



Office of Policy and Program Support

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Policy Curator
Office of Project Management



Agenda

- Office responsibilities
- Government Accountability Office Report on Lessons Learned
- Recent accomplishments
- Initiatives underway
- Planned work



Office of Project Management Org. Chart

OFFICE OF PROJECT MANAGEMENT (PM)

Organization Chart

PM Office of
Project Management



PM-1
Acting Director
Michael Peek

Chief of Staff
David Bustamante

**Acting*

PM-2
Deputy Director
John White

PM-20
Project
Assessment
Tony Ermovick

PM-30
Project
Controls
Melvin Frank

PM-40
Professional
Development
Linda Ott

PM-50
Policy & Program
Support
Ivan Graff

+ Wilfred Figueroa

PM-50 -

1. Curates project management **directives** and **standard operating procedures**.
2. Liaisons with **GAO**, **IG**, and **CFO** on performance engagements and audits
3. Interfaces with **AU** on technical standards and handbooks
4. Provides tools and analysis supportive of policy innovations

Effective: April 1, 2019



GAO Report on Project Management Lessons Learned (1 of 2)

- Government Accountability Office (GAO) published the report, 19-25, in December 2018.
- It contained three recommendations:
 - Choose just one repository and one array of information it will collect;
 - Give projects more (earlier) opportunities to provide; and,
 - Evaluate the effectiveness of corrective actions taken.
- DOE concurred with all three recommendations.
- DOE committed to issuing a policy memorandum by December 2019 and subsequently revising DOE Order 413.3B.



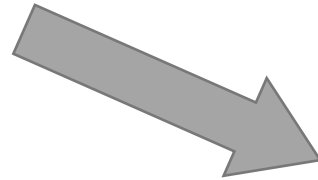
GAO Report on Project Management Lessons Learned (2 of 2)

- Follow the progress on PowerPedia: <https://go.usa.gov/xmkbD>.
- You will find on PowerPedia:
 - A decision paper outlining the nine commitments DOE made and the decisions DOE still needs to make to write the policy memorandum.
 - A link to a survey that closes on May 3, 2019.
 - Federal employees and contractors, at headquarters and in the field may take the survey.



