

Pathways to Project Success

JANUARY 2009

What's New

Sample Certification Profiles Available

The PMCDP has prepared an example profile for all DOE staff who wish to come forward for PMCDP certification.

The profile can be found on the PMCDP website page entitled "Registration/Creating a Certification Package." These competency examples will also be incorporated into the PMCDP module in

Employee Self Service (ESS) for guidance in drafting your fulfillments.

Everyone is encouraged to review the examples. If you have any comments or other examples you would like to offer for use by the Federal Project Director (FPD) community, please send them to the PMCDP mail box:

PMCDP.Administration@hq.doe.gov

Reminder: Acquisition Career Management Information System (ACMIS)

The Office of Federal Procurement Policy establishes the principle requirements for record keeping and reporting on acquisition workforce members. It requires current information on the acquisition workforce, including training, waivers and certification, be kept current and up to date in an electronic data base, common to all federal agencies, the Acquisition Career Management Information System (ACMIS).

DOE considers all FPDs part of the acquisition workforce. Therefore, you should be populating ACMIS with your records, including fulfillments, waivers and certification information. In addition, you are responsible for keeping copies of documents and certificates related to training, education, experience and certification.

Contact your program or site training representative for further information on registering and entering information into ACMIS.

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2009 Annual Department of Energy
Project Management Workshop

March 31 - April 1, 2009 | Hilton Alexandria Mark Center

Change — the only constant.



Registering for the Project Management Workshop (March 31-April 1, 2009)

During the month of January, workshop registration is open to Federal Project Directors and DOE Headquarters and Program Office staff only. General registration will begin in February. To register, please visit: <http://www.2009doeworkshop.com>. The draft agenda will be released soon and as has been the past practice, we hope to have our new Secretary speak and present awards.

In conjunction with the workshop, a special delivery of "Integrating Safety into Project Management" will be offered. The course will take place March 30, April 2 and April 3 at the Mark Center Hilton in Alexandria, VA, from 7am-5pm. Please register via CHRIS; the course code is 001035.

ProjNetSM OECM/NNSA Pilot Program for Capturing Project Management Lessons Learned

By: *Ruben Sanchez*



In an effort to achieve the Departmental goal of improving overall project management performance, OECM has contracted for a web-based tool in support of construction project design review and lessons learned called ProjNetSM. NNSA has agreed to pilot the project for a twelve-month period. They will evaluate the tool's capability to meet DOE Order 413.3A requirements for lessons learned reporting in reducing Federal construction project costs.

ProjNetSM will serve as a real-time collection tool and subject matter repository to document and share lessons learned with the entire complex. After the twelve-month period, OECM will work with other Programs to implement ProjNetSM DOE-wide.

ProjNetSM allows the exchange of design and construction information among DOE users in the context of project management. During the twelve-month pilot, NNSA will test the utility of ProjNetSM applications and provide a web-based platform for the review and feedback of project

related documents that would seamlessly integrate with the lessons learned system. NNSA will also use a Design Quality Lessons Learned application which will provide a mechanism to build lessons learned sharing for project management processes.

The plan is to implement the ProjNetSM pilot during the design development and early construction stages for two projects: the High Pressure Fire Loop Project at Pantex and the Nuclear Facility Risk Reduction Project at Y-12.

Certification Review Board (CRB) News

CRB Actions

The CRB has decided to rescind its requirement for all certification candidates after January 1, 2009, to submit a copy of their most current SF-50 personnel action forms. SF-50s should not be submitted with certification application packages.

New Co-Chair

Alice Williams, co-chair of the Certification Review Board, has accepted the position of site manager for the Livermore Site Office for NNSA. The new co-chair of the CRB is Thad Konopnicki, who succeeds Alice as Associate Administrator for Infra-

structure and Environment. Michael Hickman will replace Thad Konopnicki on the CRB as the NNSA voting member. We wish Alice well in her new position and welcome Thad as the new co-chair!

Upcoming PMCDP Courses

January

- 12-15 Integrating Safety into Project Management (L1), Oak Ridge
- 13-15 Executive Communications (L4), DC
- 13-March 6 (Blended Learning) Project Management Essentials (L1), Savannah River (onsite Feb 10-12)
- 26-29 Project Risk Analysis and Management (L2), DC
- 26-29 The Federal Budgeting Process in DOE (L2), Golden, CO
- 26-29 Integrating Safety into Project Management (L1), Brookhaven Site, NY
- 27-March 10 (Blended Learning) Advanced Concepts in Project Management (L2), Oak Ridge (onsite March 3-5)

February

- 2-4 Environmental Laws, Regulations, and NEPA (L2), Oak Ridge
- 2-6 Project Management Simulation (L2), Las Vegas

- 9-March 24 (Blended Learning) Advanced Concepts in Project Management (L2), Las Vegas (onsite March 17-19)
- 9-13 Program Management and Portfolio Analysis (L3), Los Alamos
- 10-11 Planning for PBMC (L1), Richland
- 10-12 Leadership and Supervision (L2), Cincinnati
- 24-26 Acquisition Strategy and Planning (L1), DC
- 24-26 Value Management (L2), Los Alamos

