

Pathways to Project Success

FEBRUARY 2010

2010 DOE Project Management Workshop “Meeting the Challenge”

The Office of Management (MA) and the Office of Engineering and Construction Management (OECM) are pleased to announce the 2010 DOE Project Management Workshop. This is a designated DOE training event with seven hours of Continuing Education (CE) credits for each full day of attendance. Instructions on receiving CE credits will be provided at the conference.

When: Tuesday and Wednesday, March 9 & 10, 2010

Where:

Crowne Plaza Old Town Alexandria Hotel
901 North Fairfax Street
Alexandria, VA 22314
(703) 683-6000

<http://www.cpoldtownalexandriahotel.com>

NOTE: Please mention that you are with the “DOE Project Management Workshop” when making your hotel reservations.

Who Should Attend: Federal Project Directors, DOE Program/Staff Office representatives, Contracting Officers, DOE Contractor Project Managers and others in the DOE Project Management Community.

Cost: There is no registration fee. However, attendees are responsible for their own travel and lodging expenses.

Registration: Registration is now open at <http://bit.ly/83brzl> and will close February

19, 2010. The Agenda is available at <http://management.energy.gov/1771.htm>. Both government and contractor executives and managers are invited to attend the March 9 & 10 workshop, although, due to meeting room space constraints, registration will be limited.

PMCDP Course: The PMCDP Level 1, “LEED for New Construction and Existing Buildings” will be offered in conjunction with the DOE PM Workshop March 11 & 12 at the hotel. Any DOE employee is invited to attend, although workshop participants will receive priority (maximum of 30 participants). The course is closed to contractors. The 2½-day class will be consolidated into two days, March 11 & 12, 2010, from 7:30am – 5:00pm. There will be no cost for the course.

To register for the course, please:

1. Indicate on the conference registration interest for the course.
2. Go to CHRIS, and submit training request (<https://mis.doe.gov/>). (Course 001936, Session 0007)

For questions, please email DOEPMWorkshop@hq.doe.gov.

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Corrective Action Plan (CAP) Corner: Improving Cost Estimating

By Jay D. Glascock, MEng
OECM

A study (Ref. 1) recently released by the Government Accountability Office (GAO) assessed cost estimating at the Department and recommended DOE: (1) ensure its new policy and Guide fully reflect cost estimating best practices, in part, by requiring Independent Cost Estimates (ICEs) for its major projects; (2) create a centralized, independent cost estimating capability within the Department; and (3) conduct ICEs for those major projects that have not received one.

The Department generally agreed, but did not fully concur with GAO's recommendations. The Deputy Secretary responded that while high-risk, unique projects make the development of accurate cost estimates challenging, the Department remains committed to improving its cost estimating capability. He also mentioned the Department's pending cost estimating order,

DOE Order 415.X, *Cost Estimating for DOE Programs and Projects*, will require ICEs for major projects prior to approval of Critical Decision (CD)-1, Alternative Selection and Cost Range, and CD-2, Performance Baseline. These ICEs will be consistent with the project phase. For CD-1, the Department will identify a cost range using parametric cost methods or extrapolation from actual costs for similar projects, when available. For CD-3, Start of Construction, the Department will conduct an ICE, if warranted by risk and performance indicators or required by senior officials.

Additionally, the Department has taken actions to improve cost estimating practices as a result of its Corrective Action Plan for Contract and Project Management. This began with the establishment of the Office of Cost Analysis (OCA). The OCA has been tasked with the following actions:

- developing a new cost estimating policy for the De-

partment;

- conducting ICEs and analyses for major projects; and,
- developing a historical cost database.

Look for the ongoing revision to DOE Order 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, development of DOE Order 415.X and updates to companion Guides to reflect these improvements, the best practices and the 12-step cost estimating process noted by the GAO in its *Cost Estimating and Assessment Guide* (Ref. 2).

