

# PATHWAYS TO PROJECT SUCCESS

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### MEET ~~THE~~ OECM DIRECTOR

Greetings! As the Director, Office of Engineering and Construction Management (OECM) I wanted to share some of my thoughts and questions. And, I wanted to solicit your support.

First and foremost, you should all take great pride in what you do; you are all supporting the national security of this great country and/or restoring and safeguarding our environment. The projects you oversee are unique and complex. I can tell you the list of construction projects underway within DOE would impress anyone from any other federal agency. I am most impressed.

With that said, the project management challenges are daunting. Many of our projects are “first of a kind” and/or are utilizing new technologies, high risk ventures. These projects, along with their price tags, garner much attention. We must ensure that our approved baselines “hit the mark,”

that they are credible. We must deliver our projects safely, on schedule and on budget, meeting all mission requirements and environmental standards. If we miss the mark, our credibility is called into question, along with our project management expertise and future funding support.

Most of our projects, especially those less than \$100 million, do come in on schedule and budget; projects greater than \$100 million have raised some concerns. How do we improve our project management performance? Do we take more time defining requirements, challenging all

assumptions and testing new technologies? Do we ensure designs are more mature before we establish baselines? Do we ensure our integrated project teams are properly staffed with the right skill set? Do we use the appropriate acquisition strategy in each instance and work to de-bundle “brick and

*Continued, page 2*



*Paul Bosco  
Director OECM*

### PMCDP NEWS ~~AND~~ NOTES

The Department has undertaken an initiative to combine all Program Office website to one location accessed from the DOE main web page.

Check out the new website location for OECM and PMCDP:

<http://management.energy.gov/>

PMCDP is committed to provide

you with opportunities for education, training, and development to assist you, and the Department, in maintaining excellence in project management.

Suggestions and comments on the PMCDP and newsletter are encouraged and may be submitted to [PMCDP.Administration@hq.doe.gov](mailto:PMCDP.Administration@hq.doe.gov)



**UPCOMING  
EVENTS:**

**SUMMER 2007**

**September 14, 2006**

CRB meeting  
Washington, DC

**October 6-9, 2007**

PMI Global Congress  
Atlanta, GA

**October 12, 2007**

CRB meeting  
Washington, DC

**FALL 2007**

**Fall 2007**

CEG Update Workshop  
Washington DC

**December 7, 2007**

CRB meeting  
Washington, DC

**SPRING 2008**

**March 18-19, 2008**

PM 2008 Workshop  
Washington, DC

**If you do what you've  
always done, you'll get  
what you've always  
gotten.**

- Anthony Robbins

*...Greetings from the OECM Director, continued from page 1*

mortar" facilities from complex (and nuclear) facilities? Rhetorical questions to be sure but just a sampling of questions I ask each of you to ponder as you begin projects; I look to you, as seasoned Federal Project Directors (FPDs), to help improve project management.

There is one area where I need your immediate support. It comes under the heading "baseline confusion." Each project has only one, original baseline. It is the total project cost (TPC) that has been approved by the appropriate acquisition executive. It is approved at critical decision 2 (CD-2), "Approve Performance Baseline," in accordance with our DOE Order 413.3A. It represents the budget quality government estimate that we present to Congress within our budget request. It is the number that we expect Congress, and others, to hold us to, to judge our project management performance against; all other monetary numbers in advance of that are preliminary planning numbers (preferably cost ranges) that are constantly being refined as our requirements and design mature. There should be no confusion on a project's approved baseline.

Some, generally outside the agency, have used our CD-0 or CD-1 preliminary cost estimates to judge our project management performance. "Foul!" If a cost estimate is not the baseline, we should provide a cost range. Please ensure recipients know when we provide preliminary planning estimates versus an approved baseline. If we are going to "strike out" (bust the baseline on a project), let's ensure that we are at least in the "batter's box;" standing in the "on deck circle" does not count.

