



Project Controls Excellence Award

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Agenda

- Background – PM Awards Program
- Need/Problem Statement – Why do we need a new award?
- How Award was developed
- Key Content
- Next Steps



DOE Project Management Award Program

- The **DOE Project Management Award Program** comprises several special awards designed to recognize superior performance and exemplary service by a federal project director or project team over a period of one fiscal year.
- Current awards include:

Federal Project Director (FPD) of the Year – recognizes:

- superior project management methods, skills, and techniques;
- outstanding results through resourceful, innovative thinking and implementation;
- outstanding leadership;
- demonstrated excellence in project management by significant contributions to the goals and objectives of DOE efforts to enhance project management.



DOE Project Management Award Program

Current awards (continued):

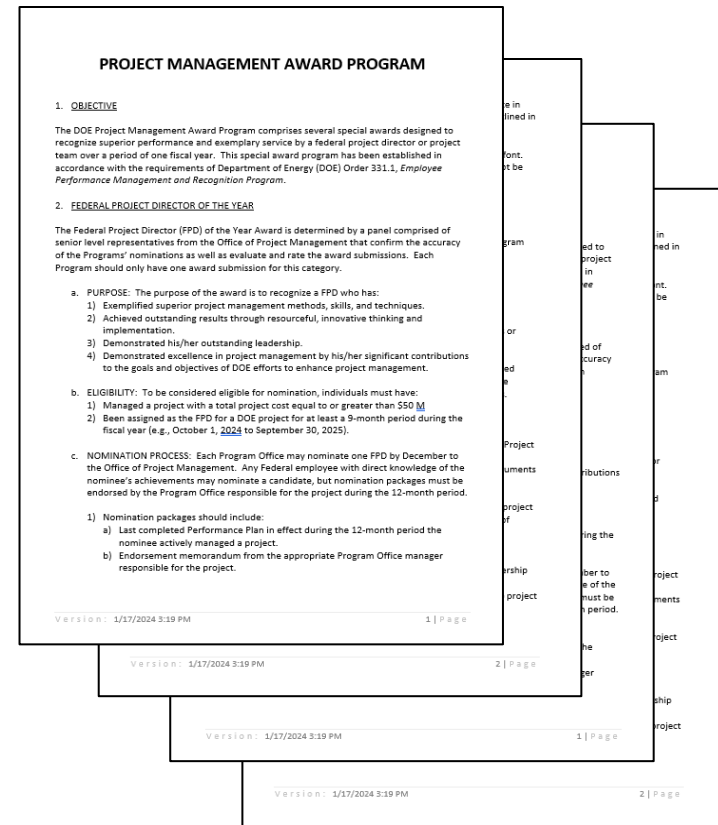
- **Project Management Excellence Award** - recognizes a project team who have demonstrated “exceptional” results in completing a project within cost and schedule.
- **Project Management Achievement Award** - recognizes a project team who have demonstrated “significant” results in completing a project within cost and schedule.
- **Project Management Improvement Award** - recognizes a project team who have implemented ideas, methods, or processes that led to demonstrated improvements in project management.



DOE Project Management Award Program

The DOE Project Management Award Program is described in detail in the *DOE Project Management Award Program Guidance*. Each Award contains the following key information:

- **Purpose-** states reason for the Award.
- **Eligibility-** defines who may be considered.
- **Nomination Process** – describes how candidates are nominated for consideration
- **Criterion Description** – defines how candidate will be evaluated (e.g., categories, scoring guidelines).
- **Recognition** – defines how award will be presented.





New Award – Why is it needed? (problem statement)

WHO:

**Integrated Project Teams
(both federal and contractors)**

WHAT:

**Improve Behavior
Improve Project Management
Success
Improve Project Success**

WHY:

**Drive Focus from Compliance
(Maturity) to Environment
Strengthen the Project
Environment
Recognition of Excellence in IPM**

HOW:

**Recognize In-Process and Finished
Projects**

Joint Fed, Contractor teams

Secretariat Level Award

Plaque, Flag (No Monetary)

Can have repeat awards

Can have multiple award winners

WHEN:

**DOE PM Workshop 2025, annually
thereafter**

WHERE:

**DOE Complex – Capital Asset Projects
over DOE O 413 reporting threshold**



New Award – Why is it needed? (problem statement)

DOE Integrated Project Teams (IPTs) provide project management for DOE projects across the complex. Good project behavior and project success has not always been at a level which instills confidence in DOE and its stakeholders.

