



DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

OCTOBER 2019



Director's Corner

Success! Another fiscal year has passed. Within the DOE/NNSA project management community, that means checking our end-of-year metrics for project management success. Last year the Department closed out FY2018 with a 90% success rate for capital asset construction projects and a project management success 3 year rolling average of 88% for the period FY2016 – 2018. Once again in FY2019, the Department successfully delivered 100% of its capital asset construction projects, and increased our 3 year rolling average to 89% for the period FY2017 – 2019. Among the construction projects completed this year were NNSA's Radioactive Liquid Waste Treatment Facility Upgrade Project – Low Level Waste at Los Alamos National Laboratory and SC's Photon Science Laboratory Building at SLAC National Accelerator Laboratory, while EM completed the D-Area Ash Project, an environmental cleanup project at the Savannah River Site. Through your efforts, the Department's programs are successfully receiving the facilities and capabilities they need, effectively on budget and schedule, to execute their missions and ensure the security of our nation - Congratulations!

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Additionally, with the new fiscal year comes more opportunities to continue your professional development and improve your project management knowledge and expertise through the Project Management Career Development Program (PMCDP). Whether you are seeking to attain the next certification level as a Federal Project Director, or earning continuous learning points to maintain your current certification, PMCDP will offer numerous opportunities throughout the coming year to expand or enhance your knowledge. For a list of upcoming courses, dates and locations, see page 7 of the newsletter or visit the PMCDP Training Schedule on max.gov at:

<https://community.max.gov/display/DOEExternal/PM+PMCDP+Events>

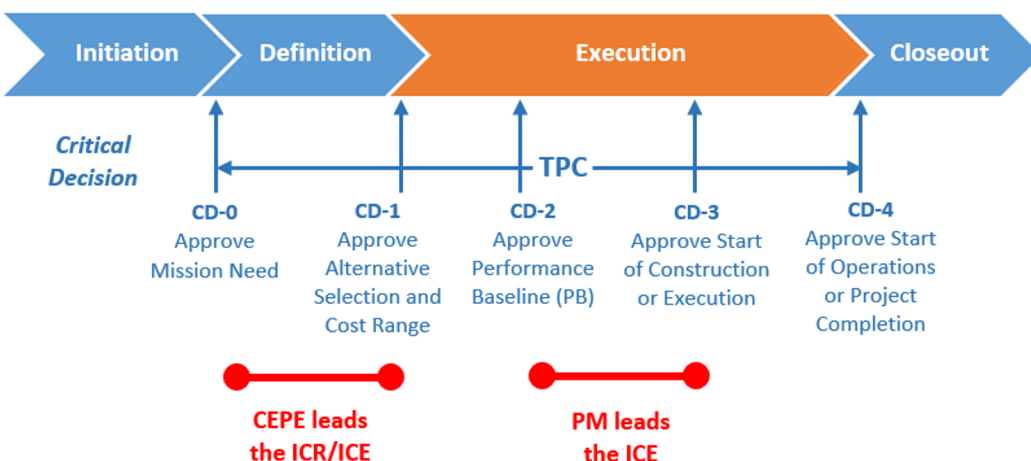
Keep charging!

Paul Bosco

CEPE-- New Lead for CD-0/1 Independent Cost Reviews and Estimates on NNSA Projects

Pete Bako, Office of Project Assessment (PM-20)

Effective October 1, 2019, the National Nuclear Security Administration's (NNSA) Office of Cost Estimating and Program Evaluation (CEPE) will be the lead agent for conducting independent cost estimates (ICE) and independent cost reviews (ICR) required for NNSA capital asset projects over \$100M. Currently an Office of Project Management (PM) responsibility, CEPE will now conduct ICEs and ICRs in support of both critical decision (CD)-0, *Approve Mission Need*, and CD-1, *Approve Alternative Selection and Cost Range*, as required by DOE Order 413.3B.



This new role has been established as a result of Section 3113 of the fiscal year 2019 (FY19) National Defense Authorization Act (NDAA), P.L. 115-232. The FY19 NDAA removes a restriction imposed in the FY14 NDAA that explicitly excluded construction projects from CEPE's ICR or ICE responsibilities.

