

Pathways to Project Success

JULY 2010

Corrective Action Plan (CAP) Corner:

DOE Project Risk Management New Initiatives

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The DOE Root Cause Analysis (RCA), Contract and Project Management, report dated April 2008, had identified deficiencies in contract and project management performance as they relate to risk management. Two corrective actions were undertaken to remedy the noted deficiencies: Updating the DOE G 413.3-7, Risk Management Guide, dated October 2008, and aligning the existing two risk management courses in the Project Management Career Development Program (PMCDP) to be consistent with the revised Risk Management Guide.

The revised DOE G 413.3-7A, Risk Management Guide, is currently in the DOE review and comment process with a current scheduled publication date of September 2010. The revision provides expanded guidance on the

following topics: (1) a suggested integrated risk management framework between project management and contract management; (2) clarification and guidance for the consistent use of contingency and management reserve in the planning and execution of DOE capital asset projects compatible with requirements from the Federal Acquisition Regulation, DOE Acquisition Letter 2009-01, DOE O 413.3, and program considerations; and (3), demonstration of a sample case-study application of contingency and management reserve for the acquisition of capital asset projects.

The revised PMCDP Level 2 and 3 courses in risk management will assist the Federal Project Director, the DOE Program Manager, and the Integrated Project Team members to: (1) prepare and implement a project risk

management program on a large project; (2) use a suggested structured process, tools and methods to effectively manage risk management activities on a large project and oversee a contractor's program; and (3) practice risk management activities using a DOE case-study approach with feedback on lessons learned from the real project. One may enroll in the pilot risk courses through the Corporate Human Resources Information System (CHRIS). The Level 2 course, Project Risk Management is scheduled to take place on July 14th-July 16th, and the Level 3 course, Advanced Risk Management, is scheduled for July 20th-23rd. Both will be held in the Forrestal Building in Washington, DC. Future course dates will be available through the DOE CHRIS system.

INSIDE THIS ISSUE:

Project Staffing & DOE G 413.3-19	2
Question of the Month	2
FPD Corner	3
FY10 Course Schedule	4-5
FY11 Course Schedule	6



Project Staffing and DOE G 413.3-19

In his March 4, 2010, memorandum, the Deputy Secretary stated, "Programs must use a validated methodology to determine the appropriate project team size", and they "should con-

sider using the staffing algorithm developed by the Department." The Departmental staffing algorithm is documented in the newly released DOE Guide 413.3-19, Staffing Guide for Project

Management. It, along with the spreadsheet tool and the referenced memorandum, can be accessed at the website listed below.

http://management.energy.gov/policy_guidance/project_management.htm

Question of the Month



Question: I am applying for Level I PMCDP certification. Although I have not taken all of the required PMCDP courses, I have alternative training/experience I feel is commensurate with many of the competency requirements in the PMCDP Certification and Equivalency Guideline (CEG). Is it possible to

use this alternative training/experience in lieu of formal PMCDP instruction?

Answer: Yes. Candidates may use prior experience to satisfy competencies in each level of PMCDP certification. Some competencies may be satisfied through equivalent, prior training; however, there are others that can only be satisfied through formal PMCDP instruction or by demonstrating equivalent, real-world experience.

Under each competency in the CEG, you will find

a description explaining how it can be satisfied using one of the aforementioned possibilities. If the competency permits you to use prior, equivalent training or experience, you are required to demonstrate how it is equivalent. Each competency provides a series of bullets detailing the knowledge examples covered in the corresponding PMCDP course. You must tailor your responses to show how specific, prior training/experience provided you with first-hand knowledge of the knowledge examples.

Federal Project Director's (FPD) Corner

Certification Review Board Update

The Certification Review Board (CRB or the Board) met on Wednesday, June 30. The Board interviewed and certified two NNSA candidates. Congratulations to Eric L. Trujillo and Terry J. Zimmerman who achieved Level 3 certification!

The PMCDP Certification and Equivalency Guideline: The Candidates' Gateway to Success

The PMCDP Certification and Equivalency Guideline (CEG) document establishes the U.S. Department of Energy's competency requirements for all DOE federal project management personnel to be certified as DOE federal project directors in accordance with DOE Order 361.1B, *Acquisition Career Development Program*, Chapter IV. It is within this guide that the rules, regulations and requirements for certification are identified and documented for use as candidates begin the PMCDP certification process.