To improve and reinforce good project management behavior and project success, DOE is developing a Secretariat Awards Program for in-process and completed projects, intended to strengthen the PM environment and maturity through recognition of “Excellence” in Project Controls.

The first award is targeted for 2025, at the Project Management Workshop, and then annually thereafter. There are no limits expected on the number of “qualified” winners or repeat winners, each year.



Award Developed in partnership with EFCOG

- **IPT members:**

Zac West

Kevin Carney

Joe Grealish

Andrea Gilstrap, EFCOG

Rick Blaisdell

Craig Hewitt, EFCOG

- **IPT Developed the following key elements:**

- Award Design Construct, Problem Statement
- Assumptions
- POAM
- Design Criteria
- Disclaimer
- Communication Plan





Award Development - Key Assumptions

- DOE PM or '*Independent and Certified*' review of both Maturity and Environment (Contractor and Fed) in last 12 months required for applications
 - *Independent* - Outside of Contractor Organization and Program Organization
 - *Certified* - Defined, Documented by ASU (program released this spring)
- Baseline for consideration for award: IP2M METRR scores greater than 600



Key Takeaways – Project Controls Excellence Award

- **Purpose-** The purpose of the award is to recognize a project team who have demonstrated “Excellence” in Integrated Project Controls.
- **Eligibility-**
 1. Projects must have been managed in accordance with DOE Order 413.3 and the total project cost at CD-2, Approve Performance Baseline must be \$50M or greater.
 2. Projects must have at least one fiscal year of execution past CD-2 (or CD-2 equivalent); e.g., October 1, 2024 to September 30, 2025).
 3. An IP2M METRR assessment of both Maturity and Environment (both Contractor and Federal team) must have been performed on the project by DOE PM or an ‘Independent and Certified’ reviewer in the last 12 months. Both the Maturity and Environment should be assessed in the range of 600-1000.



Key Takeaways – Project Controls Excellence Award

- **Nomination Process** – Each Program Office will normally nominate a single project team by the suspense date established to the Office of Project Management.
- **Criterion Description** – detailed criteria in Nomination Templates
- **Recognition** – The award will be presented during the annual DOE Project Management Workshop, typically held in March.

Note: Projects that experienced a performance problem during the life cycle should not be eliminated from consideration. Project recovery efforts that result in successful execution should be recognized.



Summary – Design Criteria

1. Data/PARS – CACRAC submissions

- JSON submissions required
 - **Critical** – Must Correct NOT ALLOWED
 - **Major** – No, Should Correct
 - **Minor** – Can still meet Award criteria

25% of total score

Will utilize (under development)

DOE PM Scorecard

2. PARS - Overview and Assessment (OA)

- Currently not numeric (Plans to make numeric before April)
 - **Majors** eg. No F5, Missing EACs by PM, No FPD Assessments
 - **Minors** eg. Documents missing, Clean up
- Define FPD Assessment Quality Criteria

25% of total score

Will utilize (under development)

DOE PM Scorecard



Summary – Design Criteria

3. IP2M METRR – Maturity (Compliance)

- Basis: 1000 point score
- Consider applications in 600-1000 range

10% of total score



4. IP2M METRR - Environment

- Basis: 1000 point score
- Consider applications in 600-1000 range

10% of total score



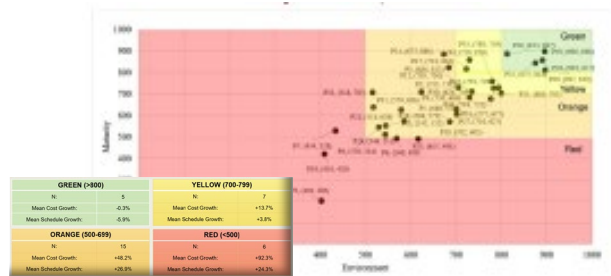


Summary – Design Criteria

5. 413.3x - Demonstrated Actions to SUSTAIN/IMPROVE #1-4 above

- IPT has developed supporting examples:
 - Action plans showing measurement/ improvement efforts of above
 - Documented actions taken by project leadership as a result of EVM data
 - Self-governance activities driving project activities

