

# Pathways to Project Success

FEBRUARY 2011

## 2011 DOE Project Management Workshop

The Office of Management and the Office of Engineering and Construction Management (OECM) is pleased to announce the 2011 DOE Project Management Workshop. This is a designated DOE training event, and there will be 7 hours of Continuing Education Credits for each full day of attendance. Instructions on receiving CE credits will be provided at the Workshop.

**When:** Tuesday and Wednesday, March 15 & 16, 2011.

On March 17 and 18, 2011, there will be an optional Project Management Career Development Program (PMCDP) course offered in conjunction with the Workshop.

**Where:** Holiday Inn Alexandria, 625 1st St., Alexandria, VA 22314, (703) 548-6300

For Registration: 1-877-504-0047.

**NOTE:** Please refer to the group code "YE2" when making your hotel reservations (either by phone or the website).

**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' organizations are responsible for travel and lodging expenses if the attendee is on travel.

**Registration:** Registration is now open,<sup>1</sup> and will close February 12. The Agenda is available online.<sup>2</sup> Government and contractor executives and managers are invited to attend the March 15 & 16 Workshop. Registration will be limited and on a first come, first served basis.

**PMCDP Course:** The PMCDP Level I, Course 002152, Session 0002, "Capital Planning for Construction Projects under DOE O 413.3B" ("Capital Planning" in CHRIS/ESS), will be offered at no cost in conjunction with the Workshop. DOE employees may attend with supervisory approval. Workshop participants will receive priority placement (maximum of 30 participants). This course is closed to contractors. The 2-day course will be offered March 17 & 18, 2011, from 8:00am – 4:00pm. To register for the course, please:

1. Indicate on the conference registration interest for the course.
2. Go to CHRIS/ESS, and submit a training request.<sup>3</sup>

For questions, please email

[DOEPMWorkshop@hq.doe.gov](mailto:DOEPMWorkshop@hq.doe.gov).

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### Website References:

1. <http://bit.ly/DOEPM2011>
2. <http://management.energy.gov/1771.htm>
3. <https://mis.doe.gov/>

## Federal Project Director (FPD) Corner

By Victoria C. Barth, MA ISD  
OECM

The Certification Review Board granted the following certifications:

### National Nuclear Security Administration:

Atinuke O. Arowojolu, Washington, D.C. (HQ) – Level I  
Laurie E. Folder, Oak Ridge, TN – Level I  
Edward R. Mignardot Jr., Albuquerque, NM – Level I  
Richard D. Peters Jr., Oak Ridge, TN – Level II  
Bonita A. Rogozinsky, Los Alamos, NM – Level I  
Lawrence W. Tam, Aiken, SC – Level I

### Office of Energy Efficiency and Renewable Energy:

Priscilla P. Bumbaca, Washington, D.C. (HQ) – Level I

### Office of Science:

Anthony J. Indelicato, Plainsboro, NJ – Level II

### Office of Environmental Management:

Joanne C. Chance, Richland, WA – Level I  
Janet A. Diediker, Richland, WA – Level I  
John O. Lopez, Aiken, SC – Level I  
Kevin C. O'Neill, Idaho Falls, ID – Level II  
Ronald O. Ramsey, Idaho Falls, ID – Level II  
Benjamine B. Roberts, Idaho Falls, ID – Level I  
Jennifer L. Sands, Richland, WA – Level I  
Sahid C. Smith, Richland, WA – Level I  
Carol L. Streczywilk, West Valley, NY – Level I  
Jeffrey S. Trent, Richland, WA – Level II  
Jennifer R. Woodard, Portsmouth/Paducah, KY – Level I  
Edwin P. Worth, Los Alamos, NM – Level II

## Question of the Month

By Victoria C. Barth, MA ISD  
OECM

**Question:** I noticed the PMCDP certification requirements for Levels I and II changed as of the first of this year; however, my current certification profile in the Corporate Human Resources Information Service/Employee Self Service (CHRIS/ESS) system is still displaying the 2010 certification requirements. Since I started working on my Level I application in 2010, and considering the 2010

requirements are still displayed in my profile, am I eligible to obtain certification based on the 2010 requirements?

**Answer:** Unfortunately, no. All certification applicants coming forward as of January 1, 2011, are subject to the new requirements outlined in the January 2011 Certification and Equivalency Guidelines (see website below).

The reason your profile is not displaying the 2011 requirements is because it was created before Janu-

ary 1, 2011. All certification profiles in the CHRIS/ESS system will only display the PMCDP certification requirements at the time the profile was initially started. For you to view and answer the new requirements in CHRIS/ESS, your profile will need to be reset. Please note this operation will erase any previously stored data, thus the profile will not be reset until either you, or your sponsoring Program Office, notifies the PMCDP team that you have saved your data and want the profile reset.

