

# PATHWAYS TO PROJECT SUCCESS

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## PMCDP NEWS <sup>AND</sup> NOTES

Welcome to the inaugural issue of the *Pathways to Project Success* newsletter, published by the U.S. Department of Energy (DOE) Office of Engineering and Construction Management (OECM).

A quarterly publication, the newsletter will present news and notes important to federal project directors. You'll receive information on what's happening in project management, the PMCDP, and where to go if you need

additional information.

PMCDP is committed to provide you with opportunities for education, training, and development to assist you, and the Department, in maintaining excellence in project management.

Suggestions and comments on the PMCDP and newsletter are encouraged and may be submitted to [PMCDP.Administrator@hq.doe.gov](mailto:PMCDP.Administrator@hq.doe.gov)

## INSIDE <sup>THE</sup> CERTIFICATION REVIEW BOARD

### What is the CRB?

The PMCDP Certification Review Board (CRB) is an independent, autonomous body of six voting members and advisors who review qualifications for certification of Federal Project Directors (FPDs) in DOE. Six voting members are charged with evaluating and certifying FPDs. The Co-Chairs of the CRB are the OECM Director and the National Nuclear Security Administration (NNSA) Associate Administrator for Infrastructure and Environment. Other voting CRB members represent each of the Department's three lead program secretarial offices (NNSA, Office of Environmental Management, and Office of Science) and OECM (Deputy Director for Project Management).

Ad Hoc representatives from other Program Offices are invited by the co-chairs to represent their certification candidates to the CRB but do not vote.

### How Does Certification Work?

The CRB meets in the Washington, DC region, as needed, but not less than twice a year. Candidates wishing to qualify for specific PMCDP levels submit a profile to the CRB through their program office documenting the attainment of certification requirements and demonstrating their professional competency (see *Instructions* on CHRIS/ESS PMCDP link). Upon review, the CRB may approve an appropriate level of certification. In some instances, the CRB may decline certification if deficiencies are noted and may recommend training or work/development activities to assist the candidate in reaching his/her desired goal. The CRB may also decide to certify a candidate at a level lower than that sought by a candidate. Once the candidate completes the recommended training or work/

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**UPCOMING  
EVENTS:**

**FALL 2006**

**September 12, 2006**

Pilot of *Integrating Safety into Project Management*  
Albuquerque, NM

**September 15, 2006**

CRB meeting,  
Germantown, MD

**October 21-24, 2006**

PMI Global Congress,  
North America  
Seattle, WA

**November 10, 2006**

PMI Central Ohio Chapter  
Professional Development  
Day  
Columbus, OH

**November 17, 2006**

CRB meeting  
Washington, DC

**WINTER 2007**

**February 6-7 2006**

NASA PM Challenge 2007  
Galveston, TX

**...CRB continued from page 1**

development activities, they may then reapply for consideration for certification or certification to a higher level.

**Who Requires a CRB Interview?**

The CRB interviews new hires for Level 3 and Level 4 projects. Federal project directors (FPDs) who were incumbent on Level 3 or Level 4 projects before June 13, 2003, however, are exempt from the interview requirement. Interviews may be conducted in person or via teleconferencing at the discretion of the CRB.

**CRB Meeting Schedule:**

- Friday, September 15, 2006, 10:00am  
Germantown, MD
- Friday, November 17, 2006, 10:00am  
DOE Headquarters, 1000 Independence Avenue SW, Washington, DC

**U.S. DEPARTMENT OF ENERGY  
CORPORATE HUMAN RESOURCES INFORMATION SYSTEM (CHRIS)/  
EMPLOYEE SELF-SERVICE (ESS)**

The central repository and tracking system of PMCDP training and certification is contained within a module of the DOE CHRIS/ESS, which generates profiles used for the CRB reviews. The system was created to allow candidates easy access to the electronic database in order to document or update completion of PMCDP competency requirements and continuing education (CE) hour requests. Supervisors, managers, or subject matter experts review and approve competencies and certification requests through this system.

**How Do You Get Started?**

As the PMCDP module resides on the CHRIS/ESS, you must first contact your human capital management office or representative to be associated with the module. Generally, person(s) at your site/program office with administrative access and authority to make changes to your ESS must manually associate your job position number to the PMCDP module.