Project Management Policy Map

- 21 Guides
- 4 Handbooks
- Plus our own SOPs
 - ICE/ICR
 - EIRs
 - EVMS

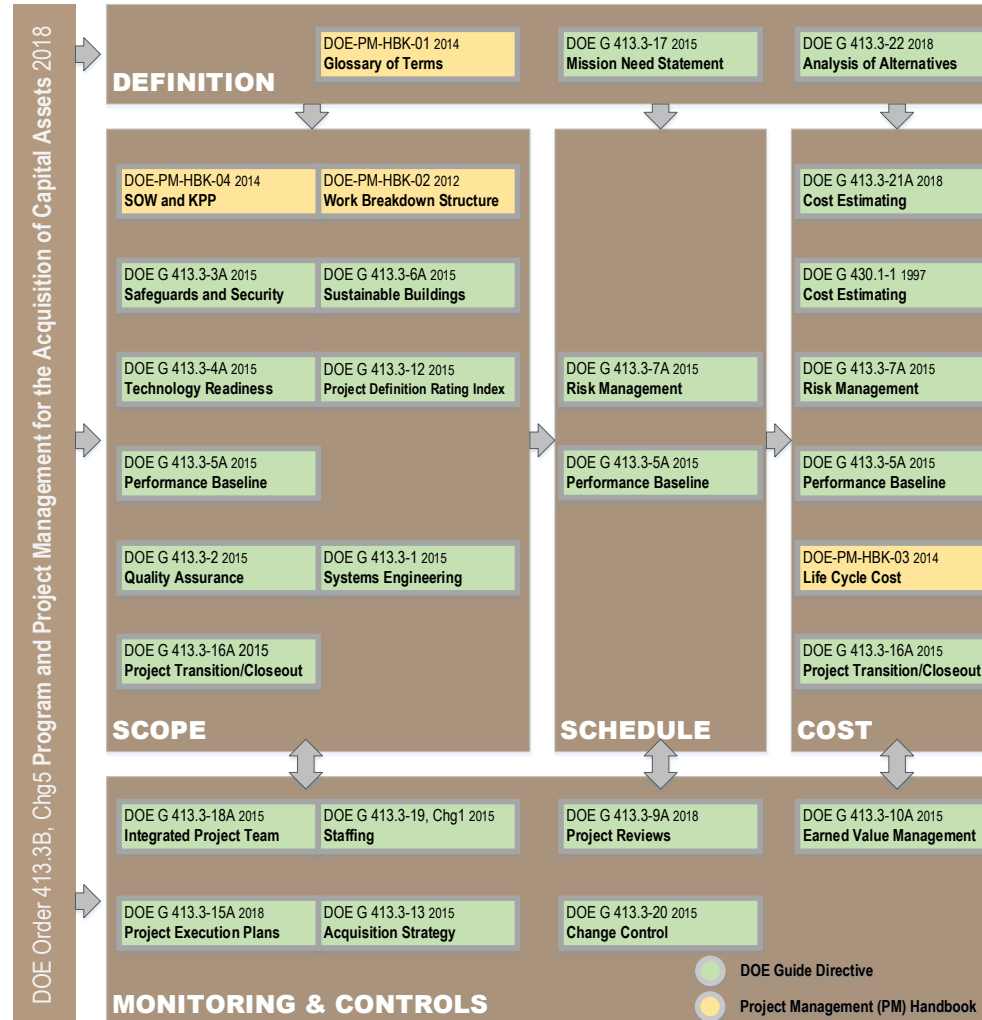


U.S. Department
of Energy

Office of
Project
Management
(PM-1)

**Policy
Map**

Ver. 2018-09-20





Recent Guides Published

- Cost Estimating (DOE Guide 413.3-21A)
- Analysis of Alternatives (DOE Guide 413.3-22)
- Project Reviews (DOE Guide 413.3-09A)
- Project Execution Plans (DOE Guide 413.3-15A)



Cost Estimating (DOE Guide 413.3-21A)

Driver for Update	<p>GAO Report 15-29, <i>DOE Needs to Revise Requirements and Guidance for Cost Estimating and Related Reviews</i>, which recommended DOE to:</p> <ul style="list-style-type: none">• Update DOE Order 413.3B to reference the best practices in GAO's cost estimating guide (09-3SP), accomplished in Change 3.• Estimate costs in accordance with GAO's <u>all</u> 12 best practices.
What Changed	<ul style="list-style-type: none">• Adds content on sensitivity analyses.• Adds content on estimating energy and water conservation life-cycle costs and benefits.• Updates AACE International content reflecting current recommended practices.
Version Date	June 6, 2018
Web Address	https://go.usa.gov/xEyxS



Analysis of Alternatives (DOE Guide 413.3-22)

Driver for This New Guide	<p>GAO Report 15-37, <i>Analysis of Alternatives Could be Improved by Incorporating Best Practices</i>, recommended DOE:</p> <ul style="list-style-type: none">• Update DOE Order 413.3B to require AoA best practices (found in GAO Report 16-22, Appendix I), accomplished in Change 3.• Issue AoA implementation guidance.
What It Says	<ul style="list-style-type: none">• Provides a procedure for conducting an AoA conforming to GAO best practices within the DOE framework.• Outlines how contractors may support an AoA while maintaining the AoA's independence.
Version Date	June 6, 2018
Web Address	https://go.usa.gov/xEyFC



Project Execution Plans (DOE Guide 413.3-09A)

Driver for Update	Obsolescence. DOE Order 413.3 had undergone a number of revisions since DOE published the guide. The guide no longer reflected the order it referenced.
What Changed	<ul style="list-style-type: none">• Broadens content from just external independent reviews to all reviews addressed by DOE Order 413.3B.• In a what, why, when, who, and where format, succinctly describes each review required by DOE Order 413.3B alphabetically.• Attached tables illustrate when reviews occur relative to critical decisions described in DOE Order 413.3B.
Version Date	September 14, 2018
Web Address	https://go.usa.gov/xEyFY



