

The Role of the Federal Project Team in EVMS Certification

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The Office of Engineering and Construction Management (OECM) is chartered by DOE Order 413.3A to certify compliance of a contractor's earned value management system (EVMS) with the industry standard on EVMS, American National Standards Institute (ANSI)/ Government Electronics & Information Technology Association (EIA)-748. Here's an overview of the certification process and how we can work together to achieve certification of your contractor's EVMS as quickly as possible.

1) The OECM review team interviews many of the contractor's project staff to in-

clude control account managers (CAMs) and project controls staff. Prior to the on-site review, the federal project team can help ensure contractor staff are prepared by consistently applying sound EVMS principles and conforming to the policies and procedures spelled out in the contractor's performance plan.

2) The OECM team reviews documents and reports. The federal project team can ensure that: the CAM properly uses its CAM notebooks; the notebooks are comprehensive with all authorizations; and cost items are complete and accurate.

3) When the OECM review team finds areas of the contractor's EVMS documentation or execution that need correcting, a Correc-

tive Action Request (CAR) is provided. The contractor is responsible for responding in a timely and complete manner through its Corrective Action Plan (CAP). The Federal Project Director (FPD) and the FPD's staff are essential in facilitating communications and responsiveness with their contractor so the contractor produces and implements an acceptable CAP.

So, what can you – the federal project team – do to help the contractor in its EVMS review? Plenty! Support your team's CAMs; ensure proper CAM documentation; and drive high levels of support for an effective CAP. Getting a DOE contractor EVMS certified helps everyone win!

INSIDE THIS ISSUE:

FPD Corner 2

CAP Corner 3

Question of
the Month 3

CRB Meet-
ings 4

Upcoming
Courses 4



Federal Project Director (FPD) Corner

As you know, we update the Project Management Career Development Program (PMCDP) website often. The following is a summary of the most recent updates including a description of some new tools and aids and an explanation of how they may benefit you. Please check our website frequently as new updates are posted weekly.

CRB Interview Guidance:

All Level III and IV certification candidates may be subject to an interview conducted by the Certification Review Board (CRB) to determine certification eligibility. At the request of the CRB, the PMCDP developed a brief, one-page interview guidance document designed to assist candidates by providing detailed information on what to expect during CRB interviews. The document not only provides helpful details about the interview's forum and overall process and format, but it also provides candidates with advice on how to best prepare for the interview, highlighting strategies and techniques for answering interview questions.

This document is available for download on the PMCDP "Certification Process page" on the website under the

heading, "CRB Interview Guidance document." Please visit the website below.

FPD Checklists: The PMCDP has developed checklists that identify different methods FPDs can use to satisfy different competency requirements at each level of PMCDP certification. These checklists can serve as quick-reference guides based on the new certification requirements that appear in the revised PMCDP Certification and Equivalency Guidelines (CEG) document updated in March 2009.

The checklists – and the new CEG – are available for download on the "FPD Tool Box page" on our website below.



Articles and Letters: On occasion, DOE project management personnel will write articles and/or research papers that provide commentary on various project management related topics. As such, we have developed a new feature on our website to house these articles. Please visit the FPD Tool Box for more details.

PMCDP Tutorial: OECM has revised the PMCDP Employee Self Service (ESS) tutorial now available for download on the PMCDP website. This tutorial provides helpful information on how to properly enter data into the ESS system when developing a certification profile. We have broken the tutorial down by chapter for easy access. The tutorial appears on the "Registration/Creating a Certification Package page" under the heading, "tutorial." Please visit the website below to view the tutorial in its entirety.

CRB Interview Guidance Document:
<http://management.energy.gov/1582.htm>
 FPD Tool Box:
<http://management.energy.gov/1655.htm>
 PMCDP Tutorial:
<http://management.energy.gov/1576.htm>

Corrective Action Plan (CAP) Corner: Do You Have Sufficient People On Your Project Team?

By **Brian Kong, P.E., PMP**
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Despite the many efficiencies and skills we have gained, one person cannot successfully complete a project, particularly with all the challenges. From project start to finish, you as the Federal Project Director (FPD) need a team, beyond the Integrated Project Team (IPT), to address the many facets of project execution. You need a federal staff with the appropriate skills to plan, direct and oversee project execution.

