

2011 Annual DOE Project Management Workshop Recap

**By Steven H. Rossi, P.E.,
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On March 15-16, the Office of Engineering and Construction Management (OECM) hosted the 2011 DOE Project Management Workshop at the Holiday Inn in Alexandria, VA. The workshop theme: *Aligning Success: Contract and Project Management*, 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 in project and contract management. The Secretary of Energy

noted the significant progress the Department has made in improving project management. He presented the annual project management awards to the following:

- Secretary's Improvement Award: National Nuclear Security Administration's Steam Plant Life Extension Project;
- Secretary's Achievement Award: Office of Science's Main Injector Experiment to study v-A Project;
- Secretary's Award of Excellence: Science's Linac Coherent Light Source Project; and
- Federal Project Director of the Year for 2010: Mr. Chad Henderson, Physical Sciences Facility Project at the Pacific

Northwest National Laboratory.

Daniel Poneman, Deputy Secretary of Energy, discussed the importance of having the Federal and contractor staffs working closely together and using peer reviews and the DOE core management principles to provide excellence in project management. Mel Williams, Jr., Associate Deputy Secretary of Energy, discussed the leadership principles of alignment, accountability and execution.

A special thanks to all who made the workshop a success. These presentations, and others provided at the event, are posted at the link below.

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To Chunk or Not to Chunk

**By Mark E. Whitson, P.E.
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To chunk, or not to chunk, that is the question: Whether 'tis nobler to execute a very large project which is the aggregate of many large sub-projects as one, or to decompose the one into smaller, separate, identifiable projects; that is the question.

The concept of breaking (e.g., chunking) larger projects into multiple, smaller, discrete, usable projects (mindful of project interfaces) that collectively meet the mission need was broached by Deputy Secretary Poneman in his March 4, 2010, Project Management Principles Memorandum (subsequently codified in DOE O 413.3B, issued November 29, 2010). The policy notes that generally, the larger and more complex the project, the higher the probability that the performance baseline may be breached. By dividing larger projects into multiple smaller projects, the probability of success is generally increased as

the duration, complexity and attendant risks for each project are reduced.

Conceptually, this is easier to plan and execute if addressed and documented in the acquisition strategy and project execution plan. But what about existing projects that are either well along in the planning phase or even in the execution phase? The policy reflects that all decisions to divide large projects must be coordinated with the Acquisition Executive.

Rather than suffer the slings and arrows of outrageous fortune, many issues should be thoroughly reviewed before proceeding with chunking a large existing project into smaller sub-projects. When does the current contract for the large project expire? Can smaller projects be segregated into neatly defined complete and usable packages? Can management reserve, contractor fee and contingency for the subprojects be apportioned from the larger project? What about the contrac-

tor's indirect costs? All these issues must be assessed considering that the contractor will have to upload the separate projects' cost and schedule performance data into the Project Assessment and Reporting System (PARS II).

There is certainly a benefit in disaggregating a large project into smaller stand-alone projects. Project visibility, management and execution are enhanced; but at what cost? The policy addresses this issue by noting that the benefits of reduced risk exposure should be balanced with the potential for increased overhead costs.

Clearly, the "to chunk or not chunk" question is one that must be logically evaluated, clearly communicated and completely documented in order to enhance the chance of successful execution of each project and the entire program.

Federal Project Director (FPD) Corner

By Victoria C. Barth, MA ISD
OECM

Did you know...

...the PMCDP website houses a multitude of tools and job aids to assist you during the certification process? It's true, and the recent changes to the PMCDP website make it even more user-friendly.

Whether you've yet to begin preparing your certification package, or you are an incumbent FPD preparing for a CRB interview, the PMCDP website has something to assist you. The site features an interactive sidebar that displays the different tools housed on each page and allows you to navigate easily between pages. The following is a sample of the information available on the website:

PMCDP Training Schedule: The training schedule details all PMCDP course offerings for the current fiscal year to include the dates, locations and sponsors for each.

Certification and Equivalency Guidelines (CEG): The CEG establishes the Department of Energy's

(DOE) competency requirements for all DOE Federal project management personnel to be certified as DOE project directors in accordance with DOE Order 361.1B, Acquisition Career Development Program, Chapter IV. It also demonstrates how prior training and experience can be credited toward the different competency requirements...and it is searchable.