Project Reviews (DOE Guide 413.3-15A)

Driver for Update	Obsolescence. DOE Order 413.3 had undergone a number of revisions since DOE published the guide. The current order referred to guidance ostensibly in the guide that did not yet exist.
What Changed	<ul style="list-style-type: none">• Includes terminology consistent with the current order.• Clarifies and expands the procedure for documenting tailoring decisions.• Updates references and associated links.• Attached a table template for documenting which standards a project intends to follow or has followed.
Version Date	September 14, 2018
Web Address	https://go.usa.gov/xEyFp



Guide Initiatives Underway

- Commissioning of Nuclear Facilities **NEW**
- Scheduling **NEW**
- Earned Value Management Systems (DOE Guide 413.3-10A)
- Project Definition Rating Index (DOE Guide 413.3-12)



Nuclear Facilities Commissioning

NEW

Drivers for This Proposed Guide	<ul style="list-style-type: none">• DOE Order 413.3B requires projects constructing or improving nuclear facilities have commissioning plans prior to CD-1. DOE Guide 413.3-16A, <i>Project Closeout</i>, addresses nuclear facilities commissioning but this content does not fit with the rest of the guide.• Past projects have experienced problems commissioning nuclear facilities, in several instances incurring significant schedule and cost overruns.
What It Would Say	<ul style="list-style-type: none">• Detail commissioning practices within the context of project maturity and critical decisions.• Address how the commissioning function interfaces with planning, design, construction, and operation functions.• Provide model contract language for defining the point in time commissioning of equipment and systems could begin, i.e. “substantial completion” or “construction complete”.
Exposure Dates	March 04, 2019 – April 09, 2019 https://www.directives.doe.gov/revcom
PM Lead	Tony Ermovick, tony.ermovick@hq.doe.gov , 202-586-8254



Scheduling

NEW

Drivers for This Proposed Guide	<ul style="list-style-type: none">• DOE Order 413.3B requires projects to have an integrated master schedule (IMS) that conforms to:<ul style="list-style-type: none">• Government Accountability Office (GAO) Schedule Assessment Guide (16-89G)• 2016 NDIA IPMG Planning & Scheduling Excellence Guide (PASEG)• The Order does not address the relationship between the performance baseline CD-4 date and the IMS. Appendix A tables do not reference the IMS.
What It Would Say	<ul style="list-style-type: none">• Detail scheduling practices within the context of project maturity and critical decisions.• Address special circumstances and certain types of risks.• Resolve apparent discrepancies between NDIA PASEG and GAO 16-89G
Exposure Dates	May XX, 2019 – June YY, 2019 https://www.directives.doe.gov/revcom
PM Lead	Bob Loop, robert.loop@hq.doe.gov, 202-287-1324



Earned Value (DOE Guide 413.3-10B)

Drivers for This Proposed Guide Revision	<ul style="list-style-type: none">• Predates the current earned value management systems standard (EIA-748C).• Misalignment with Federal Acquisition Regulation Section 34.2 requirements.• Does not accommodate current industry best practices related to data automation.
How It Would Change	<ul style="list-style-type: none">• Identify strategies to comply with EIA-748C prior to CD-2.• Address certification and surveillance reviews.• Detail how to leverage software advancements to automate management activities.
Exposure Dates	June XX, 2019 – July YY, 2019 https://www.directives.doe.gov/revcom
PM Lead	David Kester, david.kester@hq.doe.gov, 202-586-4342



Front-end Planning (DOE Guide 413.3-12A)

Drivers for This Proposed Guide Revision	<ul style="list-style-type: none">• Construction Industry Institute (CII) has revised and diversified its Project Definition Rating Index (PDRI).• The Office of Environmental Management developed a PDRI for cleanup and demolition projects.
How It Would Change	<ul style="list-style-type: none">• Guide the selection of the appropriate PDRI tool based on type of capital asset.• Improve project maturity assessments.• Assist with identifying the gaps in project documentation.
Exposure Dates	June XX, 2019 – July YY, 2019 https://www.directives.doe.gov/revcom
PM Lead	Dave Chisenhall, dave.chisenhall@hq.doe.gov, 202-586-8410