**How Do You Enter Information Into ESS?**

Once you have been associated with the PMCDP, you may access ESS at <https://mis.doe.gov/ess> and click on "PMCDP." A drop-down menu presents options available on the site. A tutorial is also available in *Instructions*, which discusses all module functions and how to navigate in the module.

**How Does Your Individual Development Plan (IDP) Interface with PMCDP?**

Each PMCDP certification candidate's IDP should include the training, course work, rotational assignments, mentor-protégé assignments, interviews, and other work/development activities he/she expects to complete to qualify for certification. IDPs ensure that FPDs and their supervisors understand and agree on the activities necessary to meet program requirements. To aid in the development of IDPs, 360-degree reviews can be conducted, if requested, to determine individual's capabilities and developmental needs.

***"A project is complete when it starts working for you, rather than you working for it."***

**- Scott Allen**

**PMCDP TRAINING CLASSES**

The PMCDP offers training across a broad body of project management knowledge in both core and elective areas for four FPD certification levels. All core courses, augmented by certain electives, are required unless equivalent training or experience can be demonstrated. Certification candidates may choose from multiple electives depending upon their areas of interest, expertise, and need.

**Who Gets Training?**

Courses are open to registration by all Department personnel, but PMCDP participants will receive priority. Order of priority for PMCDP courses is incumbent FPDs, other FPDs, other project management personnel, and then other DOE employees.

**How Does OECM Decide on What Courses to Present?**

The PMCDP does an annual survey of DOE sites to evaluate project management training needs and demands. A schedule is then developed to ensure necessary training is made

available in a balanced delivery of all courses across the Department. Most courses are three to five days in length. However, for those few courses delivered over a period of several weeks, televised video conferences are conducted with an on-site session at a host site. PMCDP courses are not offered via distance learning on the web.

Complete PMCDP course descriptions and the 2006 PMCDP Schedule are available on the OECM website, <http://oecm.energy.gov/> and through the ESS website.

Registration is through ESS.

**Who Pays for the Training?**

Courses sponsored by the PMCDP are generally offered at no cost for registration, but does not cover or reimburse travel costs. Supervisors of candidates and site training coordinators should make appropriate arrangements for travel costs, as needed.



**What's New In Training**

- √ One course is being updated for 2007: Operational Readiness Review/Project Execution
- √ Three updated courses are being piloted:
  - Integrating Safety into Project Management in Albuquerque September 12-14, 2006;
  - Cost and Schedule Estimating and Analysis, location TBD;
  - Scope Management/Baseline Development, in Chicago October 24-26, 2006.
- √ OECM is developing two offerings for 2007: Advanced Leadership and Advanced Risk Management.

**CERTIFIED FPD  
CORNER**



**Congratulations to Newly Certified FPDs!**

The Department now has 183 certified FPDs. A complete listing is found on the OECM web site ([www.oecm.gov](http://www.oecm.gov)) under Specialty Areas, PMCDP.

Hats off (!) to the latest certified FPDs reaching new and advanced milestones in their careers:

**LEVEL I**

- Harmon, B. Alan NE
- Klee, Carl R. NE
- Malmo, James A. NE
- Nash, Adrienne L. NNSA
- Grooms, Kerry M. OCRWM
- Iorii, Vincent F. OCRWM
- Gound, Dennis E. SC
- Rawlins, Mary H. SC

**LEVEL 2**

- Schultz, Michael NE
- Estrada, Joe G. NNSA
- Haley, Timothy A. NNSA
- Craun, Richard L. OCRWM
- Clark, Harold E. SC
- Gabel, Andrew D. SC

*"It's not easy being GREEN".*

*- Old OECM proverb*

**LIFE AFTER PMCDP CERTIFICATION**

**Now That You're Certified, What Do You Do?**

**CE Hours.**

Once you have been certified, you must continue designing a plan to maintain your professional competencies as well as for your career growth and advancement. CE hours play an integral role in encouraging your career development, expanding your knowledge, skills, and abilities at your current level of certification, or leading to advanced levels of certification.

**What Is Required of You?**

All certified FPDs are required to complete 60 CEs every two years from the date of initial certification. They can be completed in a number of ways that include training, seminars, serving as member on project review teams, college courses, etc. The complete list can be found on the OECM website under PMCDP, <http://www.oecm.gov> or in the ESS PMCDP module on the CE hour request screen at <https://mis.doe.gov/ess>

CEs must be requested and approved electronically through the PMCDP module in ESS. The approving officials are the first-line managers and OECM. OECM's role in CE hours is to ensure that CEs are awarded consistently across the Department and that each request is applicable to maintaining certification.



