



DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

November 2024



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DIRECTOR'S CORNER

The mission need statement (MNS) is the cornerstone document that highlights critical mission capability gaps. DOE Guide 413.3-17, *Mission Need Statement*, provides detailed guidance on structuring your MNS to meet Department of Energy (DOE) Order 413.3B requirements. By following this guide, you can ensure that your MNS is clear, well-organized, and ready for the necessary approvals, paving the way for successful project initiation at critical decision (CD)-1 and ultimately, during execution. Additional information on Guide 413.3-17 can be found in the article on page 2.

Electronic Industries Alliance - 748 (EIA-748) is the industry standard for earned value management systems (EVMS). This framework, mandated by Federal Acquisition Regulations, Office of Management and Budget (OMB) Circular A-11, and DOE Order 413.3B, is essential for integrating work scope, schedule, and cost elements to optimize project planning and control.

U.S. Department of Energy
Washington, D.C.

ORDER

DOE O 413.3B

Approved: 11-29-2010
Chg 1 (Admin Chg): 10-22-2015
Chg 2 (PgChg): 05-12-2016
Chg 3 (PgChg): 12-29-2016
Chg 4 (MntChg): 10-13-2017
Chg 5 (MntChg): 04-12-2018
Chg 6 (L&AChg): 01-12-2021
Chg 7 (L&AChg): 06-21-2023

SUBJECT: PROGRAM AND PROJECT MANAGEMENT FOR THE ACQUISITION OF
CAPITAL ASSETS

When properly implemented, EVMS provides early warning signs of schedule delays and budget overruns, enabling project teams to proactively take corrective action. See the article on page 3 for more information on the benefits and real-world application of the 32 guidelines in EIA-748.

The Project Management Career Development Program (PMCDP) has launched its latest course, *Critical Decision (CD)-4, Project Completion and Closeout*. See page 5 for more information on this new level 3 elective. And don't forget to check out Project Management Lessons Learned (PMLL) Training Snippet 2: How to Register for a DOE OPEXShare Account on page 5.

Keep Charging!

Paul Bosco

AN OVERVIEW OF THE MISSION NEED STATEMENT (DOE GUIDE 413.3-17)

Rick Blaisdell, Office of Project Analysis (PM-20)

What is a mission need statement (MNS)? Simply put, it is the primary document supporting the Project Management Executive's (PME's) decision to initiate exploration of options to fulfill a capability gap including, but not limited to, acquisition of a new capital asset. A Program office will identify a credible performance gap between its current capabilities and capacities and those required to achieve the goals articulated in its strategic plan. The MNS is the translation of this gap into functional requirements that cannot be met through other than material means.

For the Department of Energy (DOE) project management world this could lead to a new project needing to be managed in accordance with DOE Order (O) 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. DOE O 413.3B states the following with respect to mission need statements:

- For projects with high end preliminary cost estimate range greater than or equal to \$100 million (M), the Office of Project Management must review the MNS and provide a recommendation to the Program Secretarial Officer (PSO) prior to PSO approval.
- Program Secretarial Officers or Deputy Administrators/Associate Administrators for the NNSA must approve the MNS prior to Project Management Executive (PME) approval of CD-0, *Approve Mission Need*.
- The MNS is included with the critical decision (CD)-0 package that goes to the PME for approval.

DOE Guide (G) 413.3-17, *Mission Need Statement*, provides those developing/authoring the MNS with suggested content, definitions, and examples for writing a clear statement to support a PME's decision to initiate exploration of options to fulfill a capability gap, which may include a capital asset project. The guide provides guidance in creating the MNS that fulfills DOE O 413.3B and meets the expectations of the appropriate approval authorities.



Recommended content and organization as outlined in the guide are as follows:

A. Title Page

1. Mission need statement title
2. Designation as a major or non-major acquisition project
3. Submission date
4. Originator, including organization and phone number
5. Approving official's name and signature

B. Statement of Mission Need

Summarize the mission need in a few concise sentences.

C. Alignment

Describe how the stated mission need fits into the overall strategy for accomplishing or advancing both DOE's and the Program's strategic plan and mission.

D. Capability Gap

Clearly describe the gap or shortcomings the MNS is addressing in terms of an operational or functional performance capability, technological opportunity, or service. Descriptions of the capability gap in terms of a construction of a physical system, decontamination and decommissioning, environmental restoration, procurement of a piece of equipment, construction of a facility, or other specific material end item are not appropriate for a mission need statement.