March

- 2-6 Cost and Schedule Estimation and Analysis (L2), Los Alamos
- 2-6 Project Management Simulation (L2), NETL
- 3-April 16 (Blended Learning) Project Management Systems and Practices (L1), DC
- 3-5 Contract Administration for Technical Reps (L1), Savannah River

- 3-5 Earned Value Management System (EVMS) (L1), New Orleans
- 9-12 Integrating Safety into Project Management (L1), Las Vegas
- 9-13 Cost and Schedule Estimation and Analysis (L2), Idaho Falls
- 9-11 Contract Administration for Technical Reps (L1), Albuquerque
- 12-13 Planning for PBMC (L1), Albuquerque
- 17-18 Project Alignment/Pre-Project Planning (L3), Chicago
- 17-19 Systems Engineering (L3), DC
- 24-26 Executive Communications (L4), Oak Ridge

A special offering of “Integrating Safety into Project Management” will be offered in conjunction with the Project Management Conference. The course will take place March 30, April 2 and April 3 at the Mark Center Hilton in Alexandria, VA, from 7am-5pm. CHRIS code: 001035.

Please be aware that course dates and locations sometimes change. For the most up-to-date course schedule, please visit: http://colleagueconsulting.com/ct-training_sched-DOE.shtml and click on “Current Training Schedule”

Certified Federal Project Director (FPD) Corner

Continuing Education (CE) Hour Opportunity Additions!

Effective immediately, the Certification Review Board has approved several new opportunities for gaining CE hours.

- Develop a Lessons Learned Study for use in a PMCDP course [must be accepted by OEEM] = 5 CE hours
- Develop a Case Study for use in a PMCDP course [must be accepted by OEEM] = 8 CE hours
- Pass a professional examination, or obtain a license, or certification = 40

CE hours (only for the year obtained)

- Active Association Membership (in relevant subject area or project management association) = 5 CE hours/year
- Member Association Activity Attended = 1 hour for each 60 minutes

The complete CE hour listing can be found on the PMCDP website’s “Maintaining a Certification/Continuing Education” page: http://management.energy.gov/pm_certification.htm

Congratulations to the FPDs who have recently attained new levels of certification!

Level 3

James LaForest, Y-12

Level 4

David Kozlowski, Portsmouth/
Paducah

By: *Pete Check, Team Lead of Corrective Measure #2*

In the past several issues of the PMCDP newsletter, you have read about the Root Cause Analysis (RCA) and the Corrective Action Plan (CAP). Both are the result of the Department's efforts to address contract and project management deficiencies with an end goal of removing DOE from GAO's High Risk List for Contract and Project Management. The CAP identified eight corrective measures. These measures directly address each issue and its root causes.

Corrective Measure #2, organized specifically to address the concern over the lack of proper federal staffing on projects, directly addresses two of the recurring deficiencies noted by GAO: inadequate management and inadequate oversight.

The Corrective Measure #2 team, consisting of representatives from the Program Offices and headquarters staff, began meeting in the spring of 2008. In August, a Gap Analysis and a draft staffing model were started. The staffing model considers productivity factors as well as factors for project type, complexity, phase, how execution influences regulatory and external groups, uniqueness and contract type. At this time, the draft staffing model is being field tested. The staffing model will be a guidepost, an estimate (plus or

minus 20%, or so), to approximate staffing requirements of the core project team. Similar to the U.S. Army Corps of Engineers (COE) model and the Naval Facilities Engineering Command (NAVFAC) model, it will be refined over time as we get smarter on its strengths and deficiencies.

Today, unlike the COE and NAVFAC, there is no consistent Department-wide staffing model used to estimate project-specific federal staffing requirements. This model will provide DOE with a consistent basis to justify to the Office of Management and Budget, the Congress, and most of all, the taxpayers, the size of the DOE federal workforce necessary to oversee projects.

The model is intended to give Federal Project Directors flexibility on how to staff their projects and in what functional areas. The staffing model is another step forward with an eye toward enhancing DOE's contract and project management. The Corrective Measure #2 team's algorithm will not be perfect, but it will be a starting point for improved resource planning which will provide a basis to refute future claims that we have "inadequate management and inadequate oversight" on DOE projects.

Question of the Month

Question: My title is not "project director", but I function as one on my project. How can I best explain this on my PMCDP profile?

Answer: You should state your current title, and parenthetically state that this title is equivalent to the roles and responsibilities of a Federal Project Director (FPD). DOE O 413.3A states the roles and responsibilities of an FPD. You should address as many of these as you can, especially the core functions of: leading the establishment and implementation of the Project Execution Plan; approving Level 2 project controls changes; presenting the Quarterly Project Progress Reviews to the Acquisition Executive; serving as the Contracting Officer Technical Representative, as determined by the Contracting Officer; and serving as the single point-of-contact between Federal and contractor staff for all matters relating to the project and its performance. If your project is defined by a Work Breakdown Structure (WBS), you should identify the project WBS number (this defines the scope of work for which you are solely responsible).

Questions or Comments?

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

PMCDP.Administration@hq.doe.gov. Or visit our website at http://management.energy.gov/pm_certification.htm.

For further information about the OEMC PMCDP or Program Management Career Development Curriculum contact:

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

Marylee Baker, Lead Professional Career Development Analyst: 202.586.8254