PM will retain the responsibility to conduct ICEs prior to CD-2, *Approve Performance Baseline* and CD-3, *Approve Start of Construction*. PM and CEPE jointly developed the transition plan establishing the October 1st effective start date and the list of upcoming project ICR/ICE efforts affected by the new process. The plan was briefed on Capitol Hill and has been approved by both the Under Secretary of Energy and the Under Secretary for Nuclear Security. As the responsibility for the execution of CD-0 and CD-1 ICRs and ICEs transitions from PM to CEPE, the two offices will continue to coordinate, discuss information about upcoming projects, and

follow the standard ICR and ICE process employed for capital asset projects subject to DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. Program offices, sites, and Federal Project Directors (FPDs) should note that this new process only changes the agent responsible for CD-0 and CD-1 ICRs/ICEs.

It is not an additional requirement as ICRs (to support major systems projects CD-0 decisions) and ICEs are already required for DOE Order 413.3B projects. Please contact Pete Bako (PM-20) with any questions at 202-287-1940 or at peter.bako@hq.doe.gov.

This table illustrates the lead office responsible for conducting the ICR or ICE required at each CD for a given project cost threshold.

Critical Decision & Project Threshold	Lead Office	Role	Rationale
CD-0 ($\geq$ \$750M) CD-1 ($\geq$ \$100M)	CEPE	Central office in NNSA for all ICEs on life extension programs (LEPs), major alterations (ALTs), and CD-0/1 ICR/ICE (as required for 413.3B projects). (Support PM on CD-2/3 ICE)	Estimates based on early design concepts. Particularly during the Analysis of Alternatives (AoA) process, CEPE is heavily involved and can produce estimates based on prior knowledge of NNSA projects and by leveraging historical costs.
CD-2 ($\geq$ \$100M) CD-3 ($\geq$ \$100M)	PM	Advises Deputy Secretary/Project Management Executive (PME) and validates the performance baseline (PB) at CD-2. Conducts the ICE supporting the validation of the PB. (Support CEPE on CD-1/0 ICR/ICE)	At CD-2/3, projects develop detailed designs, enabling PM to utilize their well-established cost estimating methodology.

The Spotlight is on Savannah River's Karen Adams

Rob Stern, Office of Project Controls (PM-30)

Savannah River Site's Karen Adams was the Federal Project Director (FPD) for the recently completed D-Area Ash Project (DAAP). Though small compared to some of DOE's mega-projects (\$74 M CD-2 baseline), Karen had the challenge, shared by many EM projects, of having to find a path that satisfied State and Federal environmental regulators while also meeting DOE Order 413.3B's requirements for project management. By the time the project reached CD-4 in June of this year, it came in about a year ahead of schedule and \$5 million under budget. The project was recognized by the Project Management Institute with a 2018 Award for project excellence.

DOE – Savannah River closed the coal-fired D-Area powerhouse in 2012 after 59 years of operation. Each year the powerhouse had burned about 160,000 tons of coal generating a substantial amount of ash which was disposed in nearby ash basins. Such sites are now recognized to pose significant risks to surrounding communities and delicate ecosystems, such as those found near the Savannah River, which is about a mile from D Area.

Although there were no ash releases from D-Area, the national news media highly publicized releases from the Kingston TVA Coal Ash Spill and the Dan River Coal Ash Spill. Roughly 5.4 million cubic yards of coal ash were released in 2008, extending 300 acres outside the Kingston plant in Tennessee. About 39,000 tons of ash and 27 million gallons of ash pond water were released to the Dan River in North Carolina in 2014. These releases increased scrutiny and requirements for timely closure of remaining ash basins in other locales.



Karen Adams, FPD

Closing the D-Area powerhouse triggered several existing regulatory requirements, requiring SRS to close the D-Area ash basins and landfill within six months and to convert two runoff basins to permanent detention and retention basins. This regulatory requirement was physically impracticable due to the acreage, volume, existing resources, and time required, and financially because of funding limitations. Therefore, Karen and her team along with the South Carolina Department of Health and Environmental Control (SCDHEC), the U.S. Environmental Protection Agency (EPA), negotiated a five year, two-phased approach with field presence required to begin in September 2014, long before the project could work its way through the gated 413.3B Critical Decision process.

The agreement allowed the work to be classified as a CERCLA non-time critical removal action with milestones in the Federal Facility Agreement (FFA). DOE's Project Management Risk Committee approved a tailored approach with the alternative analysis completed as part of the CERCLA process. For the same reasons, a combined the CD-1/2/3 was completed as soon as possible (something of a feat in itself). Combining the CDs allowed the project to be completed within the negotiated regulatory timeframe. (Continued on page 4)



June 2013



October 2018

Some of the more interesting lessons learned from the project include the following:

The "uniqueness" of a soil remediation project results in significant risks and uncertainties that must be managed. Significant change control was required to manage the DAAP because of realized risks. Sufficient budget must be allocated for sampling/characterization activities throughout the project, and sufficient Management Reserve and Schedule Margin must be allocated to cover the unknowns on a subsurface remedial project.

