

PATHWAYS TO PROJECT SUCCESS

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BRINGING ~~THE~~ FPD COMMUNITY TOGETHER

The OECM sponsored DOE Project Management Workshop, held on November 14-15, 2006, in Alexandria, Virginia, was a great success.

Keynote speaker U.S. Secretary of Energy Samuel Bodman addressed the workshop participants stressing the importance of effective and efficient project management in handling all DOE projects.

"Over the last year and a half," he stated, "we have made substantial strides toward restoring discipline and credibility with managing our large projects—and in making certain that fundamental safety concerns are addressed at the earliest possible stage of the design process."

He lauded the newly revised DOE Order 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, stating that its implementation will incorporate best practices and current industry standards on all phases of project



Secretary Bodman addresses PM Workshop

management. Coupled with the new DOE Standard 1189 and its specific focus on safety issues, these two documents will give our federal project directors a very useful framework for analyzing the unanticipated issues, which inevitably arise in transferring even the best designs into three-dimensional reality.

He also praised the 198 federal project directors for successfully completing DOE's new certification process.

Continued, page 2

PMCDP NEWS ~~AND~~ NOTES

Welcome to the second issue of the *Pathways to Project Success* newsletter, published by the U.S. Department of Energy (DOE) Office of Engineering and Construction Management (OECM).

A quarterly publication, the newsletter will present news and notes important to federal project directors. You'll receive information on what's happening in project management,

the PMCDP, and where to go if you need additional information.

PMCDP is committed to provide you with opportunities for education, training, and development to assist you, and the Department, in maintaining excellence in project management.

Suggestions and comments on the PMCDP and newsletter are encouraged and may be submitted to PMCDP.Administration@hq.doe.gov



UPCOMING
EVENTS:**WINTER 2007****December 8, 2006**CRB meeting
Washington, DC**February 6-7 2007**NASA PM Challenge 2007
Galveston, TX
pmchallenge.gsfc.nasa.gov**January 16/17, 2007**

HQ Review DOE O 361.1A

February 16, 2007CRB meeting
Washington, DC**SPRING 2007****April 13, 2007**CRB meeting
Washington, DC

Wrong decisions made early can be recovered from.
Right decisions made late cannot correct them.

- from "One Hundred Rules for NASA Project Managers"

...Project Management Workshop, continued from page 1

Finally, he highlighted the significant progress made in certifying that our Contractors implement and use a disciplined Earned Value Management system so the Department is able to obtain reliable project performance metrics that are comparable across contractors.

"Only by doing this consistently," he said, "will we begin to rebuild – brick by brick – our credibility with Congress and the American people."

Other speakers presented a wide variety of interesting subjects including effective assessment of Earned Value Management systems, contract management, nuclear safety, cost estimation, project management lessons-learned, Global Nuclear Energy Partnership, and updates to the PMCDP, and introduction of the new Program Management Career Development Curriculum (PMCDC).

In addition, NNSA hosted a follow-on session, DOE Order 413 Implementation Workshop, on November 16, 2006 in Washington, DC to discuss implementation strategies for specific topics within the Order.

More information regarding the DOE Project Management Workshop can be found on the OECM website at <http://www.oecm.gov>

FPD AND PAY INCENTIVES

As many of you know, DOE O 361.1A, *Acquisition Career Development Program*, allows for structured pay incentives for certified incumbent Federal Project Directors.

If utilized, the following standards would guide the Program Secretarial Officers and Field Element Managers to encourage high performing FPDs who attain certification and hold project management positions by providing pay incentives in addition to base pay (subject to budget availability):

- PMCDP Level 1: 5 percent of base pay;
- PMCDP Level 2: 7.5 percent of base pay; and
- PMCDP Levels 3 and 4: 10 percent of base pay.

OECM DETAIL OPPORTUNITIES

The Certification Review Board (CRB) recently completed its review of suggested changes to work/development competency statements for all four FPD levels of certification (see *related story on page 7*).