I look forward to meeting each of you "on site"... and, while I'm there, please be sure to bend my ear on your thoughts to improve project management. Be safe!

**Announcing: Project Management 2008 Workshop**



**Mark your Calendar!**

OECM will host the 2008 Project Management Workshop in Washington, DC, March 18-19, 2008.

Make sure to mark your calendar as a not to miss event! Details will be announced in the Winter 2007.

**Construction Industry Institute**

If you are looking for (1) industry best practices, such as benchmarking, design effective-ness, and zero accident techniques; (2) additional technical guidance in areas, such as construction, startup, project controls, safety, and risk management; or (3) a means to enhance our business effectiveness and sustainability of a capital facility's life cycle, consider checking out the Construction Industry Institute's (CII) website at [www.construction-institute.org](http://www.construction-institute.org).

DOE is a member of the CII and as a DOE affiliate, you can access valuable resources. Many are downloadable at no cost. You can also participate in educational workshops

and other activities that are beneficial to member organizations.

The CII is a consortium of more than 100 leading owner, engineering-contractor, and supplier firms from both public and private arenas. Many include those who provide service to the DOE and have participated in various CII research endeavors with academia.

Contact Brian Kong of OECM, ([brian.kong@hq.doe.gov](mailto:brian.kong@hq.doe.gov), 202-586-3151) to register and gain access to the "members only" areas of the CII website containing CII products and publications. Membership access is authorized for DOE employees and DOE contractor personnel when associated with business in direct support of the Department.

**PMCDP CLASSES <sup>FOR</sup> August – December 2007**

**August 2007**

- 07 – 10 Aug 2007 ..... Integrating Safety into Project Management ..... Las Vegas, NV
- 20 – 24 Aug 2007 ..... Project Management & Portfolio Analysis ..... Los Alamos, NM
- 21 Aug – 05 Oct 2007 ..... Project Management Systems & Practices in DOE ..... Idaho Operations Office  
(Host site at Idaho, VTC available at Washington, DC and Germantown, MD)
- 27 – 29 Aug 2007 ..... Earned Value Management (Systems) ..... Albuquerque, NM

**September 2007**

- 11 – 13 Sep 2007 ..... Project Leadership/Supervision..... New Orleans, LA, SPR Office
- 17 – 20 Sep 2007 ..... Federal Budgeting Process in DOE ..... Washington, DC
- 18 – 20 Sep 2007 ..... Advanced Risk Management ..... Richland Operations Office
- 25 – 27 Sep 2007 ..... Facilitation Techniques/Conflict Resolution..... Los Alamos, NM
- 25 – 26 Sep 2007 ..... Project Alignment/Pre-Project Planning ..... Washington, DC
- 25 – 27 Sep 2007 ..... Implementation and Management of PBMC ..... Albuquerque, NM

**October 2007**

- 02 – 04 Oct 2007 ..... Value Management ..... Washington, DC
- 02 – 04 Oct 2007 ..... Implementation and Management of PBMC ..... New Orleans, LA, SPR Office
- 16 – 18 Oct 2007 ..... Scope Management/Baseline Development ..... Idaho Operations Office
- 16 – 18 Oct 2007 ..... Contract Administration for Technical Representatives..... Washington, DC
- 22 – 26 Oct 2007 ..... Advanced Leadership ..... Richland Operations Office
- 22 – 26 Oct 2007 ..... Program Management & Portfolio Analysis ..... Chicago, IL
- 23 – 25 Oct 2007 ..... Executive Communications ..... Albuquerque, NM
- 29 – 31 Oct 2007 ..... Systems Engineering ..... Chicago, IL
- 29 Oct – 02 Nov ..... Advanced Leadership ..... Los Alamos, NM

**November 2007**

- 06 – 08 Nov 2007 ..... Negotiation Strategies & Techniques ..... Albuquerque, NM
- 06 – 09 Nov 2007 ..... Integrated Safety Management ..... Germantown, MD
- 27 – 29 Nov 2007 ..... Strategic Planning ..... Los Alamos, NM

