



**Department of Energy**  
**Washington, DC 20585**

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MEMORANDUM FOR DISTRIBUTION

FROM: RODNEY LEHMAN  
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OFFICE OF PROJECT MANAGEMENT

SUBJECT: Environmental Management Project Critical Decision Assessment  
Tool Rev. 01

Attached is the most current version of the Office of Environmental Management (EM) Project Critical Decision Assessment Tool (CDAT) as well as the updated manual. The EM CDAT was developed by an EM team to help measure EM project maturity levels and importantly, to help assess or self-assess a project's readiness for achieving each of the four Department of Energy Critical Decision (CD) levels. The CDAT has been successfully used as a project planning measurement and CD assessment tool for well over a decade and has incorporated lessons learned over the many years of its continuous use on EM projects.

The EM CDAT is a project management tool that provides a numerical assessment of how well a project is defined (i.e., planned/designed) and its degree of readiness for achieving the next CD level. The rating is determined by evaluating a range of project management elements in the areas of: Cost; Schedule; Scope/Technical; Management, Planning and Control; and Safety. In order to encompass all of the types of EM's projects, three CDAT sets were developed to conform to the unique requirements for the three main types of EM projects: 1) Construction; 2) Environmental Restoration (within the regulatory frameworks of Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) as well as the Resource Conservation and Recovery Act); as well as 3) Facility Deactivation and Decommissioning (D&D) (not within the CERCLA regulatory framework). By assigning numerical scores, for each sub-project element as a measure of how well it meets specified criteria, the user makes project maturity level determinations. The overall total score indicates the project's level of maturity that is a measure of its likelihood to achieve a given CD level.

The attached newly revised EM CDAT includes updated and corrected versions of the three element rating forms/matrices, their associated scoring criteria, maturity value definitions, and the EM CDAT Manual. The updated instruction manual contains an extra appendix, which will assist users outside the Department of Energy (e.g., another government agency, or a private firm). The revised EM CDAT tool sets, an updated instruction manual, as well as a recent article describing the tool will be placed on the EM project management resources web page located at: <https://www.energy.gov/em/downloads/project-assessment-tools>.

If you have questions about the EM-CDAT, please contact me at [Rodney.Lehman@em.doe.gov](mailto:Rodney.Lehman@em.doe.gov) or 301-903-6104.

Attachment

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