Evolving EVMS Requirements: Because Savannah River Nuclear Solutions, LLC (SRNS) lost its EVMS certification in August 2013, the DAAP was required to establish "equivalency" prior to proceeding to CD-2. This was accomplished by submitting a Tailoring Strategy for HQ approval, which was achieved in late March 2015. The Tailoring Strategy included "Compensatory Measures" that were addressed each month in the DOE Monthly Report which is attached to PARS.

It is prudent to establish the criteria for and limits of excavation prior to starting field work. During Phase 1, an additional 1 foot of material was excavated from 488-2D in the hopes of achieving a residential closure. However, after confirmation sample results were analyzed, the unit remained an industrial closure. Establishing the criteria and excavation limits prior to field work, collecting samples at multiple depths, and expediting sample turn-around times allow for better decisions in the field and avoids unnecessary excavation, placement, drying, etc.

In total, the Management Team performed nearly 500 field observations over the life of the project, including safety walkdowns, management field observations, and other project assessments. The importance of a routine field presence was emphasized by Project Team members, the customer, and "green eye" SMEs, and the documentation of both the field presence and any observations in a management field observation (MFO) for distribution to management. This allowed for early and significant catches in the field before a problem occurred and was critical to ensuring the safe and successful completion.

The key take-away that Karen, and the many participants would all agree upon, is that what might look like a simple dirt-moving job can often turn out to be far more complex than one might expect, requiring significant flexibility and agility to reach a successful outcome. In her 29-year career with DOE, Karen has remediated everything from soil laden with lead bullets at the SRS security force training facility to a reactor disassembly basin containing 2M gallons of tritium-contaminated water and radioactive sludge/irradiated scrap. Ms. Adams has a B.S. in Environmental Health Science from the University of Georgia.

You All Do a LOT of Work!

Brian Kong, Office of Project Controls (PM-30)

We all support DOE's mission to ensure America's security and prosperity by addressing its energy, environmental and nuclear challenges through transformative science and technology solutions. For Fiscal Year (FY) 2020, DOE's Congressional Budget Request is \$31.7 Billion for its programs, projects, and activities. The funding needed for 57 DOE Order 413.3B line-item capital asset projects in FY 2020 is \$3.8 Billion or 12% of the total budget. This is a notable amount and percentage, and it does not include all DOE projects such as Major Items of Equipment (MIE), Naval Reactors, General Plant Projects (GPP), Accelerator Improvement Projects (AIP), and cooperative agreements, among others.

Program Office	FY 2020 Funding Request for DOE Order 413.3B Line Item Capital Asset Projects (\$Million)	FY 2020 Congressional Budget Request (\$Million)	%
NA	\$1,508	\$16,485	9%
EM	\$1,090	\$6,469	17%
SC	\$613	\$5,546	11%
FE	\$450	\$562	80%
NE	\$105	\$824	13%
OE	\$5	\$183	3%
DOE	\$3,771	\$31,703	12%

This table provides a break-out by program. Note FE's FY 2020 funding will be from Strategic Petroleum Reserve sales. Thank you for doing all you do every day in effectively and efficiently managing this notable amount of money.

The FY 2020 Congressional Budget Justification can be found at: <https://www.energy.gov/cfo/downloads/fy-2020-budget-justification>.



Nuclear Facilities Commissioning

[This Guide describes acceptable, but not mandatory means for complying with requirements. Guides are not requirements documents and are not to be construed as requirements in any audit or appraisal for compliance with associated rules or directives.]



U.S. Department of Energy
Washington, DC

AVAILABLE ONLINE AT:
www.directives.doe.gov

INITIATED BY:
Office of Project Management

DOE Guide Announcement

Ivan Graff, Office of Policy and Program Support (PM-50)

DOE published DOE Guide 413.3-23, Nuclear Facilities Commissioning, on August 30, 2019. This new guide addresses best practices for planning and executing the commissioning of equipment, components, structures, and systems comprising Hazard Category 1, 2, and 3 nuclear facilities and below Hazard Category 3 nuclear facilities regardless of the source of the radioactivity. Projects that follow this non-mandatory guidance will have a thorough, carefully planned process for confirming that nuclear facilities conform to design requirements, thus increasing the likelihood that they will perform as intended following the introduction of radioactive materials.