30% of total score
 IPT has developed examples for key Environment factors



Checkpoint	Demonstrated Objective Evidence: Validate that...	Checkpoint	Demonstrated Objective Evidence: Validate that...
a. The contractor integrated project team (IPT)—including corporate leadership, execution and operations personnel, oversight personnel, and support staff—is in place, and it has a demonstrated belief in the intrinsic value of the EVMS to position the project for success.	<ul style="list-style-type: none"> • ...EV data and information is used to make informed decisions, using documented policies, letters, memos, practices, roles and responsibilities that establish and reinforce the belief and use of earned value • ...appropriate and applicable, documented contract / company / project level risk management policies, procedures, plans and registers are being used to manage / process / assess / resolve, with documented reports on risk management issues 	d. Contractor leadership and team member attitude and discipline, at the corporate office and project levels, lead to the correct use, application, and acceptance of EVMS as an integrated project management tool used in the definition of work scope, planning and scheduling, budgeting and work authorization, managerial analysis, reporting, forecasting, and risk management.	<ul style="list-style-type: none"> • ...the Project Manager (TPM) / President issued documented decisions to the Direct Reports (DRs) / Project Managers (PMs) for the resolution of any of the earned value data and information topics identified • ...documented direction/informed decisions provided by TPM, DRs, IPT, or PMs was executed in a clear, concise, effective manner without delay, or clarifications were requested immediately
b. The project follows an integrated project management strategy to identify and manage risks using the EVMS that would otherwise impair a well-formed baseline plan.	<ul style="list-style-type: none"> • ...the Contractors' organization is not resource constrained to the point where EVMS subject matter experts are available, reporting at an effective level equal to or above project peers, with an avenue to express independent views on the health and compliant state of the EVMS. 	e. Contractor leadership actively revisits the most effective ways to evaluate EVMS metrics that support decision-making.	<ul style="list-style-type: none"> • ...follow up to the informed decision actions were promptly documented and reported back to the issuer (TPM, DRs, IPT, or PMs) with respect to effectiveness of issue resolution
c. The project has committed resources, including funding, to ensure that effective implementation of the EVMS is a priority, assuring continuous improvement and accountability at every level of the contractor organization. This commitment ensures the availability of key individuals who contribute to implementing the EVMS. Typically, this includes the availability and commitment of other personnel with specialized skills and knowledge of the EVMS, who may or may not be "dedicated" to the project.		f. The contractor organization's policies include incentives and education to foster support and commitment to implementing the EVMS.	



Next Steps – Finalize Nomination Template

Appendix E: Project Controls Excellence Award Nomination Template

Section 1. GENERAL PROJECT INFORMATION	
Managing Program Office	
Project/Facility Name	
Project ID	
Site Location	
Brief Description & Project Objectives (This should be plain language, and understandable to a layperson. Avoid using agency-specific jargon and acronyms.)	
(400 words or less)	
Total Project Cost (TPC)	TPC at
Project Completion Date	CD-2 [Baseline]

Section 2. GENERAL PROJECT INFORMATION	
Managed IAW DOE Order 413.3	
Completed in Past 12 months	
Baselined Contingency (% of TPC)	
Project Re-baselined	
Use this space to explain the reason for	
(400 words or less)	
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Section 3. Contractor Government Reporting – Data Integrity and Quality (25 points)	
DIQ – Contractor Data Uploads 0 to 25 points	Rating _____
Each month over the past year, the Contractor has updated data to PARS and has no unresolved fatal errors – which stop upload, and no major errors. Data sets with major errors can be uploaded to PARS, but impact either performance or compliance assessment when used. DOE-PM supports EFCOG's data goal for project data to be current, accurate, complete, repeatable, auditable, and compliant. The definition of each word is in an accompanying guide to scoring. If a contractor has an anomaly for one period and corrects, this is considered in the scoring. A PARS numeric score is under development.	
Recommended Scoring: 17 to 25 points – no fatal errors, major or minor warnings. Data provided has all DOE Data sets requested and all Document Management System items uploaded on time each month. 15 would be for sites that have errors and correct them each month while 20 would be for sites with good QC/QA procedures and when data is published it is error / warning free over the past 12 months. Project publishes data by the last day of the month.	
5 to 17 points – no fatal errors, some major errors that are addressed within one reporting period and few minor errors. If major errors are frequent – then 5 points, as long as they are corrected before the application date. Minor errors are allowed, but frequent without effort to fix over the year is also a 5. 17 is for projects that identify their errors and fix them so they are not persistent and really only had minor errors for the year. All DMS documents are uploaded. Project publishes data in 10 of 12 uploads by the last day of the month.	
0 to 5 points – no fatal errors, major errors that took multiple months to address, but were addressed (e.g., if major errors take more than 9 months to address, 1 point). All DMS documents uploaded. Project publishes data by the end of the 1 st work day in the next month (during the FPD's time to review) 10 of 12 months.	
Notes for DIQ – Contractor Data Uploads (400 words or less)	

