Pathways to Project Success

SEPTEMBER 2011

Signs of Project Maturity

By: Rick Elliott, PE, CCE, CFM, CEM

How do you know if your project is mature enough to make it through to completion on budget and within schedule? Like parents raising children to maturity, we don't want to send our kids to college—or launch our projects—until they're ready.

DOE O 413.3B indicates that before a performance baseline is established for a capital asset project, the project design must be sufficiently "mature" and all project stakeholders must have a high degree of confidence that the design and associated cost estimate will endure to project completion without undergoing significant changes. In determining the sufficiency of the design level, factors such as project size, duration and complexity are considered. DOE's capital asset planning and budgeting process recognizes three levels of design maturity. *(continued on p.2)*
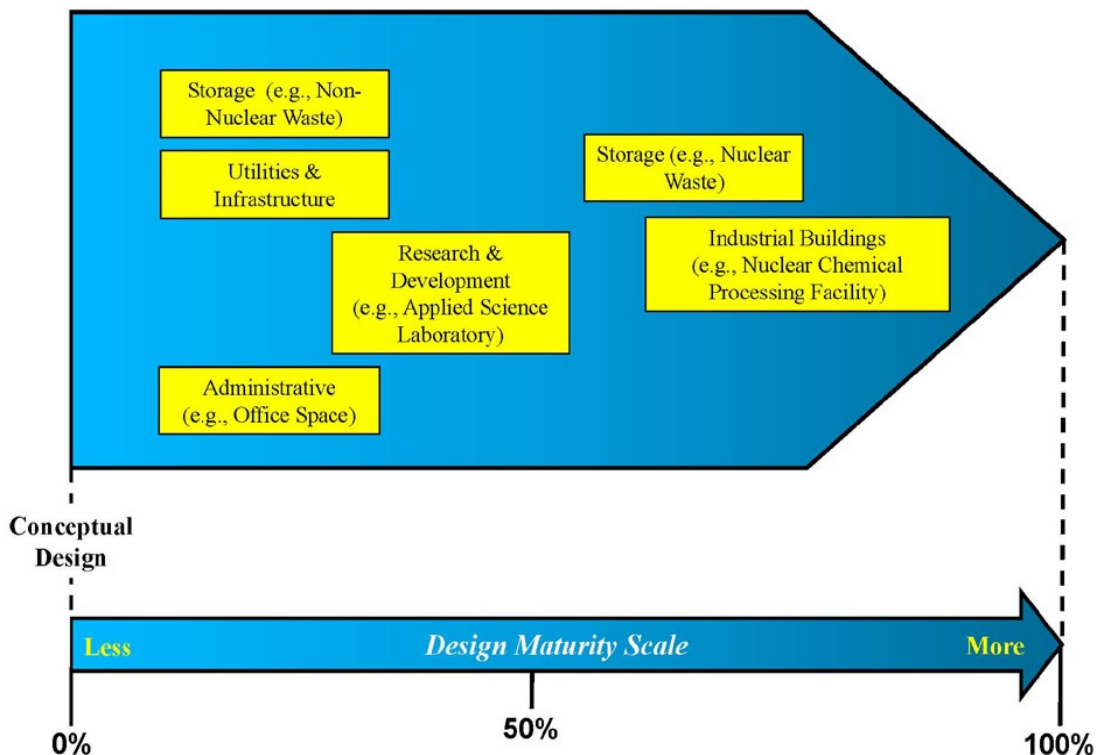
(continued from p. 1)

Conceptual Design: In-depth analysis of potential alternatives provides the basis for selecting a preferred alternative that best satisfies the mission need and details facility performance requirements, planning standards, and life-cycle cost assumptions. Preparation requires a substantial amount of engineering effort but is nonetheless only the starting point (0% to 15%) for the subsequent detailed design effort.

Preliminary Design: Process of converting the concept design into a more detailed design; typically ranges from 15% to 35% of the total design effort.

Final Design: Completion of the design effort and production of all the ap-proved design documentation necessary to permit proceeding with procurement, construction, testing, checkout, and turnover.

As graphically displayed, preliminary design for simple projects may be perfectly adequate for the purpose of establishing a project's performance baseline. However, experience has shown that for DOE's larger and more complex projects, reliable cost and schedule projections cannot be made until design has progressed significantly further – sometimes all the way to near completion of final design. Per DOE O 413.3B, design is considered mature when it provides sufficient information to support development of a point estimate ready for independent review.

Fortunately, tools exist to help assess design maturity. Use of these defined, repeatable project management tools and processes should result in a higher rate of project success.

These tools consist of:

- Project Definition Rating Index (PDRI)

- Technology Readiness Assessments (TRA), Technology Readiness Levels (TRL), and Technology Maturation Plans (TMP)

- Independent Design Reviews and Peer Reviews

- Risk Register and Risk Management Plans

In the end, we have to rely on our best judgment when determining our teenager's maturity; luckily, DOE O 413.3B provides the guidance on project maturity.

Upcoming PMCDP Training Opportunities

The PMCDP still has seats available for several classes scheduled in October and November. Sign up now to reserve your spot.