References:

1. GAO-10-199, *Department of Energy: Actions Needed to Develop High-Quality Cost Estimating for Construction and Environmental Cleanup Projects*, dated January 2010.
2. GAO-09-3SP, *GAO Cost Estimating and Assessment Guide: Best Practices for Developing and Managing Capital Program Costs*, dated March 2, 2009.

New CEG Requirements

The PMCDP published the January 2010 Certification and Equivalency Guidelines (CEG) document earlier this month. The document is available for download in the PMCDP module of the CHRIS/ESS system, and also on the PMCDP website at <http://management.energy.gov/1576.htm>. All candidates coming forward for certifications after January 1, 2010, are responsible for the new CEG requirements. For more information, please contact your Program PMCDP point of contact.

Very Important Information – Each level of PMCDP certification has added new requirements of varying complexity. The PMCDP module in the CHRIS/ESS system has been updated to reflect the new competency requirements based on the January 1, 2010, CEG change-over. However, due to the complexities associated with applying these changes in CHRIS/ESS, the only way these new competency requirements will appear in your certification profile is if you were to begin a new profile (from scratch) after January 1, 2010.

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Project Management: Complex Computer Controls Correctly Constructed

By Joe L. Hicks, PMP, P.E.
OECM

When an environmental cleanup project's readiness for commissioning was recently assessed, several integrated system testing challenges were recognized. Several of the challenges could have been avoided with deliberate front-end project planning with the use of complex computer controls to manage chemical processing plant processes.

In an effort to aid the front-end planning of other project teams looking to construct computer controlled chemical processing plants, one can benefit from the following lessons learned.

- The cost and schedule for software Quality Assurance (QA) should not be underestimated. QA needs to be properly understood and not reduced to bare testing.
- System testing should be done early in the schedule,

increasing the ability to recover from delays.

- When testing sequence is an unrecognized critical-path item, schedule slippages influence the entire project; subsequently, the total project cost increases.
- Changes made to the software in the production environment may have unintentional effects on other project activities causing a more robust configuration management control process.
- Seek out software experts with experience in the nuclear testing field.
- The Startup Plan must be sufficient. Operational, design, and technical safety requirements must be included in system testing procedures. The rigor of a checklist is necessary for the startup of a complex chemical process plant.
- The Commissioning Plan should include detail in the testing schedule regarding qualified operators. The

Plan must contain actions necessary to hire and train operators to the qualifications required in the startup plan.

- It is recommended that other project teams working to startup computer operated chemical processing plants request an assistance visit from the Office of Nuclear Safety, Quality Assurance, and Environment as early as possible in the project planning phase. This will help the project team establish the prerequisites, responsibilities, requirements, and actions required to startup a chemical processing facility. With this assistance, the project team can better conduct front-end planning and define and manage project scope and risk based performance baselines to complete the project successfully.

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Anyone who started filling out a certification profile in CHRIS/ESS prior to January 1, 2010, will not be able to see these new requirements, even though they are responsible for satisfying them.

In order to adjust the profile so candidates will be able to see – and answer – these new competency requirements, a CHRIS/ESS programmer will need to reset the profile completely within a candidate's individual account. This action, however, will leave the profile completely blank, eliminating any answers candidates may have previously entered into the competency blocks.

Thus, before requesting a reset, it is recommended the candidate save any work previously inputted into the system on a separate document (i.e., WORD). That way, should a candidate wish to use previous answers when filling out the new, blank profile, the answers can be "cut and pasted" back in with minimal inconvenience.

Please contact your Program PMCDP point of contact, who will then be able to work with the proper OECM/PMCDP personnel to ensure that your profile is reset.

Federal Project Director (FPD) Corner

The PMCDP Certification Review Board (CRB) granted a record 28 certifications in January 2010.