FPD Checklists: These checklists identify the different methods FPDs can use to satisfy the competency requirements for each level of PMCDP certification.

Sample Certification Candidate Profile: The sample certification profile is a mockup of a Level 4 profile with all competencies answered to include possible fulfillment options such as experience, equivalent training and PMCDP courses completed. This profile can be used as a reference and is designed to assist with developing a profile that best describes relevant experience and training.

CRB Interview Guidance Document: This document provides candidates with information about the format

of a typical CRB interview session and includes helpful tips to prepare for the interview.

CRB Policy Flashes: Whenever the Board makes a change to PMCDP policy and/or certification requirements, a policy flash is made available on the PMCDP website – all CRB policy flashes dating back to 2008 are available to read or download.

Continuing Education (CE) Credit Hour Assignment Table: The CE credit hour assignment table is a listing of the different activities the PMCDP accepts for continuing education credits to include the respective credit hours each will generate.

PMCDP Program Points of Contact (POC) Roster: Here you will find the POCs for each major DOE Program participating in the PMCDP. This is the go-to person in your Program for PMCDP related matters.

Bookmark the PMCDP website now! And don't forget to check back often, as the site is updated regularly. A link to the PMCDP's home page is below.

http://management.energy.gov/project_management/pmcdp_home.htm

PMCDP Course Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/Session	Registration Restrictions
April 2011							
4/5/11	4/8/11	Planning for Safety in Project Management	25	Livermore, CA (Lawrence Livermore National Laboratory)	Level 1 Core Course	001035/0045	None
4/11/11	4/14/11	Planning for Safety in Project Management	25	Richland, WA (Federal Building)	Level 1 Core Course	001035/0048	None
4/11/11	6/3/11	Project Management Essentials	70	Oak Ridge, TN (OR Federal Building)	Level 1 Core Course	001022/0048	None
Onsite: 5/10-5/12							
4/11/11	4/15/11	Acquisition Management for Technical Personnel	35	Idaho Falls, ID (Idaho Operations)	Level 1 Core Course	000145/0028	Idaho Sponsored ¹
4/12/11	4/15/11	Project Risk Analysis & Management	25	Cincinnati, OH (EMCBC)	Level 1 Core Course	001033/0029	None
4/18/11	4/22/11	Cost & Schedule Estimation	35	Aiken, SC (Savannah River)	Level 2 Core Course	000139/0013	None
4/18/11	5/31/11	Advanced Concepts in Project Management	50	Los Alamos, NM (Canyon School)	Level 2 Core Course	001023/0029	Per Betty Warrior ²
Onsite: 5/24-5/26							
4/19/11	4/22/11	Federal Budgeting Process in DOE	28	Pittsburgh, PA (NETL)	Level 2 Elective	001034/0010	None
4/26/11	4/28/11	Environmental Laws & Regulations	N/A	Washington, DC (Headquarters)	Level 2 Elective	001046	None
4/26/11	4/28/11	Value Management	21	Oak Ridge, TN (OR Federal Building)	Level 2 Elective	001037/0010	None
May 2011							
5/2/11	6/24/11	Project Management Systems & Practices in DOE	60	Morgantown, WV (NETL)	Level 1 Core Course	001024/0038	None
Onsite: 6/7-6/9							
5/3/11	5/6/11	Advanced Risk Management	25	Argonne, IL (Argonne National Laboratory)	Level 3 Core Course	001042/0012	None
5/9/11	5/11/11	LEED for New Construction & Existing Buildings	18	Richland, WA (Federal Building)	Level 1 Elective	001936/0014	None
5/10/11	5/11/11	Effective Program and Project Communication	N/A	Aiken, SC (Savannah River)	Level 2 Core Course	001940/0007	None
5/10/11	5/12/11	Contract Administration for Technical Representatives	21	Washington, DC (Headquarters)	Level 1 Core Course	000058/0168	None
5/16/11	5/19/11	Project Risk Analysis & Management	25	Idaho Falls, ID (Idaho Operations)	Level 1 Core Course	001033/0031	Idaho Sponsored ¹
5/17/11	5/19/11	Executive Communications	N/A	Los Alamos, NM (Canyon School)	Level 4 Core Course	001031/0022	None
5/23/11	5/27/11	Project Management Simulation	35	Oak Ridge, TN (OR Federal Building)	Level 2 Core Course	001029/0023	None