**EARNING CONTINUING EDUCATION CREDIT HOURS**

In addition to the excellent selection of courses offered through the PMCDP, the program allows you to earn credit for Continuing Education (CE) hours through a variety of options. The chart below lists some of the different types of activities and their CE equivalents.

Also, certified Level 4 federal project directors may fulfill CE requirements by serving as mentors to Level 3 certification candidates – serving as a mentor to a Level 3 candidate for 6 months, for example, provides 30 CE credits. The Level 4 mentor is expected to take the Departmental mentoring course.

Training/Continuing Education (CE) Opportunity Description*	Unit	=	DOE CE Credit Hours
Educational portions of technical meetings, conferences, workshops, and seminars; DOE training; and focused training and short courses provided by commercial vendors	1 hour	=	1
Academic courses at an accredited college or university	1 semester credit 1 quarter credit	= =	15 9
Audited academic courses at an accredited college or university	1 semester credit 1 quarter credit	= =	5 4
Presentations at workshops, conferences, and seminars	1 formal presentation	=	5
Instructing at an accredited college or university	1 semester credit 1 quarter credit	= =	10 9
Level 4 project directors serving as mentors to Level 3 certification candidates	6 months mentoring Level 3 candidate	=	30
<i>To further amplify the kinds of professional activities that may apply toward CE credit, certified federal project directors can additionally fulfill CE requirements as follows:</i>			
Participation as <u>member</u> of a review team (i.e., independent project reviews, external independent reviews, independent cost reviews, earned value management validation reviews)	1 work day	=	1
Serves as a Sponsor/Subject Matter Expert (SME) for one or more PMCDP courses (Applies to Level 3 or Level 4 certified federal project directors)	Serves as SME for at least one year	=	15

**EARN PMI/PMP PDUs THRU PMCDP**

**Did You Know?**

In July 2005 the Project Management Institute (PMI), which issues the Project Management Professional (PMP) certification, approved DOE as a PMI Registered Education Provider (REP). Organizations qualified as REPs are approved to offer

Professional Development Units (PDUs) for registered project management courses. PMCDP courses that qualify for PMI PDUs can be found at <http://oecm.energy.gov>.





## REVISED DOE O 413.3A **AND YOU**

On July 28, 2006, the Deputy Secretary of Energy approved a major revision and rewrite of DOE Order 413.3, Program and Project Management for the Acquisition of Capital Assets. The new directive, Order 413.3A, provides clarification, refinement of the process, and general updating of requirements with a focus on integrated safety into design and construction. The revised and updated Order provides the Department of Energy, including the National Nuclear Security Administration, project management direction for the acquisition of capital assets that are delivered on schedule, within budget, and fully capable of meeting mission performance and environmental, safety, and health standards.

The following summarizes the significant changes reflected in the revised DOE Order 413.3A:

### Applicability

- The Order is applicable to capital asset acquisition projects having a Total Project Cost (TPC) or life cycle cost for Clean-Up Projects greater than or equal to \$20 Million (M).
- The principles as set forth in the Order and Project Assessment and Reporting System reporting requirements apply to all projects with a TPC greater than or equal to \$5M.

### Critical Decision Thresholds and Authorities

- The Under Secretaries have been included in the Critical Decision process.
- Critical Decision Authority Thresholds have been increased to ensure line management accountability:
  - Major System Projects. Projects with a TPC greater than or equal

to \$750M are Major System Projects.

- Non-Major System Projects. Projects with a TPC less than \$750M are Non-Major System Projects.
- Environmental Management (EM) Clean-up Project Critical Decision Authority Thresholds are provided.
- Departmental-wide Information Technology (IT) Project Critical Decision Authority Thresholds are provided.

***The new directive, Order 413.3A, provides clarification, refinement of the process, and general updating of requirements with a focus on integrated safety into design and construction.***

### Integrating Safety into Design and Construction

- Integration of safety into design and construction has been clarified and strengthened, particularly for Hazard Category 1, 2, and 3 nuclear facilities.
  - Safety requirements for each Critical Decision have been identified.
  - A Technical Independent Project Review, which focuses on safety documentation, was added as part of the CD-1 Design Review for high-risk, high-hazard, and Hazard Category 1, 2, and 3 nuclear facilities.

### Other Improvements

- Information Technology Project requirements for each Critical Decision have been identified.