E. Approach

Briefly describe what has been considered or what will be analyzed as potential strategies to meet the new mission need.

F. Resource and Schedule Forecast

Provide a rough order-of-magnitude estimate of the project cost and schedule ranges to acquire various capability alternatives which address the stated mission need. State what is the basis for these cost and schedule ranges.

Continued on Page 3.

The guide provides much more detail about the suggested MNS content than can be included in this article. Using the guide will help you structure your MNS and include the necessary information needed by the PSO and PME to make an informed decision on whether to approve the MNS.

In addition, the guide describes the MNS approval process, the players involved, and the thresholds (dollar value) requiring different approval authorities. Attachment 1 of the guide provides real world examples of the MNS, organized in the recommended MNS content discussed early in the guide.

The guide is a good tool for DOE project management personnel to help in developing, shaping and structuring MNS. Use of the guide will make it easier for the MNS approval authorities to understand the message that the MNS is trying to present.

For any additional information or examples of MNS, please contact your assigned PM-20 project analyst.

EIA-748—A LOOK INTO THE 32 GUIDELINES OF A COMPLIANT EARNED VALUE MANAGEMENT SYSTEM

*Daniel Goldsmith,
Office of Project Controls and Policy (PM-23)*

In accordance with [Federal Acquisition Regulation \(FAR\) 52.234-4, Earned Value Management System](#), and [DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets](#), an earned value management system (EVMS) compliant with the [Electronic Industries Alliance 748 Standard for EVMS \(EIA-748\)](#) is typically required within contracts. This system is integral to the integrated project management approach for planning, managing, and executing capital asset projects.

The EIA-748 standard, developed by the [National Defense Industry Association \(NDIA\) Integrated Program Management Division \(IPMD\)](#), provides a framework that integrates work scope with schedule and cost elements for optimal project planning and control. Widely adopted due to its effectiveness in tracking project performance, EIA-748 offers early warning signs of schedule delays and budget overruns.

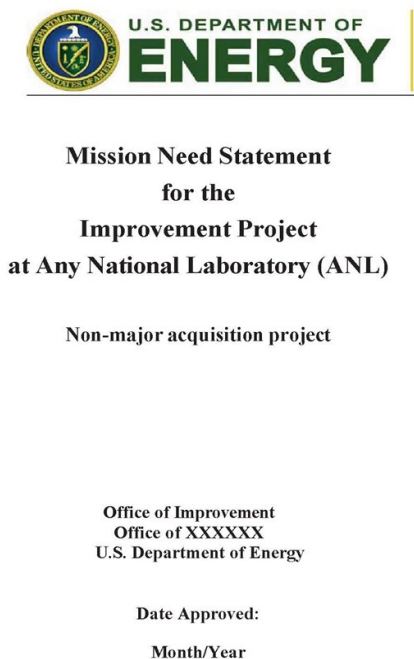
The origins of these requirements date back to the 1960s with the United States Department of Defense's [Cost/Schedule Control Systems Criteria \(C/SCSC\)](#). Over time, these criteria evolved and were adopted by various industries, leading to the formalization of the EIA-748 standard. This standard is a testament to the collaborative efforts of industry and government experts to create a robust methodology for managing complex projects.

Purpose and Benefits of EIA-748

The primary purpose of EIA-748 is to ensure that project management teams have a clear and comprehensive set of procedures for implementing EVMS. By integrating technical, schedule, and cost performance, EIA-748 provides a holistic view of project health. This standard is particularly critical for complex, long-term, and resource-intensive projects, facilitating clear communication, accountability, and transparency among all stakeholders.

EIA-748 helps organizations establish a baseline plan, measure actual performance against this plan, and forecast future performance based on trends. This proactive approach sets EIA-748 apart from other project management methodologies.

**Figure 1. Example Title Page
for a Mission Need Statement Document**



The figure shows a sample title page for a Mission Need Statement (MNS) document. At the top left is the U.S. Department of Energy logo. The title is centered and reads: "Mission Need Statement for the Improvement Project at Any National Laboratory (ANL)". Below the title, it specifies "Non-major acquisition project". At the bottom, it lists the "Office of Improvement, Office of XXXXXX, U.S. Department of Energy". There are also fields for "Date Approved:" and "Month/Year".

Continued on Page 4.