Office of Environmental Management (EM):

Nancy P. Buschman – Level 1 (HQ)

Peter M. Burban – Level 1 (Portsmouth Paducah)

Alan T. Jines – Level 1 (Idaho Operations)

Jeff Miller – Level 1 (Idaho Operations)

Thomas C. Post – Level 1 (Richland)

Suzanne Schulman – Level 1 (Los Alamos)

Steven P. Schneider – Level 1 (HQ)

Robert W. Seifert – Level 1 (Portsmouth Paducah)

Jeffrey G. Snook – Level 1 (Portsmouth Paducah)

Nancy A. Werdel – Level 1 (Los Alamos)

Edwin P. Worth – Level 1 (Los Alamos)

James H. Zeisloft Jr – Level 1 (Richland)

Rudolph F. Guercia – Level 1 (Richland)

John B. Jones – Level 2 (Oak Ridge)

Joanne F. Norton – Level 2 (Richland)

John P. Sands – Level 2 (Richland)

Office of Fossil Energy – Strategic Petroleum Reserve (FE-SPR):

Allison W. Kuhn – Level 1 (Strategic Petroleum Reserve)

National Nuclear Security Ad-

ministration (NNSA):

Joan S. Bozzone – Level 1 (Savannah River Site)

Richard D. Peters – Level 1 (Oak Ridge)

Teresa M. Robbins – Level 1 (Oak Ridge)

Sabine T. Curtis – Level 2 (Las Vegas)

Office of Nuclear Energy (NE):

Steven R. Reeves – Level 1 (HQ)

Brian K. Robinson – Level 1 (HQ)

Office of Science (SC):

Joseph Arango III – Level 1 (HQ)

Robert M. Caradonna – Level 2 (Brookhaven Site Office)

Hemant S. Patel – Level 2 (Berkeley Site Office)

Nand K. Narain – Level 2 (Brookhaven Site Office)

Chad S. Henderson – Level 3

Question of the Month

Question: I understand that the new Certification and Equivalency Guide (CEG) has come out; however, there are several requirements in the CEG that do not appear in my profile in the CHRIS/ESS system. Do these requirements pertain to me?

Answer: Yes. All certification candidates coming forward for certifications after January 1, 2010, will be responsible for the new PMCDP CEG requirements. The reason these new competency blocks are

not appearing in your CHRIS/ESS account is (most likely) because your profile was created prior to January 1, 2010. Due to the complexities associated with adding these new requirements in CHRIS/ESS, the only persons who will see these new competency blocks are those who create new profiles (first-time users) after January 1, 2010. In order for you to see these new competency blocks, the CHRIS/ESS programmer will have to reset your profile, leaving it

blank.

You may request a profile reset by contacting your Program PMCDP point of contact, who will get in touch with the appropriate OEMC/PMCDP representative. Before requesting your profile be reset, make sure any work to be "reused" in the new profile is saved elsewhere (e.g., WORD). This will ensure that it can be copied and pasted back into the new profile that will be created.