- The Mission Need Statement review and recommendation by the Office of Program Analysis and Evaluation is limited to projects with a TPC greater than or equal to \$100M.
  - External Independent Reviews by the Office of Engineering and Construction Management are limited to projects with a TPC greater than or equal to \$100M. For projects less than \$100M, Programs are responsible for this requirement, including CD-2 Performance Baseline Validation.
  - The Acquisition Strategy review and recommendation by OEMC is limited to Major System Projects.
  - Projects having a TPC between \$20M and \$50M must have an Earned Value Management System that is self-certified by the contractor as ANSI/EIA-748-A-1998 compliant. Projects having a TPC greater than or equal to \$50M require an ANSI/EIA-748-A-1998 compliant system certified by OEMC.
  - Roles and Responsibilities were updated to include the:
    - Under Secretaries
    - Office of the Chief Information Officer
    - Central Technical Authorities
    - Chief of Defense Nuclear Safety and Chief of Nuclear Safety
- Now that the Order has been approved, the Office of Management will begin to revise the manual associated with the Order. The manual provides detailed guidance on implementing the requirements outlined in the Order. The plan is to have the program offices take the lead on preparing different chapters of the manual so they will have the opportunity to fully participate in its development.

**CERTIFIED FEDERAL PROJECT DIRECTORS\***

**Level I**

NE Amirmokri, Homi N.  
 NE Barnes, Donald J.  
 NNSA Blodgett, James  
 NE Boda, Joseph O.  
 NE Boger, John  
 NE Bohne, William  
 EE Boron, David J.  
 NE Cairns-Gallimore, Dirk A.  
 FE Campus, Nathan  
 NE Carroll, Wade P.  
 EM Charboneau, Stacy  
 EE Collette, Gregory D.  
 NE Conner, Julie E.  
 NE Cummings, Rodney B.  
 EM Dailey, Richard  
 SC Dietzel, Dale J.  
 FE Elias, Wayne S.  
 FE Frost III, Edwards N.  
 NNSA Gallegos, John A.  
 NNSA Garcia-Sanchez, Deborah A.  
 SC Gound, Dennis E.  
 OCRWM Grooms, Kerry M.  
 NE Harmon, B. Alan  
 NNSA Holtzapple, Claire  
 OCRWM Iorij, Vincent F.  
 FE Judice, Todd  
 FE Kanosky, Joseph  
 NE Klee, Carl R.  
 NNSA Kong, Robert W.  
 EM Luu, Catherine C.  
 NNSA Mallin, John R.  
 NE Malmo, James A.  
 NNSA Martinez-Woodson, Michelle  
 EM Maul, Lisa M.  
 SC May, Joseph J.  
 NE McCune, Mary C.  
 NE Miller, Lawrence E.  
 NNSA Mueller, Lisa M.  
 NNSA Nash, Adrienne L.  
 EM Nelson, Lloyd  
 FE O'Brien, John  
 FE Palestina, Nicholas  
 EM Parsons, Mark  
 EM Polk, Phillip  
 SC Rawlins, Mary H.  
 NE Reister, Richard A.  
 NE Richardson, Rebecca  
 NE Savage, Carter D.  
 NE Shadley, Jeffrey  
 NE Sink, Carl J.  
 LM Staubly, Ronald K.  
 EM Stumbo, Philip  
 NNSA Sy, Anthony R.  
 NE Taylor, Amy  
 NNSA Thomas, Fabian D.  
 FE Tilly III, Wilton Paul  
 EM Van Camp, Scott G.  
 NE Versluis, Robert M.  
 NNSA Weber, Matthew  
 FE Willard, Diane Dunn  
 NNSA Wong, Phillip  
 NE Worley, Michael  
 NE Yoon, Won S.