PM gratefully acknowledges the contributions of program and support office representatives whose comments on drafts improved the final product significantly. PM welcomes at any time your suggestions for improving any of the project management guides.

Find the newly published guide along with 20 other project management guides on the DOE Directives Website: <https://go.usa.gov/xV9ZM>.

Congratulations to our Newly Certified FPDs!



Level II

James Daffron, EM
Patrick Shepherd, FE SPR

Level I

K Y Craft, SC
Amy Read, EERE

Registering for PMCDP Courses in the Learning Nucleus

Ruby Giles, Office of Professional Development (PM-40)

You can access the [Learning Nucleus](#) portal directly by logging in with your unique username and password. You can also access Learning Nucleus via the ESS site. Once you're logged into ESS, go to *Training* on the menu bar, then *Access Training*, and select *Learning Nucleus*.

Federal employees will have their own personal Learning Nucleus dashboard. The dashboard gives employees the ability to:

- View DOE training offerings
- Register for and complete online courses
- Track trainings completed through Learning Nucleus

PMCDP courses are located in the PMCDP Catalog: <https://learningnucleus.energy.gov/course/index.php?categoryid=9363>

Questions? For PMCDP courses please contact the following PMCDP Learning Nucleus Administrator: Ruby L. Giles; ruby.giles@hq.doe.gov; 202-287-1859

For technical assistance, contact the Learning Nucleus Solutions Center at support@usalearning.net and your request will be addressed within 4 business hours, or call 202-753-0845 or toll-free at 833-200-0035 (Monday-Friday, 8:30 AM – 7:30 PM, ET).

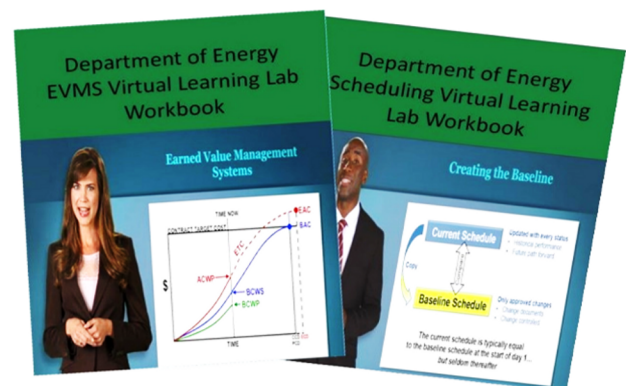


Workbooks for online EVMS and Scheduling

Sigmond Ceaser, Office of Professional Development (PM-40)

The Earned Value Management Systems (EVMS) and Scheduling courses hosted online on-demand in the Learning Nucleus now offer a printable workbook to provide an aid in note taking as you absorb the complex information being presented in each course. The workbooks are intended to be a supplement to, not a substitute for, course instruction. The content of each workbook is organized into sequenced instructional chapters and case studies. Tips to perform the case studies are included as applicable and a complete glossary is located at the end of each workbook.

Our hope is that the workbooks will enrich your learning experience and help you, the student, to successfully master the material.



For more info: Learning Nucleus FAQs - <https://hcnet.doe.gov/learning-nucleus-faq>



PMCDP FY20 Training Schedule

The training schedule is posted on PM MAX. Save the direct link to the PMCDP Training Schedule to your favorites: <https://community.max.gov/x/BgZcQw>

