

Pathways to Project Success

DECEMBER 2010

Walk the Red Carpet at the Department's Project Management Workshop



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By Melvin G. Frank, PMP OECM

The 2011 DOE Project Management Workshop is fast approaching (March 15-16) and once again we plan to recognize those project teams that did an outstanding job managing their projects, as well as a DOE Federal Project Director (FPD) of the Year. Formally recognizing our best FPD and projects will reinforce the critical role that skilled and qualified individuals and teams play in ensuring project success and furthering the Depart-

ment's goal of improving project management.

Awards will be presented to those selected individuals and/or teams who have made significant project management contributions. These awards include:

- Secretary's Excellence in Acquisition Award for demonstrating "exceptional" results in completing a project within cost and schedule;
- Secretary's Award of Achievement for dem-

onstrating "significant" results in completing a project within cost and schedule; and

- Secretary's Acquisition Improvement Award for implementing ideas, methods, or processes that led to measurable improvements in acquisition management.

The FPD award represents project management excellence, which includes superior project management skills, innovative thinking and outstanding leadership.

As an added incentive for the best performers, a cash award may be included in the awards for FPD of the Year and Secretary's Excellence in Acquisition. Requests for nominations for these awards have been solicited. The response date is January 7.

Corrective Action Plan (CAP) Corner: Congratulations!

**By Jay D. Glascock, MEng
OECM**

Congratulations for all your hard work over the past two years! The Department has made significant strides in project and contract management excellence. These actions have generated dramatic and measurable results:

- Published the Root Cause Analysis (RCA) Corrective Action Plan (CAP) in July 2008 to address deficiencies in project and contract management.
- Established a “Project Success” benchmark which indicates projects must be completed at the ORIGINAL scope and not exceed 110% of the ORIGINAL cost baseline.
- Removed the Office of Science from the GAO High-Risk List in January 2009, signaling that removal from “The List” is possible.
- Improved the staffing and associated competencies of Project Management Support Offices within the National Nuclear Security Administration and the Offices of Science and Environmental Management.
- Enhanced the Project Management and Acquisition Career Development Programs to improve the training and qualifications of project and contract management personnel.
- Achieved Project Management Professional and Certified Cost Engineer credentials for key project management personnel.
- Implemented project peer reviews across the complex to better monitor project development and execution by leveraging successful best practices employed by the Office of Science.
- Expanded the breadth and depth in scope of External Independent Reviews by improving the lines of inquiry.
- Enhanced the use of project management tools and techniques including Technology Readiness Assessments, the Project Definition Rating Index, Risk Registers and Monte Carlo risk analyses and Earned Value Management.
- Released numerous Deputy Secretary project management policies addressing:
 - Design Maturity – 90% design completion for nuclear facilities;
 - Large Project Decomposition, or “Chunking,” when appropriate;
 - Methodology to ensure “adequate” project staffing;
 - Funding Stability – don’t change project funding profiles after Critical Decision (CD)-2;
 - Project Peer Reviews – adopt “Lehman Reviews” across the complex;
 - PARS-II Deployment – timely, accurate, consistent, auditable project data; and
 - Cost Estimating – independent cost estimates at CD-2 for projects greater than \$100M and more cost reviews and estimates (as appropriate) at other CDs.
- Appointed new, more experienced leadership to the Department’s most critical projects.
- Strengthened accountability with an unprecedented level of senior leadership involvement, including more than 30 Deputy Secretary-led “Deep Dives,” or in-depth reviews, on major projects, programs and contracts.
- Lastly, the National Ignition Facility was honored by the Project Management Institute as “Project of the Year.”

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Federal Project Director (FPD) Corner



By Victoria C. Barth, MA ISD
OECM

Certification Review Board Update

The Certification Review Board (CRB or 'the Board') convened on Thursday, November 18, to review certification candidates and discuss several topics. The Board continues to identify and discuss strategies for improving the Department's Root Cause Analysis/Corrective Action Plan metrics, and is planning a mid-to-late January 2011 meeting to continue deliberations.

The CRB granted certification to the following candidates:

- James O. Johnson (EM), Portsmouth /Paducah, KY – Level I
- Christopher J. Kemp (EM), Richland Operations Office, WA – Level I
- George V. Klipa (EM), Savannah River, SC – Level I
- William G. McMillan Jr. (EM), Oak Ridge, TN – Level I

- Marcus A. Pinzel (EM), Idaho Falls, ID – Level I
- Vickie B. Wheeler (EM), Savannah River, SC – Level II

Congratulations to our newly certified FPDs!

Final Reminder of New PMCDP Curriculum Requirements

During the August 20th CRB meeting, the Board approved a series of curriculum changes impacting future Level I and II certification requirements. These new changes were initially communicated in the September 2010 PMCDP newsletter. Please be advised that all candidates brought forward for certification on or after January 1, 2011, will be required to address the new curriculum requirements. For additional information, please contact your sponsoring Program's dedicated point-of-contact (POC) for PMCDP matters. To identify the POC responsible for your Program, please reference the PMCDP POC contact roster on the PMCDP website listed below.

The following is a summary of the new curriculum requirements:

Level I Changes

- The Level I core course, *Acquisition Strategy and Planning*, will be discontinued and will no longer be a requirement for Level I certification.

- The Level II core course, *Project Risk Analysis and Management*, will become a Level I core course. Since it addresses DOE specific issues, it will no longer be waived for candidates who have the Project Management Institute's (PMI®) Project Management Professional (PMP®) certification.