**December 2007**

- 04 – 06 Dec 2007 ..... Labor Management Relations ..... Richland Operations Office
- 10 – 13 Dec 2007 ..... Project Risk Analysis & Management ..... Oak Ridge Operations Office

**What's New  
In  
Training**



- ✓ **Five courses were reviewed and updated for 2007:**
  - Acquisition Strategy and Planning
  - Advanced Concepts in Project Management
  - NEPA and Environmental Laws and Regulations
  - Project Execution & Operation Readiness Review
  - Project Management Systems and Practices in DOE
- ✓ **One newly developed courses have been piloted:**
  - Advanced Risk Management, May 2007

**Course Hours and PDUs**

Do you find yourself asking, what is the difference between course hours, continuing education (CE) hours, and professional development units (PDUs)?

The number of CE hour credits for DOE courses is determined by the course length. That is, a one day DOE course conducted over eight hours usually carries eight hours of course credit.

**Helpful CE credit tips:**

- DOE indicates course hours in the CHRIS (ESS) Course Catalog.
- Your DOE training summary in the ESS should show the number of course hours completed for each individual course.
- CE hours for courses used to maintain PMCDP certification equal course hours. Example, an eight hour DOE course equals eight CE hours.

PDUs are used by the Project Management Institute (PMI) to maintain an individual's Project Management Professional (PMP) certification. There are many ways to obtain PDUs, including courses from Registered Education Providers (REPs), which are organizations approved by PMI to offer PDU credit for project management training.

**Some helpful PDU credit tips:**

- DOE's project management curriculum was externally reviewed by PMI and has certified DOE as a PMI REP.
- Under the REP program, several of DOE's courses were externally reviewed by PMI and were awarded PDUs that can be directly applied toward maintaining PMI certification.
- Generally, to determine PDUs for a course conducted over eight hours, PMI assumes one hour is dedicated to a lunch break. Therefore, PMI awards seven PDU credits representing "time spent in a structured learning activity." Exact PDU credits earned are shown when you register on the PMI website at [http://tel.occe.ou.edu/pmi/PMI\\_Member/PDUlogin.php3](http://tel.occe.ou.edu/pmi/PMI_Member/PDUlogin.php3)

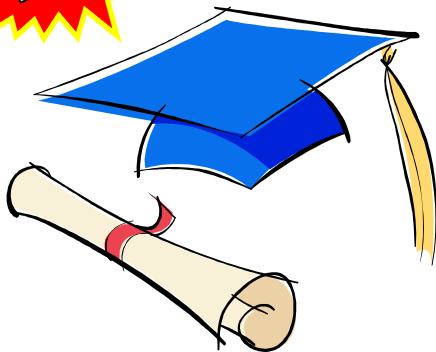
**EARNING CONTINUING EDUCATION CREDIT HOURS**

The CRB continues to consider updates to activities that qualify for CE hour credit.

In May 2007, the CRB ruled to grant eight (8) CE credit hours per each review day to those who serve on the DOE O 413.3A *Program and Project Management for the Acquisition of Capital Assets* Guides Working Groups which will study and recommend updates to M 413.3.

If you have suggestions or recommendations for project management activities that could be eligible for CE hour credit that are not listed in the table below, send your ideas to OECM at [PMCDP.Administration@hq.doe.gov](mailto:PMCDP.Administration@hq.doe.gov)