Quarter (FY/Q)	Course Title	PMCDP LN Code	Length	CLPs	Planned Delivery Timeframe	Delivery Mode	Location/ Platform	Location POC	Instructor
FY20/Q1	Systems Engineering	001049	3 Days	24	October 15-18, 2019	Classroom	Oak Ridge, TN	Peter Rivera	Ken Mosteller
FY20/Q1	Value Management	001037	3 Days	24	October 21-23, 2019	Classroom	Richland, WA	Pamela Weichel	Jeff Rude
FY20/Q1	Capital Planning	002152		16	Tue/Thurs 12-3pm Oct 22 - Nov 19 (5 webinars, exam, eval)	Desktop	Adobe Connect	N/A	Sean Casey
FY20/Q1	Negotiation Strategies	001047		24	Wednesdays 12-1:30pm Oct 30-Dec 20 (6 webinars, exam, eval)	Desktop	Adobe Connect	N/A	Peter Bonner
FY20/Q1	Systems Engineering	001049	3 Days	24	November 12-14	Classroom	Richland, WA	Pamela Weichel	Ken Mosteller
FY20/Q1	Labor Relations	001038	3 Days	24	December 3-5, 2019	Desktop	Classroom	Pamela Weichel	Don Mussachio
FY20/Q1	LEED for New Construction	001936	2.5 Days	20	December 3-5, 2019	Classroom	Oak Ridge, TN	Peter Rivera	Jason Kliwinsky
FY20/Q1	Performance Based Contracting	001951	3 Days	24	December 3-5, 2019	Classroom	Aiken, SC	Leatrice Green	Jerry Zimmer
FY20/Q2	Facilitating Conflict Resolution	001558		24	Wednesdays 12-1:30pm Jan 8 - Feb 12 (5 webinars, exam, eval)	Desktop	Adobe Connect	N/A	Peter Bonner
FY20/Q2	PM Simulation	001029	5 Days	40	January 13-17, 2020	Classroom	Richland, WA	Pamela Weichel	Larry Suda
FY20/Q2	Advanced Risk Management	001042	3.5 Days	28	January 14-17, 2020	Classroom	Oak Ridge, TN	Peter Rivera	Chris Gruber
FY20/Q2	Executive Communications	001031	3 Days	24	January 28-31, 2020	Classroom	Oak Ridge, TN	Peter Rivera	Shelley Simms
FY20/Q2	Scope Management	001036	3 Days	24	January 28-30, 2020	Classroom	Aiken, SC	Leatrice Green	Sean Casey
FY20/Q2	Federal Budgeting Process	001034	4 Days	32	February 18-21, 2020	Classroom	Oak Ridge, TN	Peter Rivera	Sean Casey
FY20/Q2	Systems Engineering	001049	3 Days	24	February 25-27, 2020	Classroom	Aiken, SC	Leatrice Green	Ken Mosteller
FY20/Q2	Advanced Risk Management	001042	3.5 Days	28	March 9-12, 2020	Classroom	Idaho Falls, ID	Tina Wagoner	Chris Gruber
FY20/Q2	Project Risk Analysis	001033	3.5 Days	28	March 3-6, 2020	Classroom	Oak Ridge, TN	Peter Rivera	Sean Casey
FY20/Q2	LEED for New Construction	001936	2.5 Days	20	March 16-18, 2020	Classroom	Richland, WA	Pamela Weichel	Jason Kliwinsky
FY20/Q3	Cost and Schedule	001044	5 Days	40	April 6-10, 2020	Classroom	Richland, WA	Pamela Weichel	Sean Casey
FY20/Q3	Leadership through Effective Communication	002366	3 Days	24	May 5-13, 2020	Classroom	Richland, WA	Pamela Weichel	Mac Bogert

All PMCDP Course Descriptions and Course Materials can be found in the Course Catalog on PM-MAX. Save the direct link to your favorites:



<https://community.max.gov/display/DOEExternal/PM+PMCDP+Course+Catalog>

Or download the Interactive Curriculum Map:

<https://community.max.gov/download/attachments/1131743153/PMCDP%20Interactive%20Map.pdf?version=1&modificationDate=1512482483778&api=v2>



Have a question, found a 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. Please send citations of errors, omissions, ambiguities, and contradictions to PMpolicy@hq.doe.gov. Propose improvements to policies at <https://hq.ideascale.com>.

If you have technical questions about 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 <https://pars2oa.doe.gov/support/Shared%20Documents/Forms/AllItems.aspx>

The current PARS reporting schedule is located in PM-MAX at the following link <https://community.max.gov/x/m4IIY>.

Can't find the Word templates to prepare to apply for FPD certification? The Certification and Equivalency Guidelines (CEG) isn't where you last found it and you are not sure where to look? Use the PMCDP.Administration@hq.doe.gov mailbox.

Can't put your finger on a document or information you were told is available on PM-MAX? Looking for information on DOE Project Management? Submit your questions and queries to PMWebmaster@doe.gov. Check out the links below for information related to FPD Certification and Certification and Equivalency Guidelines.

FPD Certification Application Templates
<https://community.max.gov/x/uAd1Qw>

Certification and Equivalency Guidelines
https://community.max.gov/download/attachments/1131743160/June_2015_CEG_FINAL.pdf?version=1&modificationDate=1472838487652&api=v2



Find up-to-date information and resources anytime on PM Max!

► 413 Resource Center ► Reviews & Metrics ► PARS & Earned Value Management ► Training & Certification ► Workshops & Awards ► About PM ► ENERGY

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If you would like to contribute an article to the Newsletter or have feedback, contact the Editor at Linda.Ott@hq.doe.gov.

