

Pathways to Project Success

MARCH 2010

2010 Department of Energy
Project Management Workshop
March 9 - 10, 2010, Alexandria, VA



"Meeting
The
Challenge"

Project Management Workshop Recap

**Steven H. Rossi, P.E., PMP,
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On March 9-10, 2010, the Office of Engineering and Construction Management (OECM) hosted about 300 people at the 2010 DOE Project Management Workshop at the Crowne Plaza Old Town Alexandria Hotel in Alexandria, VA. The workshop theme: *Meeting the Challenge*, was successfully integrated throughout the two days. Ms. Ingrid Kolb (MA-1) introduced the agenda and noted how much progress had been made on project and contract management issues since we met last year.

Keynote and other speakers addressed recent achievements on the Root Cause Analysis (RCA), Corrective Action Plan (CAP). The Secretary of Energy noted the Department has made progress in project management and presented the annual project management awards to the following:

- Secretary's Award of Excellence: Office of Science's Transmission Electron Aberration-corrected Microscope (TEAM) project;

- Secretary's Improvement Award: National Nuclear Security Administration's National Ignition Facility (NIF) Project and Laser Demonstration Program; and
- Federal Project Director of the Year for 2009: Mr. Hanley Lee, Linac Coherent Light Source (LCLS) project at the SLAC National Accelerator Laboratory.

Dr. Steven E. Koonin, Under Secretary for Science, discussed the value of project management and his expectations for improvements to get the Department removed from the Government Accountability Office (GAO) High-Risk List. He emphasized the importance in the sharing of good project management practices among Program Offices in the Department.

Paul Bosco, Director of OECM, discussed project success and how it relates to the Department getting off the GAO High-Risk list. Paul noted our future goals include: continuing to track progress using the RCA CAP and getting DOE off the GAO High-Risk list. Peter O'Konski, Direc-

tor for OECM's Facilities Management & Professional Development, discussed the new and upcoming climate change and greenhouse gas management initiatives. DOE is emphasizing that greenhouse gas management is part of our mission, Energy and greenhouse gas considerations need to be included in all phases of the project management process and designing to LEED Gold and incorporating the Guiding Principles is not optional.

After the conference, Marylee Baker met with those interested in the Project Management Career Development Program (PMCDP). She reported that PMCDP met all its 2009 goals and will continue to support the RCA CAP, benchmark PMCDP processes and performance and pilot an "after the course" assessment to better measure course effectiveness in 2010.

A special thanks to all who made the workshop a success. Presentations from the event have been posted at the link below.

INSIDE THIS ISSUE:

FPD Corner 2

Question of
the Month 2

PMCDP
Schedule 3

PMCDP
Schedule
cont'd 4

Meet New
CRB Co-
Chair 4

CAP Corner 5

Federal Project Director (FPD) Corner

The following candidates were certified as a result of the February 26, 2010, virtual vote:

- David C. Haight, Yucca Mountain (OCRWM) Level 1
- Mark R. Kolbe, Yucca Mountain (OCRWM) Level 1
- Philip M. Altomare, HQ (EM) Level 1
- George C. Henckel III, Los Alamos (EM) Level 1
- Cheryl L. Rodriguez, Los Alamos (EM) Level 1
- Mary V. Wilcox, Idaho (EM) Level 1
- Janelle B. Armijo-Sanchez, Albuquerque (NNSA) Level 1
- Steven H. Neus, Argonne (SC) Level 1



Question of the Month

Question: I am currently a certified FPD, and my two-year continuing education (CE) hour cycle begins February 26, 2010. Since I was certified February 26, 2008, will I be required to attain 80 CE hours, or will I be held to the current requirement of 60 CE hours?

Answer: You will be required to attain 80 CE

hours. The new PMCDP Certification and Equivalency Guideline (CEG) states that beginning April 1, 2011, this requirement will increase to 80 hours biennially for all participants. All certified FPDs whose two-year CE hour cycle is completed prior to April 1, 2011, will be held to the current requirement of 60 CE hours. All per-

sons certified after April 2, 2009, will be required to attain 80 CE hours; persons whose two-year CE hour cycle begins after April 2, 2009, and ends after April 1, 2011, will also be required to attain 80 CE hours. Details on this requirement can be found in section 7 of the CEG. The CEG is posted on the PMCDP website listed below.