- *Earned Value Management Systems,* 10/18 - 10/20, Morgantown, WV

- *Acquisition Management for Technical Personnel ,* 10/24 –10/28, Grand Junction, CO

- *Systems Engineering,* 11/15– 11/17, New Orleans, LA

- *Capital Planning for DOE O 413.3B Capital Asset Projects,* 11/30- 12/1/, Los Alamos, NM

Certification Package Submission Timeline

By Victoria C. Barth, MA ISD OECM

How long does it take to get a certification package through the certification process? This is not the lead-in question to a bad joke; it is instead a question that is not asked often enough. PMCDP strives to get qualified candidates certified efficiently, but it takes front-end planning to make sure you as an FPD are certified at the appropriate level for the project to which you are assigned. Sometimes project assignment precedes the appropriate certification level, but more often the certification level is a required step for project assignment. Programs should submit certification packages well in advance of upcoming CRB meetings. Level I and II packages must successfully pass independent review no later than two weeks prior to a Board meeting to be on the docket for vote; Level III and IV candidates require an additional week. Level I and II packages can be handled by virtual vote when the CRB does not meet.

In addition, PMCDP recommends allowing two or three weeks for the independent review process. This basically means that a candidate should have his/her package in ESS and approved **at least** five weeks in advance of a Board meeting. A candidate needs to add more time for internal Program review and approval.

On average, packages take 45-50 calendar days to get to final approval once they are received by PMCDP. For additional information about the Board's submission requirements for certification applications, please see CRB Policy Flash 09-04 on the PMCDP's website:

(URL at bottom of page)

Certifying Candidates Virtually

Each month the Board does not meet, PMCDP conducts "virtual voting" for Level I and II candidates only. If a candidate receives unanimous approval from the Board's voting members, the candidate is automatically certified as of the last day of the month. If any of the Board's voting members disapprove or if a request for additional information is generated and not satisfied in time for the virtual vote, the candidate's package will be placed on the Board's docket for consideration during the next meeting.

For additional information about the certification process, please contact either Linda Ott (202-287-5310) or Victoria Barth (202-287-5307).

http://energy.gov/sites/prod/files/maprod/documents/Flash_09-04_Submission_requirements.pdf

REMINDER!

The 2012 DOE Project Management Workshop will be held on Tuesday and Wednesday, April 3 & 4, 2012, at the Hilton Alexandria Mark Center, 5000 Seminary Road, Alexandria, VA 22311.

PMCDP Course Schedule

Start	End	Course	CEUs	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
September 2011							
9/12/11	9/14/11	Contract Administration for Technical Representatives	21*	Las Vegas, NV (Nevada Site Office)	Level 1 Core Course	000058/0173	Per Betty Warrior[3]
9/12/11	9/16/11	Cost & Schedule Estimation	35*	Idaho Falls, ID (Idaho Operations)	Level 2 Core Course	001044/0011	Idaho Sponsored[2]
9/13/11	9/15/11	Negotiation Strategies & Techniques	21	Pittsburgh, PA (NETL)	Level 3 Elective	001047/0007	None
9/20/11	9/22/11	Environmental Laws & Regulations	21	Livermore, CA (Lawrence Livermore National Laboratory)	Level 2 Elective	001046/0022	None
9/27/11	9/29/11	Project Leadership & Supervision	22.5*	Livermore, CA (Lawrence Livermore National Laboratory)	Level 2 Core Course	001045/0023	None
9/27/11	9/30/11	Planning for Safety in Project Management	25*	Albuquerque, NM (Alb. Operations Center)	Level 1 Core Course	001035/0003	None
9/27/11 Onsite: 11/1-11/3	11/8/11	Advanced Concepts in Project Management	50*	Washington, DC (Headquarters)	Level 2 Core Course	001023/0032	None
October 2011							
10/3/11	10/5/11	Contract Administration for Technical Representatives	21*	Amarillo, TX (Pantex Site Office)	Level 1 Core Course	000058/0179	Per Betty Warrior[3]
10/4/11	10/6/11	Contract Administration for Technical Representatives	21*	Oak Ridge, TN (OR Federal Building)	Level 1 Core Course	001028	NOT IN CHRIS - POC is Missy Seiber
10/4/11	10/6/11	Executive Communications	21	Richland, WA (HAMMER)	Level 4 Core Course	001031/0025	None
10/11/11 Onsite:11/15-11/17	12/16/11	Project Management Essentials	70*	Aiken, SC (Savannah River)	Level 1 Core Course	001022/0049	None
10/18/11	10/20/11	Contract Administration for Technical Representatives	21*	Washington, DC (Headquarters)	Level 1 Core Course	001028/0178	None
10/18/11	10/20/11	Earned Value Management Systems	21*	Morgantown, WV (NETL)	Level 1 Core Course	001026/0076	None
10/19/11	10/21/11	Performance-Based Management Contracting	21*	Amarillo, TX (Pantex Site Office)	Level 1 Core Course	001951	Per Betty Warrior[3]
10/24/11	10/28/11	Acquisition Management for Technical Personnel	32*	Grand Junction, CO (Office of Legacy Mgmt)	Level 1 Core Course	000145/0031	None
10/24/11	10/28/11	Cost & Schedule Estimation	35*	Albuquerque, NM (Alb. Operations Center)	Level 2 Core Course	001044/0015	None
10/31/11	11/2/11	Performance-Based Management Contracting	21*	Livermore, CA (Lawrence Livermore National Laboratory)	Level 1 Core Course	001951/0013	Per Betty Warrior[3]
10/31/11	11/3/11	Federal Budgeting Process in DOE	28*	Albuquerque, NM (Alb. Operations Center)	Level 2 Elective	001034/0022	None
November 2011							
11/1/11	11/3/11	Negotiation Strategies & Techniques	21	Los Alamos, NM (Canyon School)	Level 3 Elective	0010474	Per Betty Warrior[3]
11/15/711	11/17/11	Systems Engineering	21	New Orleans, LA (Strategic Petroleum Reserve Office)	Level 3 Elective	001049/0009	None
11/15/11	11/17/11	Project Leadership/Supervision	22.5*	Los Alamos, NM (Canyon School)	Level 2 Core Course	001045	Per Betty Warrior[3]
11/30/11	12/1/11	Capital Planning for DOE O 413.3B Capital Asset Projects	14*	Los Alamos, NM (Los Alamos Site Office)	Level 1 Elective	002152/0003	None