PMCDP certifications are competency based, and each level of certification (i.e., Level I – Level IV) requires that candidates demonstrate the requisite project management knowledge, skills and abilities commensurate with that particular level of certification. These competencies were specifically designed to ensure that candidates can demonstrate to the CRB the required experience necessary to successfully manage the complex, high-dollar capital asset projects that constitute the Department's project portfolio.

What are the benefits of the CEG? In addition to providing candidates – and their managers – information about the different competencies required under each level of certification, the CEG contains explicit instructions explaining how to best answer these competencies.

The CEG was designed as a resource for candidates as they prepare their certification packages. It provides users with information ex-

plaining how each competency may be satisfied (e.g., PMCDP instruction, equivalent training, or experience), and also includes sample responses developed by the CRB's independent review staff. The sample responses demonstrate how to succinctly document the candidates' respective knowledge, skills and abilities in a manner that best demonstrates the candidates' expertise to the Board.

The CEG is the best tool to help candidates through the certification process. Candidates should use it to their advantage as it will save valuable time in preparing the candidates' certification profile. The CEG is available for download on the main page of the PMCDP tutorial in the Corporate Human Resources Information Service/Employee Self Service (CHRIS/ESS) system, and is also available on the PMCDP website listed below.

http://www.management.energy.gov/project_management/1576.htm

FY10 PMCDP Course Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
July 2010							
7/12/10	7/14/10	LEED for New Construction and Existing Buildings	18	Richland, WA (Federal Building)	Level 1 Elective	001936/0008	Richland Sponsored ¹
7/12/10	7/15/10	Federal Budgeting Process in DOE	28	Las Vegas, NV (NSO)	Level 2 Elective	001034/0009	None
7/13/10	7/16/10	Project Risk Analysis and Management	25	Washington, DC	Level 2 Core Course	001033/0027	None
7/20/10	7/22/10	Contract Administration for Technical Representatives	21	Washington, DC	Level 1 Core Course	001028/0005	None
7/20/10	7/22/10	Performance-Based Management Contracting	21	Aiken, SC (Savannah River)	Level 1 Core Course	001951/0002	None
7/20/10	7/23/10	Advanced Risk Management	25	Washington, DC	Level 3 Core Course	001042/0010	None
7/26/10	7/30/10	Acquisition Management for Technical Personnel	32	Richland, WA	Level 1 Core Course	000145	Richland Sponsored ¹
August 2010							
8/2/10	8/5/10	Federal Budgeting Process in DOE	28	Los Alamos, NM	Level 2 Elective	001034/0012	None
8/4/10	9/24/10	Project Management Systems and Practices in DOE	60	Richland, WA (Hammer)	Level 1 Core Course	001024/0035	Richland Sponsored ¹
8/31/10-9/2/10							
8/10/10	8/12/10	LEED for New Construction and Existing Buildings	18	Idaho Falls, ID	Level 1 Elective	001936/0009	Idaho Sponsored ²
8/17/10	8/19/10	Environmental Laws and Regulations	N/A	Las Vegas, NV (NSO)	Level 2 Elective	001046/0018	None
8/17/10	8/19/10	LEED for New Construction and Existing Buildings	18	Albuquerque, NM	Level 1 Elective	001936/0010	None
8/23/10	8/26/10	Advanced Risk Management	21	Idaho Falls, ID	Level 3 Core Course	001042/0009	Idaho Sponsored ²
8/24/10	8/26/10	Facilitating Conflict Resolution	N/A	Richland, WA (Federal Building)	Level 3 Elective	001558/0006	None
8/24/10	10/14/10	Project Management Essentials	70	Oak Ridge, TN	Level 1 Core Course	001022/0042	None
9/28-30/10							