<http://management.energy.gov/1576.htm>

PMCDP Schedule

| Start | End | Course | PDUs | Location | PMCDP Info | CHRIS Code/ Session | Registration Restrictions |
|-------------------|---------|---|------|--------------------------------------|------------------------|------------------------|------------------------------|
| March 2010 | | | | | | | |
| 3/16/10 | 3/18/10 | Performance-Based Management Contracting | 21 | Los Alamos, NM | Level 1 Core Course | 001030/0050 | None |
| 3/16/10 | 3/19/10 | Federal Budgeting Process in DOE | 28 | Argonne, IL (Chicago Site Office) | Level 2 Elective | 001034/0007 | None |
| 3/22/10 | 3/26/10 | Project Management Simulation | 35 | Las Vegas, NV (NSO) | Level 2 Core Course | 001029/0022 | None |
| 3/22/10 | 3/24/10 | Contract Administration for Technical Representatives | 21 | Washington, DC | Level 1 Core Course | 000058/0153 | None |
| 3/23/10 | 3/25/10 | Earned Value Management Systems | 21 | Argonne, IL (Chicago Site Office) | Level 1 Core Course | 001026/0068 | None |
| April 2010 | | | | | | | |
| 4/6/10 | 4/8/10 | Contract Administration for Technical Representatives | 21 | Oak Ridge, TN | Level 1 Core Course | 000058 | None |
| 4/6/10 | 5/20/10 | Project Management Systems and Practices in DOE | 60 | Albuquerque, NM | Level 1 Core Course | 001024/0034 | None |
| 5/11-13/10 | | | | | | | |
| 4/12/10 | 4/16/10 | Program Management and Portfolio Analysis | 35 | Berkeley, CA | Level 3 Core Course | 001025/0019 | None |
| 4/12/10 | 4/14/10 | Project Leadership/Supervision | 22.5 | Los Alamos, NM | Level 2 Core Course | 001045/0021 | None |
| 4/12/10 | 4/15/10 | Project Risk Analysis and Management | 25 | Las Vegas, NV (NSO) | Level 2 Core Course | 001033/0024 | None |
| 4/13/10 | 5/20/10 | Advanced Concepts in Project Management | 50 | Germantown, MD | Level 2 Core Course | 001023/0025 | None |
| 5/11-13/10 | | | | | | | |
| 4/13/10 | 4/15/10 | Performance-Based Management Contracting | 21 | Idaho Falls, ID | Level 1 Core Course | 001951/0001 | None |
| 4/19/10 | 4/22/10 | Planning for Safety in Project Management | 25 | Aiken, SC (Savannah River) | Level 1 Core Course | 001035/0042 | None |
| 4/20/10 | 4/22/10 | Advanced Risk Management | 21 | Idaho Falls, ID | Level 3 Core Course | 001042/0009 | Idaho Sponsored ¹ |
| 4/27/10 | 6/25/10 | Project Management Essentials | 70 | Idaho Falls, ID | Level 1 Core Course | 001022/0045 | Idaho Sponsored ¹ |
| 6/8-10/10 | | | | | | | |

Schedule continued on next page

| May 2010 | | | | | | | |
|----------|---------|---|-----|---------------------------------|---------------------|-------------|---------------------------------------|
| 5/3/10 | 5/5/10 | Acquisition Strategy and Planning | 21 | Washington, DC | Level 1 Core Course | 001027/0038 | Intern Program Sponsored ² |
| 5/3/10 | 5/5/10 | Contract Administration for Technical Representatives | 21 | Las Vegas, NV (NSO) | Level 1 Core Course | 000058/0154 | None |
| 5/4/10 | 5/6/10 | Project Execution and Operational Readiness Reviews | 21 | Las Vegas, NV (NSO) | Level 3 Elective | 001039/0005 | None |
| 5/4/10 | 5/6/10 | Contract Administration for Technical Representatives | 21 | Albuquerque, NM | Level 1 Core Course | 000058/0159 | None |
| 5/4/10 | 5/7/10 | Federal Budgeting Process in DOE | 28 | Richland, WA (Hammer) | Level 2 Elective | 001034/0008 | Richland Sponsored ³ |
| 5/11/10 | 5/13/10 | Acquisition Strategy and Planning | 21 | Idaho Falls, ID | Level 1 Core Course | 001027/0039 | Idaho Sponsored ¹ |
| 5/17/10 | 5/21/10 | Acquisition Management for Technical Personnel | 32 | Richland, WA (Federal Building) | Level 1 Core Course | 000145/0022 | None |
| 5/18/10 | 5/20/10 | LEED for New Construction and Existing Buildings | N/A | Washington, DC | Level 1 Elective | 001936/0001 | None |
| 5/18/10 | 5/20/10 | Performance-Based Management Contracting | 21 | New Orleans, LA (SPRO) | Level 1 Core Course | 001951/0004 | None |
| 5/25/10 | 5/27/10 | Real Property Asset Management | 21 | Oak Ridge, TN | Level 2 Elective | 001183/0016 | None |