## Project Management Order Update Highlights: Pushing the CD-1 Reset Button

**John White, P.E., PMP,  
CCE, LEED AP  
OECM**

One of the more significant changes found in the newly revised DOE Order 413.3B is the potential to revise Critical Decision (CD)-1 (Approve Alternative Selection and Cost Range), if the top-end of the original approved CD-1 cost range grows by more than 50%. This was put in the Order to address cost growth and make sure it's right before baselining. The Order states,

*"If the top-end of the original approved CD-1 cost range grows by more than 50% as the project proceeds toward CD-2 (Approve Performance Baseline), the Program, in coordination with the AE (Acquisition Executive), must reassess the alternative selection process. Upon complet-*

*ing the review, the AE must approve a revised CD-1 identifying the new or reaffirmed selected alternative and an updated CD-1 cost range. This new CD-1 information, to include the new CD-1 cost range and CD-1 approval date, will be reflected within PARS II and all subsequent PDSs (Project Data Sheets) and similar project documentation.<sup>1</sup>"*

CD-1 approval marks the completion of the project definition phase and the conceptual design. The chosen alternative should provide the essential functions and capabilities at optimum acquisition and life-cycle costs. The cost range, provided at CD-1, is only a preliminary estimate for the selected alternative. As such, it is increasingly important to give yourself enough headroom at the top-end of the cost range.

Sometimes the engineer in us wants to provide a narrow range, almost a point estimate, at CD-1. We need to resist this urge and remember that there is still a lot of planning ahead of us, including design and technology maturation, to achieve CD-2. Also, this is an iterative process to define, analyze and refine project concepts and the selected alternative, so the CD-1 cost range needs to be large enough to take full advantage of this process. As the project progresses from CD-1 to CD-2, the total project cost will be further refined and ultimately the Performance Baseline will be established at CD-2.

The bottom line is you can either give yourself enough headroom in the original CD-1 cost range the first time or you may get another shot at it!

### Reference

1. U.S. Department of Energy, DOE Order 413.3B, "Program and Project Management for the Acquisition of Capital Assets." November 29, 2010.

## PMCDP Course Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
<b>February 2011</b>							
2/1/11	2/3/11	Project Leadership & Supervision	22.5	Oak Ridge, TN (OR Federal Building)	Level 2 Core Course	001045/0024	None
2/14/11	2/18/11	Program Management & Portfolio Analysis	35	Oak Ridge, TN (OR Federal Building)	Level 3 Core Course	001025/0021	None
2/15/11	2/17/11	Contract Administration for Technical Representatives	21	Golden, CO (Golden Field Office)	Level 1 Core Course	000058/0166	None
2/23/11	2/24/11	Effective Program and Project Communication	N/A	Los Alamos, NM (Los Alamos Site Office)	Level 2 Core Course	001940/0004	None
<b>March 2011</b>							
3/1/11	3/2/11	Capital Planning for DOE O 413.3B Capital Asset Projects (Prototype Delivery)	N/A	Oak Ridge, TN (OR Federal Building)	Level 1 Elective	002152/0001	None
3/1/11	3/3/11	Negotiation Strategies & Techniques	N/A	Aiken, SC (Savannah River)	Level 3 Elective	001047/0008	None
3/1/11	3/3/11	Scope Management & Baseline Development	21	Albuquerque, NM (ETS)	Level 2 Core Course	001036/0012	None
3/7/11	3/10/11	Advanced Risk Management	25	Richland, WA (HAMMER)	Level 3 Core Course	001042/0011	None
3/8/11	3/10/11	LEED for New Construction & Existing Buildings	18	Amarillo, TX (Pantex)	Level 1 Elective	001936/0012	None
3/15/11	3/16/11	Effective Program and Project Communication	14	Idaho Falls, ID (Idaho Operations)	Level 2 Core Course	001940/0008	None
3/15/11	3/17/11	Contract Administration for Technical Representatives	21	Pittsburgh, PA (NETL)	Level 1 Core Course	001028/0009	None
3/17/11	3/18/11	Capital Planning for DOE O 413.3B Capital Asset Projects	N/A	Alexandria, VA (Holiday Inn)	Level 1 Elective	002152/0002	None
3/21/11	3/25/11	Cost & Schedule Estimation	35	Washington, DC (Headquarters)	Level 2 Core Course	001044/0009	None
3/28/11	4/1/11	Acquisition Management for Technical Personnel	32	Cincinnati, OH (EMCBC)	Level 1 Core Course	000145/0025	None
3/29/11	3/31/11	Strategic Planning	N/A	Los Alamos, NM (Canyon School)	Level 4 Elective	001043/0007	None

## PMCDP Course Schedule

Start	End	Course	PDUs	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
<b>April 2011</b>							
4/4/11	4/8/11	Advanced Leadership	35	Los Alamos, NM (Canyon School)	Level 4 Elective	001041/0011	None
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	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 <sup>1</sup>
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
4/19/11	4/22/11	Federal Budgeting Process in DOE	28	Pittsburgh, PA (NETL)	Level 2 Elective	001034/0010	None
4/26/11	4/28/11	Value Management	21	Oak Ridge, TN (OR Federal Building)	Level 2 Elective	001037/0010	None
<b>May 2011</b>							
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
5/10/11	5/11/11	Effective Program and Project Communication	N/A	Aiken, SC (Savannah River)	Level 2 Core Course	001940/0007	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 <sup>1</sup>
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

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

<sup>1</sup>Contact Debbie Williams, 208-526-8771, williadb@jd.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/1581.htm](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](mailto: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](mailto:Victoria.Barth@hq.doe.gov)
- Linda Ott, PMP - Team Lead, PMCDP Curriculum, Auditors and Technical Content Advisors: [Linda.Ott@hq.doe.gov](mailto:Linda.Ott@hq.doe.gov)
- Steven H. Rossi, P.E., PMP, LEED AP, CCE - PMCDP Newsletter, Continuing Education Units: [Steven.Rossi@hq.doe.gov](mailto: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](mailto:Peter.OKonski@hq.doe.gov)