PMCDP Course Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
June 2011							
6/6/11	6/10/11	Acquisition Management for Technical Personnel	32	Las Vegas, NV (Nevada Site Office)	Level 1 Core Course	000145/0029	Per Betty Warrior ²
6/7/11	6/9/11	LEED for New Construction & Existing Buildings	18	Aiken, SC (Savannah River)	Level 1 Elective	001936/0013	None
6/7/11	6/9/11	Labor Management Relations	N/A	Oak Ridge, TN (OR Federal Building)	Level 3 Elective	001038/0006	None
6/13/11	6/17/11	Advanced Leadership	35	Aiken, SC (Savannah River)	Level 4 Elective	001041	None
6/13/11	6/17/11	Project Management Simulation	35	Idaho Falls, ID (Idaho Operations)	Level 2 Core Course	001029/0025	Idaho Sponsored ¹
6/14/11	6/16/11	Performance-Based Management Contracting	21	Lakewood, CO (WAPA)	Level 1 Core Course	001951/0008	None
6/15/11	6/17/11	LEED for New Construction & Existing Buildings	18	Las Vegas, NV (Nevada Site Office)	Level 1 Elective	001936/0015	Per Betty Warrior ²
6/20/11	6/23/11	Planning for Safety in Project Management	25	Los Alamos, NM (Canyon School)	Level 1 Core Course	001035	Per Betty Warrior ²
6/20/11	6/24/11	Acquisition Management for Technical Personnel	32	Aiken, SC (Savannah River)	Level 1 Core Course	000145/0023	None
6/28/11	6/30/11	Earned Value Management Systems	21	Albuquerque, NM (Alb. Operations)	Level 1 Core Course	001026/0070	None
6/28/11	6/30/11	Real Property Asset Management	21	Las Vegas, NV (Nevada Site Office)	Level 2 Elective	001183/0017	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 Betty Warrior, 505-245-2127, betty.warrior@hq.doe.gov

Full PMCDP Course Schedule

For the full listing of FY2011 classes, visit the PMCDP website at http://www.management.energy.gov/project_management/pmcdp_home.htm and click on "PMCDP Training Schedule" under "PMCDP Quick Links" at the bottom of the homepage.



Question of the Month

**By Victoria C. Barth, MA ISD
OECM**

Question: Does the PMCDP permit FPDs to engage in other activities that will generate continuing education (CE) credits besides attending training classes?

Answer: Yes – the PMCDP permits participants to fulfill CE credits through a wide variety of activities

related to the management of highly technical DOE projects. These subject areas include topics such as project management, accounting, applied mathematics and statistics, engineering, physical sciences, hazardous material management, environmental management, safety, maintenance management and logistics. The PMCDP's Continuing Education

Credit Hour Assignment Table lists the various activities the PMCDP accepts as applicable for generating continuing education credits to include the respective credit hours earned. The table is available in Section 7 of the PMCDP's Certification and Equivalency Guidelines (CEG) document (page 7-1), and is also available on the PMCDP website at the link below.

http://management.energy.gov/documents/Continuing_Education_Credit_Assignments_January_2010.pdf

Questions or Comments?

Please email general questions and comments about PMCDP to PMCDP.Administration@hq.doe.gov, or visit our website at

http://www.management.energy.gov/project_management/pmcdp_home.htm

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

- Victoria C. Barth, MA ISD - Course Schedule, Certification Review Board (CRB) information, Certification and Equivalency Guide (CEG): Victoria.Barth@hq.doe.gov
- Linda Ott, PMP, MA Adult Ed - Team Lead, PMCDP: Linda.Ott@hq.doe.gov
- Steven H. Rossi, P.E., PMP, LEED AP, CCE - PMCDP Newsletter, Continuing Education Units: Steven.Rossi@hq.doe.gov
- Peter J. O'Konski, P.E., CEM, PMP, LEED AP, CCE, Director, Office of Facilities Management and Professional Development: Peter.OKonski@hq.doe.gov