Training/Continuing Education (CE) Opportunity Description	Unit	=	DOE CE Credit Hours
Educational portions of technical meetings, conferences, workshops, and seminars; DOE training; and focused training and short courses provided by commercial vendors	1 hour	=	1
Academic courses at an accredited college or university	1 semester credit	=	15
	1 quarter credit	=	9
Audited academic courses at an accredited college or university	1 semester credit	=	5
	1 quarter credit	=	4
Presentations at workshops, conferences, and seminars	1 formal presentation	=	5
Instructing at an accredited college or university	1 semester credit	=	10
	1 quarter credit	=	9
Certified Level 3 or 4 FPD serving as mentor to certification candidate. A formal written mentoring agreement is required for the mentoring development activity and is also required to be documented in both mentor and certification candidate Individual Development Plans (IDP). Additionally, Level 3 and 4 certified FPDs serving as mentors are encouraged to take Departmental mentoring courses.	6 months mentoring Level 3 candidate	=	30
Participation as <u>member</u> of a review team (i.e., IPRs, EIRs, independent cost reviews, earned value management validation reviews, O413.3A guides)	1 work day (team convened)	=	8
Participation as review team <u>member</u> in preparation for a project review (i.e., IPRs, EIRs, independent cost reviews, earned value management validation reviews)	Maximum per review	=	8
Serving as an incumbent FPD (Maximum 10 CE hour credit for 2-year certification period)	1 year	=	5
Carryover allowed per certification period. If FPD is certified to a higher level, this will still apply.	Maximum carryover	=	20
Serves as a Sponsor/Subject Matter Expert (SME) for one or more PMCDP courses (Applies to Level 3 or Level 4 certified FPDs)	Serves as SME for at least one year	=	15



**Boston University <sup>AND</sup> DOE**

**Receive Academic Credit toward a Master's Degree in Project Management**

In June 2007, the Department of Energy and Boston University signed a Memorandum of Understanding that establishes a partnership that will allow DOE employees to receive academic credit towards a Master of Science in Project Management in connection with a select group of courses taken through the Project Management Career Development Program.

An information briefing is planned in the months ahead for DOE staff that will provide details regarding the partnership. Be on the lookout for the announcement in DOECAST.

**PMCDP 2008 Data Call**

The 2008 PMCDP Data Call is complete. Thanks to all PMCDP participants and program offices for responding and providing information that will help to forecast your project management training needs. The PMCDP training schedule currently shows courses planned through the end of the first quarter of FY 2008 (see also page 3).

The calendar year 2008 training schedule is expected to be available for PMCDP participants by the end of September 2007.

**QUESTIONS <sup>AND</sup> ANSWERS**

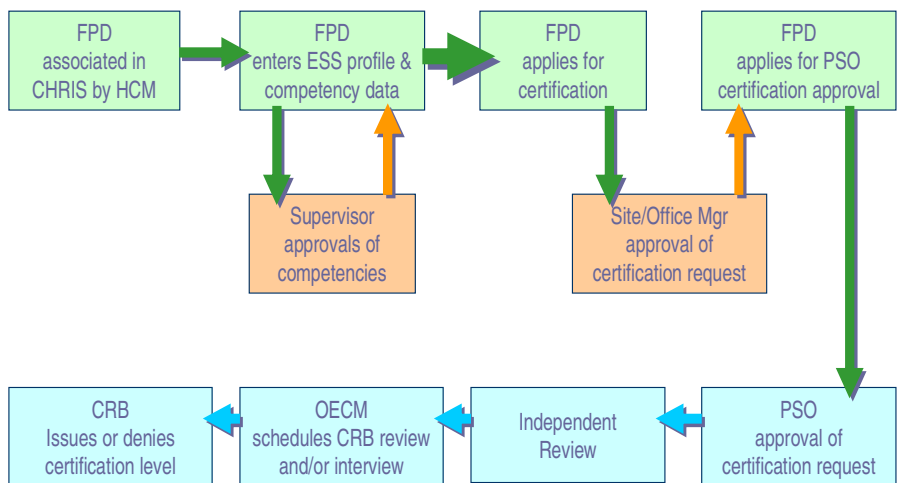
**Q.** I submitted my certification package. How do I find out the results of my profile review and certification consideration?