A recent Departmental study confirmed that having a skilled federal staff was needed as one of the Root Cause Analysis (RCA) report findings. In general, the level of federal staff overseeing DOE projects is small, particularly given the number of unique and complex projects within the Department's portfolio. The RCA revealed that there is a lack of consistency among and within DOE Program Offices. Specifically, the level of federal staffing and the methodology used to determine project staffing levels differ throughout the Department.

So, what is the adequate staffing level for your project? You can use an estimating tool developed by the RCA Corrective Action Plan, Corrective Measure 2 (CM#2) team. This staffing model can be obtained from the Office of Engineering and Construction Management. It is a simple algorithm that takes into account project-specific factors and includes complexity, execution, phase, contract type, uniqueness, regulatory involvement and external influence. Based on these and other factors, the model provides an estimated number of people needed by functional areas. In a recent meeting, the Office of Management and Budget praised this staffing model.

The CM#2 team is now developing a DOE guide to provide FPDs with the knowledge, methodologies and tools needed to ensure that projects are effectively planned and executed with the proper amount of federal oversight.

Accordingly, future external independent reviews, as well as other

project reviews, will assess the project's federal staffing as part of validating the proposed performance baseline.

You are encouraged to use the staffing model in establishing your federal project team. The model will substantiate your need of a federal staff with the appropriate skills to plan, direct and oversee project execution to ensure project success.



Question of the Month

Question: When is it appropriate for me to request continuing education (CE) credit hours in the Employee Self Service (ESS) System for activities (e.g., training courses, workshops) for which I plan to receive credit?

Answer: It is recommended that all CE credit hour requests are placed in the ESS system only after you have successfully completed the respective activities/requirements for which you are seeking CE credit. The Office of Engineering and Construction Management will not approve CE hours toward your two-year requirement until after the date of completion of these activities. Please note all CE credit hour requests whose respective activities have completion dates after your two-year CE hour period expires will count toward your next cycle.

Upcoming PMCDP Courses

May

- 11-14 Planning for Safety in Project Management (L1), New Orleans
- 11-14 Project Risk Analysis and Management (L2), Richland
- 12-14 Contract Administration for Technical Representatives (L1), Savannah River
- 12-14 Acquisition Strategy and Planning (L1), Las Vegas
- 19-21 Project Leadership and Supervision (L2), Richland
- 19-21 Facilitation Techniques and Conflict Resolution (L3), Oak Ridge
- 19-July 2 (Blended Learning) Project Management Systems and Practices in DOE (L1), Onsite in Las Vegas

June

- 1-4 Planning for Safety in Project Management (L1), Germantown

- 1-5 Advanced Leadership (L4), Richland
- 1-5 Project Management Simulation (L2), Oak Ridge
- 2-4 Contract Administration for Technical Representatives (L1), Chicago
- 9-11 Systems Engineering (L3), Las Vegas
- 15-19 Program Management and Portfolio Analysis (L3), Las Vegas
- 16-18 Facilitation Techniques and Conflict Resolution (L3), Idaho
- 22-26 Orientation to Project Management in DOE, DC/Germantown
- 23-25 Contract Administration for Technical Representatives (L1), Oak Ridge

July

- 7-9 Contract Administration for Technical Reps (L1), Washington, DC
- 13-16 Planning for Safety in Project Management (L1), Richland
- 20-24 Advanced Leadership (L4), Chi-

cago

- 20-23 The Federal Budgeting Process (L2), Las Vegas

August

- 3-5 Environmental Laws and Regulations (L2), Oak Ridge Y12
- 4-6 Earned Value Management Systems (L1), Richland
- 11-October 8 (Blended Learning) Project Management Essentials (L1), Onsite in Idaho Falls
- 11-13 Scope Management and Baseline Development (L2), Las Vegas
- 18-20 Advanced Risk Management (L4), Savannah River
- 18-19 Planning for PBMC (L1), Oak Ridge
- 25-27 Executive Communications (L4), DC
- 31– September 4 Project Management Simulation (L2), Richland

**Please be aware that course dates and locations sometimes change.
For the most up-to-date course schedule, please visit:
<http://colleagueconsulting.com/content/view/51/> and click on “Current Training Schedule”**

Upcoming CRB Meetings

June 12, 2009—Forrestal

September 11, 2009—Germantown

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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