

# Pathways to Project Success

AUGUST 2008

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## What's New

### CRB Announcements

The Certification Review Board has expanded the activities for which continuing education credit may be requested. The following three activities are eligible for continuing education credit effective immediately.

Participation on an O413.3A Guide Team:

- Team Member (Maximum per guide team) = 8 hours
- Team Lead (Maximum per guide team) = 16

### Certification Update for Federal Acquisition Certification Program for Program and Project Managers (FAC-P/PM)

The Office of Management and Budget (OMB), Office of Procurement Policy has promulgated certification requirements for the acquisition workforce in civilian agencies. Project managers assigned to projects considered major acquisitions are required to be certified to a senior level under the Federal Acquisition Certification Program for Program and Project Managers (FAC-P/PM) unless a waiver is granted by the

Acquisition Career Manager.

This program is being overseen by the Federal Acquisition Institute (FAI).

#### Definitions:

*"Acquisition workforce" is used to refer to the universe of professionals subject to the requirements of DOE O 361.1B.*

*"Major Acquisitions" are defined in OMB Circular A-11, Part 7, Exhibit 300.*

FAC-P/PM will recognize three levels of certification: entry/apprentice, mid level/journeyman, and senior/expert.



## CEG Update

PMCDP has completed an update to the CEG and forwarded it to the headquarters PMCDP program office's points of contact (POC). Comments and recommendations are due to PMCDP by 29 August and will then be for-

warded to the Certification Review Board for consideration at the September CRB meeting. Fall issues of the newsletter will address all updates to the CEG. Please contact your program office's PMCDP POC if you wish to review and comment on the updated CEG.

**Question of the Month:** I am a certified federal project director and was asked to serve as a technical content advisor for a PMCDP course. Can I receive CE hour credit for this activity?

**Answer:** Yes. Any certified federal project director can now serve as a technical content advisor (this function was formerly addressed by PMCDP as a "subject matter expert"). You will receive 15 CE hours for one year of service in this capacity.

# Is Your Project a Success?

By John White, OECM



Excellence in the Department of Energy's project and contract management continues to be a priority for the Department. Improving project and contract management ensures that DOE's programs and projects meet

DOE's strategic objectives, provides value to the American taxpayer, and fosters public confidence in DOE's ability to manage its responsibilities. If you were to pose the question "What makes a project a success?" to three different Federal Project Directors (FPD), you would probably get three very different answers based on their background and experiences. In order to solidify this answer the Secretary of Energy has recently published the Corrective Action Plan (CAP) corresponding to the Root Cause Analysis (RCA) published in April 2008. The CAP clearly defines what a successful project is for the Department of Energy:

## Capital Asset Line Item

**Projects:** Capital asset line item projects will be completed at Critical Decision 4 within the original approved scope baseline and within 10 percent of the original approved cost baseline (Critical Decision 2), unless otherwise impacted by a directed change. Baselines impacted by a directed change will have adjusted baselines established. On a project portfolio basis, 90 percent of DOE line item projects will meet the project success definition benchmark.

## EM Cleanup (Soil and Groundwater Remediation, Decontamination and Decommissioning, and Waste Treatment and Disposal) Projects:

EM cleanup projects will be completed by achieving at least 80 percent of the defined near-term baseline end-state scope (Critical Decision 2) with less than a 25 percent cost variance from the original approved baseline, unless impacted by a directed change. On a project portfolio basis, 90 percent of EM cleanup projects will meet the project success

definition benchmark.

These are the benchmarks that will be used to define, track, and measure project performance over time. Inherent differences in the planning and execution of capital asset construction projects and EM cleanup projects are reflected in the benchmarks. These benchmarks clarify that while each project has individual schedule goals, the primary focus of these Departmental overarching performance goals is to maintain cost discipline by recognizing that any significant schedule delay translates to project cost increases. Clearly the only acceptable delay is from directed changes. Examples of directed changes include, but are not limited to (a) changes to approved budgets or funding, and (b) changes resulting from DOE policy directives and regulatory or statutory requirements.

Now when you are asked "is your project successful?" you will be able to answer that question from the Department of Energy's perspective.

## Questions or Comments?

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

**PMCDP.Administration@hq.doe.gov. For further information about the OECM PMCDP or Program Management Career Development Curriculum contact:**

Peter O'Konski, Director, Office of Facility Management and Professional Development: 202.586.4502

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## Upcoming PMCDP Courses

### **August**

25-28 Integrating Safety into Project Management (L1), Oak Ridge

26-28 Systems Engineering (L3), Idaho

### **September**

2-4 Contract Admin for Technical Reps (L1), DC

4-10/24 Advanced Concepts in Project Management (L2), Pittsburgh/NETL

8-12 Cost and Schedule Estimation (L2), Los Alamos

9-11 Acquisition Strategy and Planning (L1), Savannah River

10-12 Executive Communications (L4), DC

15-19 Program Management and Portfolio Analysis (L3), Idaho

16-18 Executive Communications (L4), Savannah River

16-18 Advanced Risk Management (L4), Oak Ridge

### **October**

7-8 Planning for PBMC (L1), Richland

14-15 Planning for PBMC (L1), Richland

### **November**

17-19 Contract Admin for Technical Reps (L1), Albuquerque

20-21 Planning for PBMC (L1), Albuquerque

For the most up-to-date course schedule, please visit: <http://www.colleagueconsulting.com/training.htm> and click on "Current Training Schedule"

## Spotlight On: Real Property Asset Management (RPAM)

RPAM focuses on the requirements of DOE Order 430.1B, *Real Property Asset Management*. Students will acquire a systematic, integrated approach to the management of federal real property, order requirements, reporting mechanisms, and roles and responsibilities for RPAM. The course addresses real property planning and management, Ten Year Site Plans, real property status reporting requirements and mechanisms, value management, performance management and DOE and contractor role and responsibilities for real property asset management. Also included in the course are the requirements contained in the February 2004 Executive Order 13327, *Federal Real Prop-*

*erty Asset Management* and the January 2007 Executive Order 13423 *Strengthening Federal Environmental, Energy, and Transportation Management*.

The target audience for this course is all DOE personnel involved with the management of real property assets (either nuclear or non-nuclear) within DOE. This includes LPSOs, CSOs, PSOs, DOE site/field managers, DOE operations and area officials charged with nuclear and non-nuclear facilities management or maintenance, DOE employees involved in DOE land-use planning and the production of Ten-Year Site Plans, and DOE employees charged with the disposition and

long-term stewardship of DOE real property assets and contractors.

RPAM is being offered as a blended learning course for the first time ever on September 8-24. The course will meet from 10-12 on Mondays and Wednesdays. Unlike other blended learning courses, RPAM does not have an on-site portion. To register for the September 8-24 delivery of RPAM, please enroll via CHRIS. There is a limit on the number of sites that can be linked via televideo; requests will be honored on a first-come-first-served basis.