**A.** For initial independent reviews conducted by the PMCDP, requests for additional or clarifying information are coordinated through the Program Office, typically their project management office/ group. Once the certification candidate has been considered, the CRB will notify the program office of the results. You will not hear directly from the CRB, OECM, or from a support contractor. Program Offices notify their certification candidates of CRB decisions according to internal protocol.

**Questions  
or  
Comments ?**

For further information about the OECM PMCDP or Program Management Career Development Curriculum (PMCDC), please contact the following:

- Rose Jordan, Deputy Director for Professional Development  
*rosalie.jordan@hq.doe.gov*
- Wanda ChambersSteinberg, PMCDP Program Manager  
202-586-8114  
*wanda.chambers@hq.doe.gov*
- Nestor Folta, PMCDC  
202-586-4554  
*nestor.folta@hq.doe.gov*



*At a Glance: PMCDP Federal Project Director Certification Process*

**Have a Question?**

Ask it electronically via the PMCDP Administrator mailbox:  
[PMCDP.Administration@hq.doe.gov](mailto:PMCDP.Administration@hq.doe.gov)

## UPDATES TO THE PMCDP MODULE IN CORPORATE HUMAN RESOURCES INFORMATION SYSTEM (CHRIS)/ EMPLOYEE SELF-SERVICE (ESS)

In the Spring of 2007, updates were made to the PMCDP module in CHRIS/ESS. The changes were designed to continue to increase user friendliness and assist the PMCDP participant to better delineate his/her competency information. Key changes are as follows:

- Project History:
  - Addition of separate fields to detail the start/end dates of time served on a project. This information is added to the Supervisory/Site Review report section under "Project History."
  - Ability to sort project history information by project name, TPC, overall start date (default) or your start date.
  - Project title field expanded to 60 characters.
  - Project role and your project participation dates are required entry.
- New entry procedures for selecting approving officials for reviewing profiles.
- Ability to view approving official comments on competencies in the Competency Status Report.
- Revised and updated tutorial that

details the procedures for all data entry, reports, certification requests, and approving official actions.

- Ability to move to your Competency Status Report from the Competency Summary Report via a "jump" link.
- New Introduction Screen (Set Profile Screen)
- Updates for entry for Program/Staff Office and Area Office affiliations in the Set Profile Screen.
- Revised Rotation with Industry Request Form
- New data fields for most recent certification date and level will be shown on the profile cover/signature page on the Supervisory/Site Review report.
- New data display fields in the Supervisory/Site Review Report that lists bachelor, master, and doctoral degrees separately, not just highest degree earned.
- Link added from the "Review/Update a Competency" screen to the "Competency Status Report."

A tutorial is available in the PMCDP ESS module which can

assist you in working through setting up a profile, entering your competency information, applying for certification and maintaining your CE hours. Persons needing assistance with the PMCDP ESS module should contact the **ESS Help Desk** at 301-903-0605.

Persons are asked to please update their Program/Staff Office and Area Office affiliations for their profiles in the PMCDP ESS module.

### CHANGES <sup>IN</sup> 0361.1A

The draft DOE Order 361.1A *Acquisition Career Development Program* entered REVCOM in June 2007 and is now in reconciliation of program office comments. The new Order 361.1B should be finalized by August 2007. There are changes to both the overarching Order and Chapter IV, which addresses the PMCDP.

Major changes to developmental/work activities were published in the December 2006 *Pathways to Project Success* newsletter and can also be found on the OECM website.

In addition, OECM will host a Working Group in the Fall of 2007 to update the accompanying DOE guide, G 361,1A, Chapter IV, PMCDP Certification and Equivalency Guidelines (CEG). Both the Order and Guide can be found on the PMCDP module of the OECM website at

<http://www.management.oecm.gov>

If you need more specific information, please contact the OECM PMCDP point of contact.