Level II Changes

The following courses are not addressed by PMI or in its Project Management Body of Knowledge, so they will no longer be waived for candidates who have a PMP certification:

- *Value Management*
- *Environmental Law and Regulations*
- *Federal Budgeting Process in DOE*
- *Cost and Schedule Estimation*
- *Scope Management and Baseline Development*

The following Level II elective courses will now become Level II core courses to support the Root Cause Analysis/Corrective Action Plan:

- *Cost and Schedule Estimation*
- *Scope Management and Baseline Development*

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

Question of the Month

By Victoria C. Barth, MA ISD
OECM

Question: I am applying for Level I certification and my certification application was submitted to OECM by my sponsoring program in early December 2010. I just noticed the new PMCDP curriculum changes that will become effective January 1, 2011, and also learned the PMCDP's Certification Review Board (CRB) will not be able to review my package until the next meeting in January 2011.

Am I required to satisfy the new requirements even though I completed my package before the requirements became effective?

Answer: No. As long as your certification profile/application is forwarded to OECM by your sponsoring Program office before January 1, 2011, you will be permitted to address only the 2010 certification requirements as identified in the PMCDP's Certification and Equivalency Guidelines (CEG) document (see website listed below). Please note, though, that you have one

year from the initial submission of your package to obtain certification. If you do not obtain certification within that year, you will be held accountable for any new requirements, including those that take effect January 1, 2011. For additional information, please contact your sponsoring Program's dedicated point-of-contact (POC). To identify the POC responsible for your program, please reference the PMCDP POC contact roster on the PMCDP website (see second website listed below).

Certification & Equivalency Guidelines:

<http://management.energy.gov/documents/CEG.pdf>

PMCDP POC Contact Roster:

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

CAP Corner (continued from page 2)

Just recently, DOE Order 413.3, *Program and Project Management for the Acquisition of Capital Assets*, has been updated and released, thanks to the input and intense scrutiny of the Order Review Committee, a combined contractor and federal team, co-chaired by Jim Krupnick and Mike Hickman. This update codifies all of the RCA/CAP initiatives as well as the latest policies. Now, it's our job to know what is in the Order and implement it consistently across the complex.

Despite all these accomplishments, we still have some work to do, since management excellence is a continuous journey. However, the emphasis is shifting from project to

contract management. Accordingly, the Deputy Secretary held a Contract and Project Management Summit on December 1-2, 2010, to keep management attention focused on the areas that require further improvement to include:

- contract and project alignment and change control;
- contract administration, including surveillance, monitoring and oversight;
- program/project prioritization and funding alignment;
- roles and responsibilities – contracting officers and contracting officer representatives;

- accountability – aligning incentives; and
- adequate contract and project management staffing.

Although this is the last CAP Corner article, you'll hear more about initiatives stemming from the Summit later from the Office of Management. This CAP Corner section of the newsletter will be replaced, starting in the January 2011 issue, by a new and exciting series of articles called "Project Management Order Snippets," which we're sure you'll find very interesting. Again, thank you for all your past efforts. The Department couldn't have made these strides without you.

PMCDP Course Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session
January 2011						
1/11/11	1/13/11	Contract Administration for Technical Representatives	21	Germantown, MD (Headquarters)	Level 1 Core Course	000058/0165
1/11/11	2/17/11	Advanced Concepts in Project Management	50	Aiken, SC (Savannah River)	Level 2 Core Course	001023/0027
Onsite: 2/8-2/10						
1/31/11	3/18/11	Project Management Systems & Practices in DOE	60	Aiken, SC (Savannah River)	Level 1 Core Course	001024/0037
Onsite: 3/1-3/3						
February 2011						
2/1/11	2/3/11	Project Leadership & Supervision	22.5	Oak Ridge, TN (OR Federal Building)	Level 2 Core Course	001045/0024
2/14/11	2/18/11	Program Management & Portfolio Analysis	35	Oak Ridge, TN (OR Federal Building)	Level 3 Core Course	001025/0021
2/23/11	2/24/11	Effective Program and Project Communication	N/A	Los Alamos, NM (Canyon School)	Level 2 Core Course	001940/0004
March 2011						
3/1/11	3/3/11	Scope Management & Baseline Development	21	Albuquerque, NM (ETS)	Level 2 Core Course	001036/0012
3/7/11	3/10/11	Advanced Risk Management	25	Richland, WA (HAMMER)	Level 3 Core Course	001042/0011
3/8/11	3/10/11	LEED for New Construction & Existing Buildings	18	Amarillo, TX (Pantex)	Level 1 Elective	001936/0012
3/15/11	3/17/11	Contract Administration for Technical Representatives	21	Pittsburgh, PA (NETL)	Level 1 Core Course	001028/0009
3/21/11	3/25/11	Cost & Schedule Estimation	35	Washington, DC (Headquarters)	Level 2 Core Course	001044/0009
3/28/11	4/1/11	Acquisition Management for Technical Personnel	32	Cincinnati, OH (EMCBC)	Level 1 Core Course	000145/0025
3/29/11	3/31/11	Strategic Planning	N/A	Los Alamos, NM (Canyon School)	Level 4 Elective	001043/0007

Announcement: 2011 DOE Project Management Workshop

When: Tuesday, March 15, 2011 and
Wednesday, March 16, 2011

Mark your calendar!

Where: Holiday Inn, 625 First Street,
Alexandria, VA 22314

More information will be published as
details are finalized!

Full PMCDP Course Schedule

For the full listing of FY2010 & FY2011 classes, visit the PMCDP website at http://www.management.energy.gov/project_management/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://www.management.energy.gov/1835.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 - PMCDP Curriculum, Auditors and Technical Content Advisors: Linda.Ott@hq.doe.gov
- Steven H. Rossi, P.E., PMP, LEED AP, CCE - PMCDP Newsletter, Continuing Education Units: Steven.Rossi@hq.doe.gov
- Marylee Baker, Lead Professional Career Development Analyst: Marylee.Baker@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