

Pathways to Project Success

FEBRUARY 2009

PMCDP Updates



Course Title Change

The PMCDP course "Integrating Safety into Project Management" will now be entitled "Planning for Safety in Project Management." The title change will not affect those who have previ-

ously completed this course, and the CHRIS code will remain the same (001035). "Planning for Safety in Project Management" will continue to be 3.5 days in length and be worth 25 PDUs.

Mentoring Program Update

PMCDP has developed a series

of materials outlining its Mentoring Program. A one-page summary of the program, as well as brochures for mentors and protégés, have been posted online. They can be accessed by visiting the PMCDP website.

Continuing Education Update

A modified Continuing Education (CE) Credit Hour Assignment Table has been posted to the OECM/PMCDP website. The most current update clarifies the text for CE credit hours for participation on peer project reviews.

Credit may only be granted for peer reviews of projects other than your own. Reviews of your project are part of your routine FPD duties, and you may be granted credit for up to 5 CE credit hours per year for incumbency on a project.

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

General Registration for the Project Management Workshop is now open. To register, please visit: <http://www.2009doeworkshop.com/index.asp>. The draft agenda will be released soon.

In conjunction with the workshop, a special delivery of "Planning for Safety in 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.

What are the Requirements to Get a Level 1 PMCDP Certification?

By: Steven H. Rossi, P.E., PMP

Ever wonder how you can be certified in the Department of Energy (DOE) Project Management Career Development Program (PMCDP)? It may be easier than you think.

This article addresses how you can "get your foot in the door" by obtaining PMCDP Certification Level 1. Level 1 certification allows you to be responsible for projects with a total project cost up to \$20 million.

You must take the seven core training courses. If you are a Project Management Professional (PMP), that certification is accepted as a waiver for three of the classes. The core courses are:

- Project Management Essentials or PMP Certification
- Project Management Sys-

- tems and Practices in DOE
- Earned Value Management System and Project Reporting or PMP Certification
- Contract Administration for Technical Representatives
- Acquisition Strategy and Planning
- Planning for Performance-Based Management Contracting or PMP Certification
- Integrating Safety into Project Management (soon to be renamed "Planning for Safety in Project Management")

You also need specific project management work experience. Required work/development experience is as follows:

- One of the following:
 - One year of experience as a project engineer or Integrated Project Team member
- or,

- Professional Engineer (PE) or Registered Architect (RA) license or PMP Certification

and,

- Three years experience in project management or PMP Certification.

If you are a PE or an RA, you have met the first of the two criteria for work experience. If you are a certified PMP, you have met all the work experience requirements.



LEEDing the Way

DOE will offer several deliveries of two, one-day Leadership in Energy and Environmental Design (LEED) Green Building Rating System courses in the spring/summer 2009 timeframe. The titles of the new

courses will be "Green Building Operations & Maintenance: The LEED Implementation Process" and "Green Building Design & Construction: The LEED Implementation Process."

Both courses will walk through the phases of a typical project, using case examples and implementation strategies throughout to reinforce learning and encourage students to apply knowledge to real-life situations.

Certified Federal Project Director (FPD) Corner

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

Level 3: Benton J. Harp, ORP

Level 4: Paul M. Pak, RL

Upcoming PMCDP Courses

February

- 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 Planning for Safety in 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

10-11 Planning for PBMC (L1), Los Alamos

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

24-26 Leadership/Supervision (L2), DC

30-April 2 Planning for Safety in Project Management (L1), Alexandria, Va

April

6-9 Planning for Safety in Project Management (L1), Berkeley, CA

7-9 Contract Administration for Technical Reps (L1), Richland

7-9 Environmental Laws (L2), Albuquerque

7-9 Project Execution and Operational Readiness Reviews (L3), DC

13-16 The Federal Budgeting Process (L2), Oak Ridge

20-23 Project Risk Analysis and Management (L2), Idaho Falls

27-30 Planning for Safety in Project Management (L1), Cincinnati

27-May 1 Project Management Simulation (L2), Oak Ridge

28-May 9 (Blended Learning) Advanced Concepts in Project Management (L2), Idaho Falls

29-May 1 Earned Value Management (L1), Golden, CO

29-May 1 Executive Communications (L4), Chicago

A special offering of “Planning for Safety in 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”

Corrective Action Plan (CAP) Corner

By: Thomas Bruder, Project Manager, OECM

The Government Accountability Office (GAO), in its update to the High Risk List, acknowledged the positive progress made by the Department in improving Contract and Project Management performance. Its January 2009 report specifically highlighted that the CAP meets the requirements of developing a corrective action plan that

identifies root causes and a near-term plan for implementing solutions. The Department has satisfactorily addressed three of the five criteria necessary for removal from the GAO High Risk List. The report went further to state that although projects across DOE will continue to receive scrutiny, GAO has decided to narrow the scope of this high risk area to focus on the National Nuclear Security Administration

and the Office of Environmental Management.

Thank you for your support in achieving this milestone. The Department remains committed to implementing the CAP on a Department-wide basis, as originally envisioned, and we look forward to working with all of you to satisfy the remaining two criteria and being removed from the GAO High Risk List.

Design-Build Versus Design-Bid-Build Acquisition

By Joe Hicks, P.E., PMP

Should your project be executed under a “fast-track design-build” approach? Recent quarterly briefings to the Deputy Secretary highlighted that fast-track design-build projects in DOE have a troubled track record.

The DOE Root Cause Analysis, Corrective Action Plan, establishes a Departmental performance metric that by the end of FY2011, 90% of DOE line item projects would meet the project success definition benchmark (i.e., completion of the original scope baseline within 10 percent of the original approved cost baseline). Because of significant baseline changes that several “fast-track” projects have undergone, the Department is in jeopardy of not achieving its goal.

You may have heard that for many of DOE’s large, technically complex, nuclear processing facility projects there is a statutory, regulatory or congressional requirement/commitment to be completed by a certain date. This is often used as a justification to acquire a one-of-a-kind project via a design-build contract. Problems occur when the project’s baseline (scope, schedule and cost) are decided before the design is complete. In several instances, seismic considerations and environmental requirements were not fully known at the time the baseline was approved. As the scope and design change to incorporate seismic or other technical considerations, the schedule lengthens and the costs increase. Given this recurring scenario, alternative acquisition approaches should be pursued.

A traditional, common execution strategy for more

complex, less defined, higher risk projects is the design-bid-build approach. In design-build, a mature design prepared under an architect/engineer contract is used as a basis for the solicitation and award of the construction contract.

The key to either a design-build or design-bid-build strategy is a deliberate approach to define requirements and complete design before establishing a baseline and starting construction. In this way, the common fast-track design-build problems can be solved without having to change scope and design following establishment of the performance baseline, or tearing out construction put in place before the design changed.

Question of the Month

Question: My profile setup requires both the Program Secretarial Office and Site Office. My Site Office is also listed under the Program Secretarial Office. What should I choose?

Answer: Your Site Office and Program Secretarial Office should not be the same.

If you do not see your Site Office listed, contact the ESS Help desk at ESSSupport@hq.doe.gov or 301-903-0605. The Help desk is available from 7:30am-4:00pm Eastern time Monday-Friday (except federal holidays).

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 **OECM PMCDP or Program Management Career Development Curriculum** contact:

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