Although the FPD level 4 requirement (*Competency statement 4.12.2*) for one year program management experience at Headquarters was revised, you will note that there is still

a DOE HQ detail requirement of at least 180 days. This detail may be served in two non-consecutive 90-day periods.

The Office of Engineering and Construction Management (MA-50) is offering those FPDs aspiring to the highest level of PMCDP certification the opportunity to fulfill this level 4 requirement as part of the OECM team.

If interested, please contact Rose Jordan, Deputy Director for Facilities Management and Professional Development, at rosalie.jordan@hq.doe.gov.

EARN PMI/PMP PDUs ^{THRU} PMCDP**Did You Know?**

In July 2005 the Project Management Institute (PMI), which issues the Project Management Professional (PMP) certification, approved DOE as a PMI Registered Education Provider (R.E.P). Organizations qualified as REPs are approved to offer Professional Development Units (PDUs) for registered project management courses. PMCDP courses that qualify for PMI PDUs can be found at <http://oecm.energy.gov>.



PROJECT MANAGEMENT CLASSES ^{FOR} JANUARY- MARCH 2007

January 2007

16 - 19 Jan 2007	Federal Budgeting Process in DOE	Washington, DC
22 - 26 Jan 2007	Advanced Leadership	Chicago Operations Office
22 - 23 Jan 2007	Federal Budgeting Process in DOE	Albuquerque Operations Office
24 - 26 Jan 2007	Earned Value Management (Systems)	Albuquerque Operations Office
24 - 26 Jan 2007	Contract Administration for Technical Representatives (COR)	Albuquerque Operations Office
24 - 26 Jan 2007	Project Execution and Operational Readiness Review (Prototype) ..	Savannah River
29 - 31 Jan 2007	Environmental Laws and Regulations	Albuquerque Operations Office
30 Jan - 01 Feb 2007	Acquisition Strategy and Planning	Savannah River
30 Jan - 02 Feb 2007	Federal Budgeting Process in DOE	Richland Operations Office

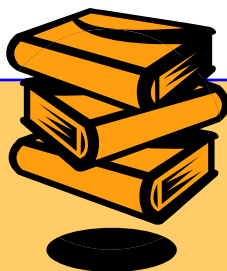
February 2007

06 - 08 Feb 2007	Contract Administration for Technical Representatives (COR)	Germantown
06 - 08 Feb 2007	Acquisition Strategy and Planning	Oak Ridge Operations Office
12 - 16 Feb 2007	Cost and Schedule Estimation (and Analysis)	Chicago Operations Office
13 - 14 Feb 2007	Planning for Performance Based Management Contracting	Oak Ridge Operations Office
21 - 22 Feb 2007	Planning for Performance Based Management Contracting	Savannah River

March 2007

06 - 08 Mar 2007	Integrating Safety into Project Management	TBD
19 - 22 Mar 2007	Project Risk Analysis and Management	Idaho Operations Office
19 - 23 Mar 2007	Project Management Simulation	Idaho Operations Office
20 - 21 Mar 2007	Performance-Based Management Contracting	Strategic Petroleum Reserve Project Office
27 - 28 Mar 2007	Performance-Based Management Contracting	Richland Operations Office
29 - 30 Mar 2007	Performance-Based Management Contracting	Richland Operations Office

What's New In Training



- ✓ Two newly developed courses have been piloted:
 - Advanced Leadership, October 2, 2006
 - Cost and Schedule Estimating, November 13, 2006
- ✓ Three courses are being updated for 2007:
 - Acquisition Strategy and Planning
 - Advanced Concepts in Project Management
 - Project Management Systems and Practices in DOE
- ✓ Two courses are being reviewed for further improvement:
 - NEPA and Environmental Laws and Regulations
- ✓ OECM is developing one new offering for 2007:
 - Advanced Risk Management

Questions ^{OR} Comments?