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

[1] Contact Semi Bird, 509-376-1665, semi_bird@rl.gov
[2] Contact Debbie Williams, 208-526-8771, williadb@id.doe.gov
[3] Contact Betty Warrior, 505-245-2127, betty.warrior@hq.doe.gov
[4] Contact Alejandro Baez, 803-952-3456, alejandro.baez@srs.gov
[5] Contact Jennifer Praesal, 301-903-0062, jennifer.praesal@nnsa.doe.gov
[6] Contact Shawn Mason, 202-586-8862, shawn.mason@ee.doe.gov

Note: Asterisked courses are PMI registered, so they carry the same number of PDUs as CEUs.

Question of the Month

By Victoria C. Barth, MA ISD
OECM

Question: Prior to attaining my Level I FPD certification in June 2011, I completed several Level II and III courses. Will the PMCDP allow me to receive continuing education (CE) credit for those courses since they were not required for my Level I certification?

Answer: Because you took the Level II and III courses before you became a Level I FPD, CE credit cannot be granted; CE credit must be earned after certification is awarded. However, your 80 CE hour biennial requirement starts over with each certification. So, if you attain Level II certification in June 2013, you will have until June 2015 to satisfy the 80 hour requirement. Also, if you earn more than 80 CE credits within a biennial cycle, you may carryover up to 20 CE credits to the next biennial period.

Federal Project Director (FPD) Corner:

OECM Certification Review Board (CRB) Update

The Certification Review Board (CRB) certified the following individuals:

Office of Science*:*

- *Christopher D. Amaden*, Berkeley, CA (BSO) – Level 1

Office of Energy Efficiency and Renewable Energy (EERE)

- *Randall S. Dins,* Golden, CO– Level 2

Congratulations to our newly certified FPDs!

Office of Fossil Energy (FE)

- *Dwayne A. Wirfel*, NETL Pittsburgh, PA – Level 1

National Nuclear Security Administration (NNSA)

- *Allison A. Blackmon,* Aiken, SC- Level 1

Full PMCDP Course Schedule

For the full listing of FY2011 & FY2012 classes, visit the PMCDP website at

http://energy.gov/sites/prod/files/pmcdp_courses.pdf
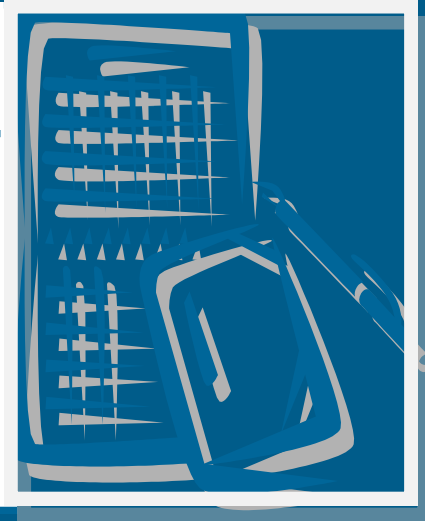
Questions or Comments?

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

http://energy.gov/management/office-management/operational-management/project-management-career-development-program

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

- Linda Ott, PMP, MA Adult Ed - PMCDP Team Lead, Linda.Ott@hq.doe.gov

- Victoria C. Barth, MA ISD - Course Schedule, Certification Review Board (CRB) information, Certification and Equivalency Guide (CEG): Victoria.Barth@hq.doe.gov

- Peter J. O'Konski, P.E., CEM, PMP, LEED AP, CCE, CFM, Director, Office of Facilities Management and Professional Development: Peter.OKonski@hq.doe.gov