Planned Work

- Project management policy strategy
- Guide projects –
 - New guides on –
 - Scope
 - Budgeting and financial management
 - Revisions to guides on –
 - Risk
 - High Performance Sustainable Buildings
 - Change control



PM Standard Operating Procedure for Guides

- Following the SOP will -
 - Standardize project management guides within the Office of Management template;
 - Focus guides on DOE order requirements, specifically deliverables; and
 - Emphasize DOE-specific procedures while minimizing editorial and tutorial content.
- Find the SOP, dated March 4, 2019, on PM MAX: <https://community.max.gov/x/d5loRQ>.
- Structure highlights -
 4. Purpose – Lists the Order-required deliverables addressed in the guide.
 5. Basis – Lists the drivers for the order requirements or best practices explained in the guide.
 6. Background – Minimally explains foundational concepts or cites references.
 7. Roles and Responsibilities – Limited to producing deliverables.
 8. Schedule – Identifies milestones in the context of critical decisions.
 9. Deliverables – Explains how to generate the deliverables.
- After the Nuclear Facilities Commissioning guide, all guide projects will follow this.



Project Management Project Strategy (1 of 4)

- Purpose of –

Orders

Policy Memos

Guides

Handbooks

Standard Operating Procedures

- Other documents –

Checklists

Templates

Reference Lists

Tutorials

Examples

- Any deliverables left unaddressed?

DIVERSITY



Project Management Project Strategy (2 of 4)

- A guide's focus - **Issues** or **Processes** or **Products**
- Graphic organization
- Finding content you need - **Chronological** or **Other Logical Order**
- Indexing content
- **Repeat for Convenience** vs. **Once for Clarity**
- Reprinting, not just referencing, codes and standards

STREAMLINING



Project Management Project Strategy (3 of 4)

- Primary audience
- Roles
- Tense
- Instruction vs. commentary
- Examples
- Checklists
- Templates
- Self-test questions

STRUCTURE



Project Management Project Strategy (4 of 4)

- Frequency of updates
- Identifying and prioritizing policy needs
- Volunteers to support policy initiatives
- Reviews of drafts
- Settling conflicts

PROCESS



New Guide on Scope

- Several guides touch on scope but none comprehensively.
- The project performance baseline includes scope.
- The guide would outline industry best practices for –
 - **Prioritizing** scope
 - **Setting** scope
 - **Validating** scope
 - **Monitoring** and **controlling** scope
 - **Confirming acquisition** of scope
- Address the relationships between a scope statement, work breakdown structure (WBS), WBS dictionary, and key performance parameters



New Guide on Project Financial Management

- Draw on DOE Guide 430.1-1, *Cost Estimating*, Chapter 6 content.
- Provide best practices for
 - Setting a funding profile
 - Completing an OMB business case (project data sheet)
 - Managing multiple sources of funding



Other Guide Revisions on the Horizon

Guide	Driver for Revision	Revisions Planned
DOE Guide 413.3-6A, High Performance Sustainable Buildings	<ul style="list-style-type: none">• Executive Order 13834• Updates to LEED• Updates to the Guiding Principles of HPSB	<ul style="list-style-type: none">• Applicability thresholds• References
DOE Guide 413.3-7A, Risk Management	<ul style="list-style-type: none">• Does not address “joint confidence level.”	<ul style="list-style-type: none">• Will address “joint confidence level.”
DOE Guide 413.3-20, Change Control	<ul style="list-style-type: none">• Revisions to DOE Order 413.3B• Revisions to DEAR, FAR	<ul style="list-style-type: none">• Processes• References

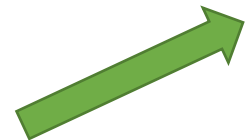


Get Involved

**Comment on a
guide at any
time**



**Volunteer to
serve on a
guide
integrated
project team**



**Send an email to:
pmpolicy@hq.doe.gov**



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