### WHEN TO RE-ASSOCIATE WITH THE PMCDP ESS

#### *Did You Know ?*

1. If there's a personnel action completed and reflected in your ESS that changes your job position number (i.e., promotion or new job), your Program Office may need to re-associate you to the PMCDP ESS module.
2. If you change organizations (or even site offices within an organization) that results in a personnel action, your personnel representative must update your ESS associations. This should be automatic, but be sure to check to ensure you've been re-associated with the PMCDP module in the ESS.



**PORTFOLIO TPC AND CERTIFICATION**

**How do I determine what my level of certification should be?**

Certification is based upon project management knowledge, skill, ability, and work experience. The level to which a Federal Project Director is required to be certified is determined by the applicable Program Office, based on the project complexity, risk, visibility, and cost.

In March 2007, the CRB approved a change in determining the required level of certification from using the aggregate cost of a portfolio of projects currently managed by that FPD to using the highest dollar value (or Total Project Cost (TPC)) project.

For example, if a person is the designated FPD on two Line Item Capital Asset projects, with individual TPCs of \$70 million and \$50 million, respectively, his/her required certification would now be a Level 2 (i.e., no individual project TPC over \$100M).

Prior to the change, since the FPD's aggregate portfolio TPC was \$120M (i.e., between \$100-400M), the required certification was determined to be a Level 3.

FPDs that direct Office of Environmental Management (EM) Clean-up projects have special cost considerations and should coordinate with their Program Office for the determination of TPC and the applicable required certification levels.

*Recent DOE Certification Review Board change determines Required Certification Level based on individual project TPC*

**Equivalencies in PMCDP**

Currently, equivalencies may be accepted to fulfill competency requirements for certification. Here are few pointers that may help you when documenting equivalencies to fulfill certification requirements.

**Be concise!**

Any previous training or experience that you use to fulfill a competency should provide sufficient detail so that the approving officials and the CRB can comprehend how these activities meet the competency. Specific topics covered in training, course dates and the approximate number of contact hours spent on this specific topic/area, and/or examples of situation(s) where competencies are clearly exemplified should be included.

**When in doubt...**

If more than one course or experience is needed to adequately address the depth and breadth of your knowledge, skill, and ability, list as many examples as will appropriately support the scope of the competency. The entry field in the ESS PMCDP module will support up to 2000 characters!

**Help is Available!**

For more information, consult the PMCDP Certification Equivalency Guidelines or the example certification profile on the Office of Management's Project Management website for further guidance at [http://management.energy.gov/project\\_management.htm](http://management.energy.gov/project_management.htm)

**FPD AND PAY INCENTIVES**

The December 2006 PMCDP newsletter detailed the current pay incentives for certified incumbent Federal Project Directors.

In January 2007, the CRB in consultation with the Office of Human Capital Management adopted a clarification of this language. This clarification has been incorporated into the revision of O361.1A. Program Offices:

"Incentives will be paid either as lump sum amounts or as additions to basic pay in keeping with Part 575 of the 5 CFR (Code of Federal Regulations) covering recruitment, relocation, and retention incentives. The payment of such incentives is at the discretion of the Head of each Departmental Element and is predicated on the availability of sufficient budgetary funds, as follows:

- (a) PMCDP Level 1 – up to 5 percent of basic pay;
- (b) PMCDP Level 2 – up to 7.5 percent of basic pay;
- (c) PMCDP Level 3 & 4 – up to 10 percent of basic pay."