**Level II**

NNSA Appenzeller-Wing, Janet L.  
 SC Arakawa, David K.  
 NNSA Barrow, Clayton  
 NE Bass, W. Gregory  
 SC Butler, Michael  
 SC Carolan, Pepin T.  
 SC Clark, Harold E.  
 NNSA Colton, Eugene  
 OCRWM Craun, Richard L.  
 NNSA Di Sanza, E. Frank  
 NNSA Drury, Mark  
 SC Eng, Joseph  
 EM Estrada, Joe G.  
 EM Feinberg, Steve  
 EM French, Mark S.  
 NNSA Frye, Steven M.  
 SC Gabel, Andrew D.  
 SC Gines, Frank  
 EM Girard, Guy A.  
 NNSA Golden, Bob G.  
 EE Graham, Matt E.  
 NNSA Gregory, David R.  
 NNSA Haley, Timothy A.  
 NNSA Hamby, Robert  
 NNSA Harder, Dawn  
 SC Henderson, Chad S.  
 NE Henderson, Dwight R.  
 NE Herrin, David S.  
 SC Johnescu, Katherine R.  
 NNSA Kellar, Kenneth A.  
 NNSA Ko, Paul  
 SC Korynta, Richard  
 SC Makiel, Jeffrey  
 NE McClellan, Gordon R.  
 FE Nicholson, Lisa Fletcher  
 SC Paliulionis, Jurgis George  
 EM Penny, Gail  
 EM Pfister, Donald A.  
 SC Philp, Paul R.  
 FE Quern, James M.  
 EM Rimando Jr., Rodrigo V.  
 NNSA Roberson, Jeffry L.  
 SC Savnik, Barry  
 NE Schultz, Michael  
 EM Smith, Kevin W.  
 NNSA Smith, Lloyd  
 NNSA Snyder, Roger  
 NNSA Stephens, Thomas E.  
 NNSA Thornton, Kevin D.  
 NNSA Thorpe, Richard K.  
 NNSA Trujillo, Eric  
 NNSA Trujillo, Ivan E.  
 NNSA Valdez, Isaac M.  
 SC Valle, Evaristo Jose  
 SC Webster, Stephen L.  
 FE Wieczenski, Donald  
 EM Wu, Chuan-Fu  
 SC Yip, Warren J.  
 EM Ziemianski, Edward

**Level III**

NNSA Amezquita, Jesus  
 NNSA Beard, Anna V.  
 NNSA Brinker, Samuel  
 NNSA Cannon, Scott  
 EM Case, Joel  
 NNSA Catoe, Ronnie  
 EM Charboneau, Briant L.  
 NNSA Christenson, Dalel  
 NNSA Ely, Lowell V.  
 EM Eschenberg, John R.  
 NNSA Evelo, Wayne  
 EM Farabee, Oliver A.  
 NNSA Fong, Stephen  
 NNSA Griego, Juan L.  
 NNSA Guelker, Johnnie F.  
 NNSA Harris, Montrell D.  
 EM Hintze, Douglas E.  
 EM Jackson, Timothy J.  
 EM Kozlowski, David R.  
 EM Lattin, William C.  
 SC Lee, Hanley  
 SC Lutha, Ronald J.  
 NNSA Ma, Steven  
 NNSA Muna, Roke D.  
 NNSA Newdorf, Marty  
 NNSA Nunz, James G.  
 NNSA Ooten, Ronald T.  
 NNSA Ortiz, William  
 EM Pak, Paul M.  
 SC Pitonak, Gregory E.  
 NNSA Roberts, D. Michael  
 EM Sattler, John M.  
 NNSA Schmidt, Robert E.  
 EM Tower, Steven  
 NNSA Trollinger, Everett A.  
 NNSA White, Frank  
 NNSA Williams, Barry N.  
 NNSA Zahora, Kenneth  
 EM Zimmerman, John P.

**Level IV**

OCRWM Arthur III, William John  
 NNSA Chacey, Kenneth A.  
 EM Erickson, Leif  
 EM Hansen, Charles  
 OCRWM Larson, Ned B.  
 NNSA LeDoux, Herman  
 EM Lockhart, Frazer R.  
 EM Lopez-Ferre, Mildred  
 EM McCracken, Stephen H.  
 EM Metzler, Donald  
 NNSA Norte, Jeanette  
 EM Owendoff, James M.  
 EM Perez, Donna M.  
 NNSA Peters II, Harry E.  
 SC Price, Lester K.  
 NNSA Ramsey, Clay H.  
 EM Romine, Larry D.  
 NNSA Samuelson, Scott L.  
 EM Smith, Thomas Z.  
 EM Spader, William F.  
 EM Spears, Terrell  
 EM Taylor, William J.

\* This list identifies most recent level of project management certification attained by Federal Project Directors certified to manage Capital Asset Projects in the U.S. Department of Energy (DOE) and National Nuclear Security Administration (NNSA). It does not include Information Technology FPD certifications. This list does not reflect recent program office associations that may have changed, nor does it reflect personnel departures.