FY10 PMCDP Course Schedule

Start	End	Course	PDU	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
September 2010							
9/1/10	9/3/10	Contract Administration for Technical Representatives	21	Aiken, SC (Savannah River)	Level 1 Core Course	001028/0008	None
9/7/10	9/9/10	Environmental Laws and Regulations	N/A	Los Alamos, NM	Level 2 Elective	001046/0021	None
9/13/10	9/17/10	Acquisition Management for Technical Personnel	32	Las Vegas, NV (NSO)	Level 1 Core Course	000145	None
9/14/10	9/16/10	Environmental Laws and Regulations	N/A	Washington, DC	Level 2 Elective	001046/0020	None
9/14/10	9/17/10	Advanced Risk Management	25	Aiken, SC (Savannah River)	Level 3 Core Course	001042/0008	None
9/14/10	9/16/10	Project Leadership/Supervision	22.5	Idaho Falls, ID	Level 2 Core Course	001045/0020	None
9/20/10	9/21/10	Effective Program and Project Communication	N/A	Livermore, CA	Level 2 Core Course	001940	None
9/21/10	9/23/10	Acquisition Strategy and Planning	21	Aiken, SC (Savannah River)	Level 1 Core Course	001027/0043	None
9/21/10	9/23/10	Real Property Asset Management	21	Berkeley Site Office	Level 2 Elective	001183	None
9/21/10	11/5/10	Project Management Systems and Practices in DOE	60	Los Alamos, NM	Level 1 Core Course	001024/0036	None
	10/19-21/10						
9/28/10	9/30/10	Contract Administration for Technical Representatives	21	Idaho Falls, ID	Level 1 Core Course	000058/0158	Idaho Sponsored ²
9/28/10	10/1/10	Earned Value Management Systems	21	Aiken, SC (Savannah River)	Level 1 Core Course	001026/0071	None

For the corresponding classes, registration is restricted to the designated organization unless prior arrangements are made with the following individuals:

¹Contact Semi Bird, 509-376-1665, semi_bird@rl.gov

²Contact Debbie Williams, 208-526-8771, williadb@id.doe.gov

FY11 PMCDP Course Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
October 2010							
10/5/10	10/8/10	Project Risk Analysis & Management	25	Aiken, SC (Savannah River)	Level 2 Core	001033/0028	None
10/19/10	10/21/10	Performance-Based Management Contracting	21	Richland, WA (HAMMER)	Level 1 Core	001951/0007	None
10/25/10	10/29/10	Acquisition Management for Technical Personnel	32	Los Alamos, NM (Canyon School)	Level 1 Core	000145/0024	None
November 2010							
11/1/10	12/16/10	Advanced Concepts in Project Management	50	New Orleans, LA (Strategic Petroleum Reserve Office)	Level 2 Core	001023/0028	None
Onsite: 12/7-12/9							
11/2/10	11/4/10	Systems Engineering	N/A	Richland, WA (HAMMER)	Level 3 Elective	001049/0008	None
December 2010							
12/7/10	12/9/10	Executive Communications	N/A	Albuquerque, NM (Sandia Site Office)	Level 4 Core	001031/0023	None
12/7/10	12/9/10	Facilitating Conflict Resolution	N/A	Las Vegas, NV (Nevada Site Office)	Level 3 Elective	001558/0007	None
12/14/10	12/15/10	Effective Program and Project Communication	14	Idaho Falls, ID (Idaho Operations)	Level 2 Core	001940/0002	None

Full PMCDP Course Schedule

For the full listing of FY2010 & FY2011 classes, visit the PMCDP website at http://www.management.energy.gov/project_management/1581.htm and click on the "course schedule" link that appears on the "Training" page.



Questions or Comments?

Please email general questions and comments about PMCDP to
PMCDP.Administration@hq.doe.gov,
or visit our website at

http://www.management.energy.gov/project_management/pm_certification.htm

For specific information, please contact one of the following individuals:

- Victoria (Vicki) Barth - Course Schedule, Certification Review Board (CRB) information, Certification and Equivalency Guide (CEG): Victoria.Barth@hq.doe.gov
- Linda Ott - PMCDP Curriculum, Auditors and Technical Content Advisors: Linda.Ott@hq.doe.gov
- Steven H. Rossi, P.E., PMP, LEED AP - PMCDP Newsletter, Continuing Education Units: Steven.Rossi@hq.doe.gov
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