Key Features of EIA-748

The EIA-748 standard comprises 32 guidelines covering all aspects of project management, including scope definition, schedule development, budgeting, progress measurement, and analysis. Implementing these guidelines offers numerous benefits, such as:

- Providing a clear framework for project planning and execution.
- Enabling early identification of problems and corrective action.
- Leading to significant cost savings and improved project outcomes.
- Fostering better internal communication and coordination.
- Allowing continuous improvement through data-driven insights.

Industry Applications

EIA-748 is used across various industries, including aerospace, defense, construction, and information technology. Organizations that implement EVMS according to EIA-748 often find it becomes an integral part of their project management culture. For example, in the aerospace industry, EIA-748 provides a structured approach to managing complex, long-term projects. In construction, it helps keep projects on track and within budget. Case studies demonstrate the tangible benefits of EIA-748, such as improved project predictability, better risk management, and enhanced stakeholder confidence.

Recent Developments

A recent study sponsored by the DOE Office of Project Management (PM) and Arizona State University (ASU), involving nearly 200 subject matter experts, confirmed a strong positive correlation between EVMS effectiveness and the organizational culture within which it operates. This study resulted in the [Integrated Project/Program Management \(IP2M\) Maturity and Environment Total Risk Rating \(METRR\)](#), a toolset for assessing the maturity and environment of an EVMS implementation and identifying gaps to meet scope, schedule, and budget commitments.

Challenges and Recommendations

Implementing an EIA-748 compliant EVMS can be challenging if project and contract leadership do not promote a culture that expects and enforces its use at all levels. The cultural shift from unstructured project management practices to a disciplined integrated approach can be significant. This often involves changing long-standing processes and convincing stakeholders of the new system's value.

Additionally, the initial setup and maintenance of an EVMS require dedicated staff and potentially new software tools.

To overcome these challenges, organizations should focus on the long-term benefits of EIA-748 compliance and provide ample training, resources, and support to their teams. Engaging all stakeholders early in the process ensures their buy-in and addresses any concerns. A phased approach, starting with pilot projects, allows for learning and adjustments in a controlled environment, increasing the chances of successful adoption.

Conclusion

EIA-748 is more than a set of guidelines; it is a comprehensive approach to integrated project management that can lead to improved outcomes, increased efficiency, and greater stakeholder satisfaction. By integrating scope, schedule, and cost objectives, EIA-748 helps organizations maintain control over their projects and make informed decisions that drive success.

Note: An artificial intelligence application was used to develop this article, which was reviewed and edited by humans.

CONGRATULATIONS TO OUR NEWLY CERTIFIED FPDs!



Level I

Jonathan Johns (NA)
Thomas Weister (NA)

Level II

Hasanain Hasan (SC)
Gary Hoggard III (NE)

PROJECT MANAGEMENT LESSONS LEARNED (PMLL) TRAINING OF THE MONTH

PMLL Training Snippet 2: How to Register for a DOE OPEXShare Account

The Department of Energy (DOE) utilizes project management lessons learned in the execution of DOE capital asset projects to improve current and future projects. Lessons learned can be a good work practice or innovative approach that is captured and shared to promote repeat application, or an adverse work practice or experience that is captured and shared to prevent recurrence. Project management lessons learned are collected and shared in the Office of Environment, Health, Safety and Security Lessons Learned Database (DOE OPEXShare).

Click here to view Project Management Lessons Learned Training Snippet – [How to Register for a DOE OPEXShare Account](#)

Summary: This snippet provides instructions on registering for an account to DOE lessons learned system of record, called DOE OPEXShare.

Continuous Learning Points (CLPS): Reviewing one hour of snippets will equate to one CLP. To receive credit, FPDs can submit a CLP request under the PMCDP menu in their ESS account. All others may send an email (indicating the snippets viewed) through their respective supervisor to [DL-PM-40](#) to receive a certificate with the appropriate CLPs awarded.

You can find additional Lessons Learned training at the following links:

<https://community.connect.gov/display/DOEExternal/PM+Lessons+Learned>

NEW COURSE LAUNCHED! CD-4 PROJECT COMPLETION AND CLOSEOUT

Sigmond Ceaser, Professional Development Division

The Project Management Career Development Program (PMCDP) has launched its latest course titled *Critical Decision (CD)-4 Project Completion and Closeout*, now available for enrollment through the Learning Nucleus. Whether you are an Federal Project Director (FPD), prospective FPD, Department of Energy (DOE) program manager, integrated project team (IPT) member assigned to capital asset projects (including matrixed personnel) that follow DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, or a member of the acquisition workforce looking for continuous learning, this online and on-demand course will equip you with valuable insights, practical skills, and up-to-date knowledge in processes and information for project completion and closeout. This PMCDP level 3 elective addresses verification of project completion, project transition to operations, readiness review, lessons learned, physical closeout, and financial closeout in accordance with the CD-4 and project closeout requirements in DOE Order 413.3B and best practices for meeting those requirements as documented in DOE Guide 413.3-16A, *Project Completion/Closeout Guide*.

