Departmental Project Oversight

Tony Ermovick, PE, CCP, CEM
Division Chief, Departmental Project Oversight
Office of Project Management Oversight and Assessments (PM)
PM-20 – Departmental Project Oversight

- Prepare independent cost estimates
- Perform baseline validations
- Monitor all project’s performance

Acronyms:
- ESAAB – Energy Systems Acquisition Advisory Board
- PMRC – Project Management Risk Committee
- EVMS – Earned Value Management System
- PMCDP – Project Management Career Development Program
- CRB – Certification Review Board

John White
PM-10
[S3] Project Assessments
- Conduct EM independent reviews
- Assess EM project data

Tony Ermovick
PM-20
Departmental Project Oversight

PM-1
Paul Bosco
Director

PM-2
Michael Peek
Deputy Director

PM-30
Project Management Policy & Systems
- Develop PM policy
- Conduct EVMS reviews
- Maintain central PM metrics repository

PM-40
Professional Development
- Develop PM training courses
- Develop EVMS Training
- Manage PMCDP; CRB Secretariat

Linda Ott
PM-40
Professional Development

Jay Glasscock
Chief of Staff
- Resource Planning and Office Admin
- ESAAB and PMRC Secretariat

Deputy Secretary (S2)
(Chair, ESAAB)

Associate Deputy Secretary (ADS)
(Chair, PMRC)

Under Secretary (S3)

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Deputy Secretary (S2)
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# PM-20 Teams

<table>
<thead>
<tr>
<th>* = Team Lead</th>
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<table>
<thead>
<tr>
<th><strong>NNSA &amp; FE Team</strong></th>
<th><strong>EM, NE &amp; EERE Team</strong></th>
<th><strong>SC Team</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Robin Noyes*</td>
<td>Pete Lynch*</td>
<td>Mike Fenn*</td>
</tr>
<tr>
<td>Zac West</td>
<td>Ed Gully</td>
<td>Jeff Thomas</td>
</tr>
<tr>
<td>John Coronado</td>
<td>Vacant</td>
<td></td>
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<table>
<thead>
<tr>
<th># Major System Projects (MSPs)</th>
<th>NA -- 7</th>
<th>FE -- 2</th>
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<tbody>
<tr>
<td>/$/ Pre CD-2 Projects</td>
<td>30</td>
<td>$36,929M</td>
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<tr>
<td>/$/ Post-CD-2 Projects</td>
<td>12</td>
<td>$6,781M</td>
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<thead>
<tr>
<th>#$/ Post-CD-2 Projects</th>
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<td>26</td>
</tr>
<tr>
<td>16</td>
</tr>
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<tr>
<th>SC -- 3</th>
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<tbody>
<tr>
<td>16</td>
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<tr>
<td>17</td>
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</table>
PM-20 Primary Responsibilities

- Provide project management oversight of all non-IT capital Asset projects within DOE, inclusive of NNSA
  - Be a subject matter expert of DOE O 413.3B (Chg 3) policy
- Lead Independent Cost Estimates/Reviews (ICE/R) at appropriate Critical Decision (CD) and Baseline Change Proposal (BCP) milestones
- Lead External Independent Reviews (EIRs) to support CD-2 and BCP performance baseline (cost, schedule, scope) validation
- Complete monthly project assessments (via PARS Ile)
- Provide ad hoc project assessments, reviews and Program assistance on any project management related issue
PM-20 Project Engagement Methods

1. Monthly FPD & Program PARS II e Updates
2. Monthly & Quarterly Project Project Reviews
3. Budget & Funding Documents
4. Project Peer Reviews (led by PM-10 or Program)
5. Contractor Monthly Reports
6. ICE, ICR and EIRs
7. EVMS surveillance and certification reviews
8. PMRCs and ESAAB/ESAAB-equivalent
9. Ad Hoc site visits (for design reviews, kick-off sessions, etc.)
10. Talking to the FPD and Program Reps!
• CD-0 approval triggers the stand-up of a PARS IIe record for a project (TPC > $10M)

• PARS IIe is the official repository for key project information
  • Documents (can be loaded up by FPD, Program or PM-20 Analyst)
  • Contractor loads Earned Value and Performance data (TPC > $20M)

• Data is used to support analysis, respond to GAO & Congressional inquiries, and historical reference ... must be accurate and complete

• All held accountable for their data submission accuracy
PM-20 Monthly Status Report Assessment Process

- Validate all basic info is correct (names, CD/BCP history, last PPR date, etc.)
- Validate FPD and Program assessments are completed ... read them!
- Capture issues from previous month’s engagement methods
- Evaluate the performance and EVMS data as submitted
  - BCWP, BCWS, ACWP, MR, contingency and ODC usage
  - FPD EAC and Contractor EAC
  - Key focus is on trends
- **Employ PARS Ile data analytics tools**
- Conduct individual project assessments for Scope, Schedule & Cost
- Complete narrative/collar assessment, highlighting project changes and issues
## PARS Ile Monthly Status Report Timeline (Per DOE O 413.3B)

<table>
<thead>
<tr>
<th>Business Day (NLT)</th>
<th>Event</th>
<th>Comments</th>
</tr>
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<tbody>
<tr>
<td>Last Workday (Previous Month)</td>
<td>Contractor loads EV data</td>
<td>Post CD-2, &gt;$20M TPC only</td>
</tr>
<tr>
<td>3rd</td>
<td>FPD completes PARS Ile assessment</td>
<td>If assigned prior to CD-1, mandatory thereafter</td>
</tr>
<tr>
<td>6th</td>
<td>Program completes PARS Ile assessment</td>
<td>Starts immediately after CD-0 is approved</td>
</tr>
<tr>
<td>9th</td>
<td>PM-20 Analyst Completes PARS Ile Assessment</td>
<td>PM assessments are independent, not consensus</td>
</tr>
<tr>
<td>10th-24th</td>
<td>Internal PM and S-3 review</td>
<td></td>
</tr>
<tr>
<td>25th</td>
<td>Monthly Status Report Published</td>
<td>Sent to key DOE stakeholders as well as GAO</td>
</tr>
</tbody>
</table>
Project “Color” Assessments  
(Per DOE O 413.3B)

• Ratings are based on assessment against the current performance baseline (PB) (CD-2 or BCP)

• Red – Project is **highly at risk** of requiring a change to the PB by the PME or is not being executed within the Acquisition Strategy and Project Execution Plan

• Yellow – Project is **potentially at risk** of not meeting an element of the current PB

• Green – Project is **expected to meet** its current PB

*Note: Yellow is not bad!*
Questions?

Thank You

Tony Ermovick, PE, CCP, CEM
March 23, 2017
tony.ermovick@hq.doe.gov