while the upload is reviewed to ensure the correct meta date is loaded before it is released for all to see. This generally takes on business day.

If a CUI document, The green filled in circle under CUI Icon would be black

A list of which documents are required and optional is provided in the PDF file attached. and in the PARS support area as well as the DMS page. This list is a good reference for users to know which document and what reference requires them apply to a project. Please note that Contractor generated IPMR Format 1 to 5 reports are required each month.



DMS: Contractor Documents



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Similar to project records there is a location for contractor records, There is not a choice for these to be OOU or UCNI, only project records can be CUI. In this location you will find items specific to a contractor rather than a project, such as their EVMS certification letter.



DMS: Monthly Reports

The screenshot displays the PARS web application interface. The main content area shows a list of documents under the heading "MONTHLY REPORTS". The list includes various reports and dashboards for different months and years, such as "March 2018 Monthly DOE Project Portfolio Status Report" and "January 2019 Project Dashboard".

Name	Report Attachment Title	Report Document Group	Month	Year
March 2018 Monthly DOE Project Portfolio Status Report	APM DeptSec Monthly Report	Monthly Report	03 - March	2018
March 2018 Project Dashboard	APM Project Dashboard	Monthly Report	03 - March	2018
February 2018 Project Dashboard	APM Project Dashboard	Monthly Report	02 - February	2018
February 2018 Monthly DOE Project Portfolio Status Report	APM DeptSec Monthly Report	Monthly Report	02 - February	2018
January 2019 Project Dashboard	APM Project Dashboard	Monthly Report	01 - January	2019
January 2019 Monthly DOE Project Portfolio Status Report	APM DeptSec Monthly Report	Monthly Report	01 - January	2019
December 2018 Project Dashboard	APM Project Dashboard	Monthly Report	12 - December	2018
December 2018 Monthly DOE Project Portfolio Status Report	APM DeptSec Monthly Report	Monthly Report	12 - December	2018
November 2018 Monthly DOE Project Portfolio Status Report	APM DeptSec Monthly Report	Monthly Report	11 - November	2018
November 2018 Project Dashboard	APM Project Dashboard	Monthly Report	11 - November	2018

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Each month, the Department produces a report and dashboard for projects. This is the location that the final version of a monthly report for all active projects is recorded. We will discuss these more in the session on SQL reporting.