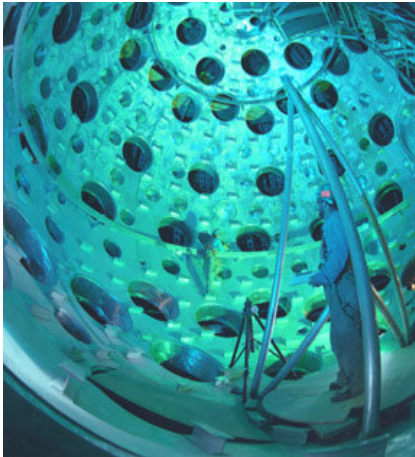
**TPC LEVEL LIMITS**



- **Level 4:** TPC exceeding \$400 million (M)
- **Level 3:** TPC greater than \$100M and equal to or less than \$400M
- **Level 2:** TPC greater than \$20M and equal to or less than \$100M
- **Level 1:** TPC greater than \$5M and equal to or less than \$20M

**Project Showcase**

DOE continues to build state-of-the-art, cutting-edge projects directed by DOE Federal Project Directors, such as the National Ignition Facility (below) led by Scott Samuelson.



*National Ignition Facility  
Lawrence Livermore  
National Laboratory*

**DOE/OECM RETIREMENT**

Catherine Santana, Deputy Director for Management Systems & Assessments, Office of Engineering and Construction Management, retired on June 15, 2007.



*Catherine Santana*

As Deputy Director for OECM's Project Management Systems and Assessments at the Department of Energy (DOE), Ms. Santana was responsible for developing and maintaining DOE-wide project management policies and guidance, certifying DOE contractors' Earned Value Management systems as compliant with industry standards, and coordinating External Independent Reviews of major system projects' cost baselines.

We extend congratulations and best wishes to Catherine in her retirement.

**IT FPD CERTIFICATION AND PMCDP CERTIFICATION**

In January 2007, the CRB determined that the Information Technology (IT) skill set is the primary responsibility of the Office of the Chief Information Officer (CIO), which grants certification for IT Federal Project Directors. Therefore, persons with IT experience pursuing certification should be referred to the CIO.

More information on IT Project Management Certification can be found at: [http://cio.energy.gov/project\\_management.htm](http://cio.energy.gov/project_management.htm)

**CERTIFIED FPD  
CORNER**



**Congratulations to Newly Certified FPDs!**

The Department currently has 221 certified FPDs on-board. A complete listing is found on the Office of Management web site under "Project Management" at [http://management.energy.gov/project\\_management.htm](http://management.energy.gov/project_management.htm)

Hats off to the latest FPDs certified in FY 2007 who've attained new or higher certifications that help mark milestones in their careers:

**LEVEL 1**

- Belencan, Helen L. SR
- DeClue, Scott C. SR
- Giove III, Joseph HQ
- Henderson, A. David HQ
- Idelicato, Anthony PSO
- Lesica, Susan M HQ
- Loucks, Vicki D. LASO
- Luke, David J. LASO
- Lundgaard, Eric L. NV
- Marks, Margaret CBC
- Mitchell, Michael T. HQ
- Patel, Hemant S. BSO
- Shine, John PPPO
- Wade, James R. ID
- Worker, Andrew S. Y-12
- Yankeelov, John ID

**LEVEL 2**

- Abdul, Wahed ORP
- Elias, Wayne S. SPRO
- Furlong, Peter T. ORP
- Gallegos, John A. LASO
- Gorsuch, Geoffrey WV
- Gunter, H. Allen SR
- Laforest Jr, James R. Y-12
- Lehman, Rodney A. HQ
- Martin, Mary E. HQ
- Palestina, Nicholas SPRO
- Schmidhofer, Dirk NV
- Sheppard, John D. OR
- Stair, James R. HQ
- Van Camp, Scott G. ID
- Weber, Matthew J. LASO
- Whitaker, Wade C. SR

**LEVEL 3**

- Adams, Vincent OR
- Bangerter Jr., Robert M. NV
- Bazzell, Kevin D. RL
- Cahill, William J. OR
- Charboneau, Stacy RL
- Haley, Timothy A. HQ
- Harder, Dawn SSO
- Polk, Phillip (Tony) SR
- Roberson, Jeffrey L. HQ

**LEVEL 4**

- French, Mark S. RL
- Newdorf, Martin B. HQ