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

¹Contact Debbie Williams, 208-526-8771, williadb@id.doe.gov

²Contact Johnny McChriston, 505-245-2134, johnny.mcchriston@hq.doe.gov

³Contact Andrew Glodo, 509-376-1665, andrew_m_glodo@rl.gov

Meet the New CRB Co-Chair

OECM offers a very special welcome to the Certification Review Board's new co-chair, Randal S. Scott. Mr. Scott currently serves as Deputy Associate Administrator for Infrastructure and Environment within the National Nuclear Security Administration (NNSA).

Prior to joining NNSA in 2009, Mr. Scott was Deputy Director of the Office of Laboratory Facilities Management in the Office of Nuclear Energy (NE), where he led

DOE-wide teams in the production of two reports required by the Energy Policy Act of 2005. Mr. Scott also served for 13 years in several senior management positions in the Office of Environmental Management (EM) prior to joining NNSA.

During his 30 years of DOE service, Mr. Scott also held senior positions in the Offices of Environment, Safety and Health (EH) and Defense Programs (DP). In EH, he managed the Department's Environmental Survey

Program, and in DP, he was the Director of the Environment, Safety and Quality Assurance Division.

Mr. Scott holds a Bachelor of Science Degree in Architectural Engineering and a Masters of Urban and Regional Planning from Virginia Tech. He was commissioned at the Naval Officer Candidate School, Newport, RI, and served in Naval Special Warfare Group, Pacific, with two tours in Vietnam.

CAP Corner: Revision to Departmental Project Management Order Underway

By Jay D. Glascock, MEng
OECM

Department of Energy (DOE) Order 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, provides the Department's overall direction for the acquisition of capital assets with the goal of delivering projects on the original performance baseline. Currently, this Order is under revision. Given the number of enhancements, a preliminary review and comment (RevCom) period (which ended February 1, 2010) was conducted, prior to entering the Department's formal RevCom process. A rewrite team, staffed from the following organizations, has been assembled to address over 780 comments received from field and Headquarters offices and contracted partners:

- Chief of Nuclear Safety (CNS);
- Office of Environmental Management (EM);
- Office of Science (SC);
- Office of Nuclear Energy (NE);
- National Nuclear Security Administration (NNSA);

- Energy Facility Contractors Group (EFCOG);
- National Laboratory Directors Council (NLDC); and the
- Office of Engineering and Construction Management (OECM).

Draft DOE Order 413.3B is scheduled to go into DOE's RevCom process in April 2010, with publication planned by July 2010. Proposed enhancements address gaps in Departmental project and contract management noted by the Root Cause Analysis (RCA) and Corrective Action Plan (CAP). Major proposed changes include:

- Exclusions – A Program Secretarial Office may be excluded from most Order requirements if it meets specific criteria. This criteria includes not being on the Government Accountability Office (GAO) High-Risk List and maintaining the project portfolio success metric.
- Funding Request – A budget request for construction may be submitted prior to approval of

Critical Decision (CD)-2 under certain conditions.

- Full Funding – Construction projects with a total project cost of less than \$50M should request all construction funds within the same appropriation year as start of construction.
- Funding Profile – The funding profile will be part of the approved baseline and should only be changed by the approving Acquisition Executive.
- Performance Baseline Deviation – Performance baseline deviations require Deputy Secretary approval only when there is an increase in "excess of the lesser of \$100M or 50% (cumulative) of the original CD-2 cost baseline."
- Earned Value Management System (EVMS) Certification – Project Management Support Offices may perform EVMS certification reviews of contractors for projects greater than \$50M but less than \$100M.

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:

- Victoria (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
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