The on-demand format offers self-paced, just-in-time learning with 24/7 access to downloadable templates and example documents.

Enroll now: [CD-4 Project Completion and Closeout | LearningNucleus \(energy.gov\)](#)!

Direct questions or concerns to sigmond.ceaser@hq.doe.gov.





PMCDP FY2025 TRAINING SCHEDULE

The training schedule is posted on PM-Connect. Save the direct link to the Project Management Career Development Program training schedule to your favorites: <https://community.connect.gov/x/BgZcQw>

Course Title	LN Code	Dates	CLPs	Details
<u>Managing Contract Changes</u>	002102	November 12-15, 2024	32	10:30am-4:30pm ET Webinar Daily
<u>Advanced Risk Management</u>	001042	November 18-22, 2024	32	10:30am-4:30pm ET Webinar Daily
<u>Monitoring and Controlling During Project Execution</u>	000450	December 2-6, 2024	32	10:30am-4:30pm ET Webinar Daily
<u>Acquisition Management for Technical Personnel</u>	000145	December 10-12, 2024	16	10:30am-4:30pm ET Webinar Daily
<u>Scope Management Baseline Development</u>	001036	January 7-10, 2025	24	10:30am-4:30pm ET Webinar Daily
<u>Project Risk Analysis and Management</u>	001033	January 13-17, 2025	28	10:30am-4:30pm ET Webinar Daily
<u>Leadership Through Effective Communication</u>	002366	January 21-23, 2025	24	10:30am-4:30pm ET Webinar Daily

Mark your calendar!

2025 DOE Project Management Workshop

Washington DC

April 22-23, 2025*

*** Plus: Optional Project Controls Session April 24, 2024**

**A limited block of rooms (Book Early!) for the PM Workshop has been reserved at the venue:
Hilton Washington DC National Mall the Wharf, 480 L'Enfant Plaza SW, Washington DC.**

Ctrl+Click to follow the hotel link :

[2025 DOE Project Management Workshop - Booking Link Room Reservation](#)

**If you would like to contribute an article to the Newsletter or want to provide feedback,
please contact the Editor at [DL-PM-40](#).**



FIND UP-TO-DATE INFORMATION AND RESOURCES ANYTIME!

All PMCDP Course Descriptions and Course Materials can be found in the Course Catalog on



Save the direct link to your favorites: <https://community.connect.gov/x/UAT3Rw>



Or, download the Interactive Curriculum Map: <https://community.connect.gov/x/sQd1Qw>

Have a question, bug or glitch in a PMCDP online course, or want to provide feedback?
Submit your questions through: PMCDPOnlineCourseSupport@hq.doe.gov.

CONTACT US!

The Office of Project Management welcomes your comments on the Department's policies related to DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. Please report errors, omissions, ambiguities, and contradictions to: PMpolicy@hq.doe.gov.

If you have technical questions about Project Assessment and Reporting System (PARS), such as how to reset your password, please contact the PARS Help Desk at: PARS_Support@Hq.Doe.Gov. And, as always, PARS documentation, frequently asked questions (FAQs) and other helpful information can be found at [Support : PARS Support \(doe.gov\)](#). The current PARS reporting schedule is located on PM-Connect at the following link: <https://community.connect.gov/x/m4IIY>

Need information to apply for Federal Project Director (FPD) certification? The Certification and Equivalency Guidelines (CEG) can be found here: <https://community.connect.gov/x/IQd1Qw>

Can't put your finger on a document or information you were told is available on PM-Connect? Looking for information on DOE project management? Submit your questions and queries to: PMWebmaster@doe.gov.

TO REACH THE PROFESSIONAL DEVELOPMENT DIVISION (PM-40) TEAM:



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Your feedback is valuable to us! Please rate your experience with this edition of the newsletter on a scale of **1 to 5** (rating of 5 stars being highly satisfied and 1 star being highly dissatisfied).



[Click here!](#)