Section 4. PARS Overview and Assessment (OA) Data Quality (25 points)	
Federal and Contractor OA Reporting to PARS.	
Rating _____	
Monthly reports on data quality are provided to programs. The Federal Team works as part of the IPT to maintain this quality to support the data's use as part of the assessment informing leadership at all levels. It is understood that select data fields are not appropriate for all projects and items identified between the FPD, Program and DOE-PM that are not applicable for a specific project will not be considered a part of this category. This should be noted upon entry in the reporting process. A PARS nu	
IP2M METRR Maturity	Rating _____
During the year of submission, the project conducted an IP2M METRR Maturity Assessment with a certified facilitator (accredited by ASU or PM-30). The score must be between 600 to 1000 points to qualify for submission. Basic scale is below, but grader can deduct more if the key issues are identified as concerns – scheduling, budgeting, or controlling. Grader will verify using PARS Empower Compliance Trending report and DIQ to verify. In the last criteria, demonstration of addressing gaps will be evaluated separately.	
17-25 points - No M and actions needed Contractor EACs, Co the past 12 months. FPD Assessment, 1x month.	
5-17 points – No M: addressed. 5 repre: addressed. 17 is fev are actively address workday in the mon	
0-5 points – No Maj (e.g., if minor errors updates, narrative a	
Notes for PARS Ove	

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Section 6. IP2M METRR Environment (10 points)	
IP2M METRR Environment	Rating _____
During the year of submission, the project conducted an IP2M METRR Environment Assessment with a certified facilitator (accredited by ASU or PM-30). The score must be between 600 to 1000 points to qualify for submission. Basic scale is below, but grader can deduct more if the key issues are identified as concerns – scheduling, budgeting, or controlling. Grader will verify using PARS Empower Compliance Trending report and DIQ to verify. In the last criteria, demonstration of addressing gaps will be evaluated separately.	
800 to 1000 poi 700 to 800 poin 600 to 700 poin Less than 600 =	
A copy of the Ei attached to the Address Enviro	
Section 8. Photos, Graphics, Reports	
Use this space to place project photographs and information you want the selection board to see. These photographs will be used for the formal awards presentation.	
800 to 1000 poi 700 to 800 poin 600 to 700 poin Less than 600 =	
A copy of the Ei attached to the Address Enviro	
Section 9. AWARD CITATION	
Use this space to provide a proposed citation, which will be engraved on the award plaque and read during the formal awards presentation ceremony.	
(150 words or less)	
Section 7. Documentation Criteria are shown	
The project tea and the use of I	
Documentation Criteria are sho	

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Next Steps - “Independent and Certified” facilitators

Arizona State University (ASU), working with DOE PM, is developing a ***DOE/ASU IP2M METRR Facilitator Certification Program***

- The two-day training focuses on IP2M METRR implementation and content, including its environment and maturity components, and the facilitation skills for effective assessment sessions. Participants learn how to facilitate the implementation of the IP2M METRR tool to assess the effectiveness of EVMS execution.
- Participants will gain and apply insights on facilitation, the IP2M METRR tool, and its use. Continuing Education Units (CEUs) will be offered to all participants.



Next Steps - “Independent and Certified” facilitators

Facilitator Certification Program (continued)

- Certification is recommended but optional and includes the written exam and, upon the completion of the training, the submission of a case study on a facilitated session as the final step towards certification. ASU will provide the certification upon completing the program (two-day training with exam and case study).
- First training on May 20-21 at the EUG Workshop in Destin, FL.



Next Steps

- Very much a work in progress, will remain so until we present in 2025.

NEW!



Project Controls
Excellence
Award

- Stay tuned to further communications
 - PM Newsletter





Questions?



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Office of Project Management

Project Controls and Policy Division (PM-30)

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