PMCDP Schedule

Start	End	Course	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
February 2010						
2/1/10	2/3/10	Environmental Laws and Regulations	Kansas City, MO	Level 2 Elective	001046/0019	None
2/8/10	2/10/10	Contract Administration for Technical Representatives	Golden, CO	Level 1 Core Course	000058/0155	None
2/9/10	2/12/10	Planning for Safety in Project Management	Richland, WA (Hammer)	Level 1 Core Course	001035/0044	Richland Sponsored ¹
2/23/10	2/25/10	Executive Communications	Albuquerque, NM	Level 4 Core Course	001031/0021	None
2/23/10	2/25/10	Strategic Planning	Washington, DC	Level 4 Elective	001043/0006	None
2/23/10	2/25/10	Value Management	Cincinnati, OH	Level 2 Elective	001037/0009	None
March 2010						
3/2/10	3/4/10	Scope Management/Baseline Development	Aiken, SC (Savannah River)	Level 2 Elective	001036/0011	None
3/9/10	3/11/10	Earned Value Management Systems	Oak Ridge, TN	Level 1 Core Course	001026/0066	None
3/9/10	3/11/10	Contract Administration for Technical Representatives	Las Vegas, NV (NVSO)	Level 1 Core Course	001028/0006	None
3/9/10	3/11/10	Real Property Asset Management	Lakewood, CO (WAPA)	Level 2 Elective	001183/0015	None
3/9/10	3/12/10	Project Risk Analysis and Management	Richland, WA (Hammer)	Level 2 Core Course	001033/0026	Richland Sponsored ¹
3/11/10	3/12/10	LEED for New Construction and Existing Buildings	Alexandria, VA	Level 1 Elective	001936/0007	Preference to PM Conf
3/16/10	3/19/10	Federal Budgeting Process in DOE	Argonne, IL (Chicago Site Office)	Level 2 Elective	001034/0007	None
3/22/10	3/26/10	Project Management Simulation	Las Vegas, NV (NVSO)	Level 2 Core Course	001029/0022	None
3/22/10	3/24/10	Contract Administration for Technical Representatives	Washington, DC	Level 1 Core Course	000058/0153	None
3/23/10	3/25/10	Earned Value Management Systems	Argonne, IL (Chicago Site Office)	Level 1 Core Course	001026/0068	None
April 2010						
4/6/10	5/20/10	Project Management Systems and Practices in DOE	Albuquerque, NM	Level 1 Core Course	001024/0034	None
5/11-13/10						
4/12/10	4/16/10	Program Management and Portfolio Analysis	Berkeley, CA	Level 3 Core Course	001025/0019	None
4/12/10	4/14/10	Project Leadership/Supervision	Los Alamos, NM	Level 2 Core Course	001045/0021	None
4/12/10	4/15/10	Project Risk Analysis and Management	Las Vegas, NV (NVSO)	Level 2 Core Course	001033/0024	None
4/13/10	5/20/10	Advanced Concepts in Project Management	Gemantown, MD	Level 2 Core Course	001023/0025	None
5/11-13/10						
4/13/10	4/15/10	Performance-Based Management Contracting	Idaho Falls, ID	Level 1 Core Course	001951/0001	None
4/19/10	4/22/10	Planning for Safety in Project Management	Aiken, SC (Savannah River)	Level 1 Core Course	001035/0042	None
4/20/10	4/22/10	Advanced Risk Management	Idaho Falls, ID	Level 3 Core Course	001042	Idaho Sponsored ²
4/27/10	6/25/10	Project Management Essentials	Idaho Falls, ID	Level 1 Core Course	001022	Idaho Sponsored ²
6/8-10/10						

For the corresponding classes, registration is restricted to the designated organization unless prior arrangements are made with the following individuals:

¹Contact Andrew Glodo, 509-376-1665, andrew_m_glodo@rl.gov

²Contact Debbie Williams, 208-526-8771, willadb@id.doe.gov

Full PMCDP Course Schedule

For the full listing of FY2010 classes, visit the PMCDP website at
<http://management.energy.gov/1581.htm>
and click on the "course schedule" link that appears on the "Training" page.

Questions or Comments?

Please email general questions and comments about PMCDP to
PMCDP.Administration@hq.doe.gov,
or visit our website at
http://management.energy.gov/pm_certification.htm

For specific information, please contact one of the following individuals:

- Vicki Barth - Course schedule, Certification Review Board (CRB) information, Certification Equivalency Guide (CEG): Victoria.Barth@hq.doe.gov
- Linda Ott - PMCDP Curriculum, Auditors and Technical Content Advisors: Linda.Ott@hq.doe.gov
- Steven H. Rossi, P.E., PMP, LEED AP - PMCDP Newsletter, Continuing Education Units: Steven.Rossi@hq.doe.gov
- Peter J. O'Konski, P.E., CEM, PMP, LEED AP, Director, Office of Facilities Management and Professional Development: Peter.O'konski@hq.doe.gov
- Marylee Baker, Lead Professional Career Development Analyst:
Marylee.Baker@hq.doe.gov