For further information about the OECM PMCDP or Program Management Career Development Curriculum (PMCDC), please contact the following:

- Rose Jordan, Deputy Director for Professional Development
rosalie.jordan@hq.doe.gov
- Dana Krupa, PMCDP/PMCDC
202-586-3842
dana.krupa@hq.doe.gov
- Wanda Chambers-Steinberg, PMCDP
202-586-8114
wanda.chambers@hq.doe.gov
- Nestor Folta, PMCDC
202-586-4554
nestor.folta@hq.doe.gov

LIFE ^{AFTER} PMCDP CERTIFICATION**Now That You're Certified,
What Do You Do?****Continuing Education (CE) Hours.**

Once you have been certified, you must continue designing a plan to maintain your professional competencies as well as for your career growth and advancement. CE hours play an integral role in encouraging your career development, expanding your knowledge, skills, and abilities at your current level of certification, or leading to advanced levels of certification.

What Is Required of You?

All certified FPDs are required to complete 60 CEs every two years from the date of their most recent certification. They can be completed in a number of ways that include training, seminars, serving as member on project review teams, college courses, etc. The complete list can be found on the OECM website under PMCDP, <http://www.oecm.gov> or in the ESS PMCDP module on the CE hour request screen at <https://mis.doe.gov/ess>

CEs must be requested and approved electronically through the PMCDP module in ESS. The approving officials are the first-line managers and OECM. OECM's role in CE hours is to ensure that CEs are awarded consistently across the Department and that each request is applicable to maintaining certification.

**LOOK!****EARNING CONTINUING EDUCATION CREDIT HOURS**

On November 30, 2006, the CRB endorsed several additional major policy changes for FPDs in accumulating Continuing Education (CE) hours.

Receiving credit as a Level 3 mentor was announced at the OECM Project Management Workshop on November 14, 2006, but

additional changes are highlighted in red in the chart below.

Of particular note, these recent changes are retroactive for the individual FPD past biennial CE hour accumulation period. OECM will work with FPDs in adjustments needed to gain CE hours for creditable work experience.

Training/Continuing Education (CE) Opportunity Description*	Unit	=	DOE CE Credit Hours
Educational portions of technical meetings, conferences, workshops, and seminars; DOE training; and focused training and short courses provided by commercial vendors	1 hour	=	1
Academic courses at an accredited college or university	1 semester credit 1 quarter credit	= =	15 9
Audited academic courses at an accredited college or university	1 semester credit 1 quarter credit	= =	5 4
Presentations at workshops, conferences, and seminars	1 formal presentation	=	5
Instructing at an accredited college or university	1 semester credit 1 quarter credit	= =	10 9
Certified Level 3 or 4 FPD serving as mentor to certification candidate. A formal written mentoring agreement is required for the mentoring development activity and is also required to be documented in both mentor and certification candidate Individual Development Plans (IDP). Additionally, Level 3 and 4 certified FPDs serving as mentors are encouraged to take Departmental mentoring courses.	6 months mentoring Level 3 candidate	=	30
<i>To further amplify the kinds of professional activities that may apply toward CE credit, certified federal project directors can additionally fulfill CE requirements as follows:</i>			
Participation as <u>member</u> of a project review team (i.e., IPRs, EIRs, independent cost reviews, earned value management validation reviews)	1 work day (team convened)	=	8
Participation as a project review team <u>member</u> in preparation for a review (i.e., IPRs, EIRs, independent cost reviews, earned value management validation reviews)	Maximum per review	=	8
Serving as an incumbent FPD (Maximum 10 CE hour credit for 2-year certification period)	1 year	=	5
Carryover allowed per certification period. If FPD is certified to a higher level, this will still apply.	Maximum carryover	=	20
Serves as a Sponsor/Subject Matter Expert (SME) for one or more PMCDP courses (Applies to Level 3 or Level 4 certified FPDs)	Serves as SME for at least one year	=	15

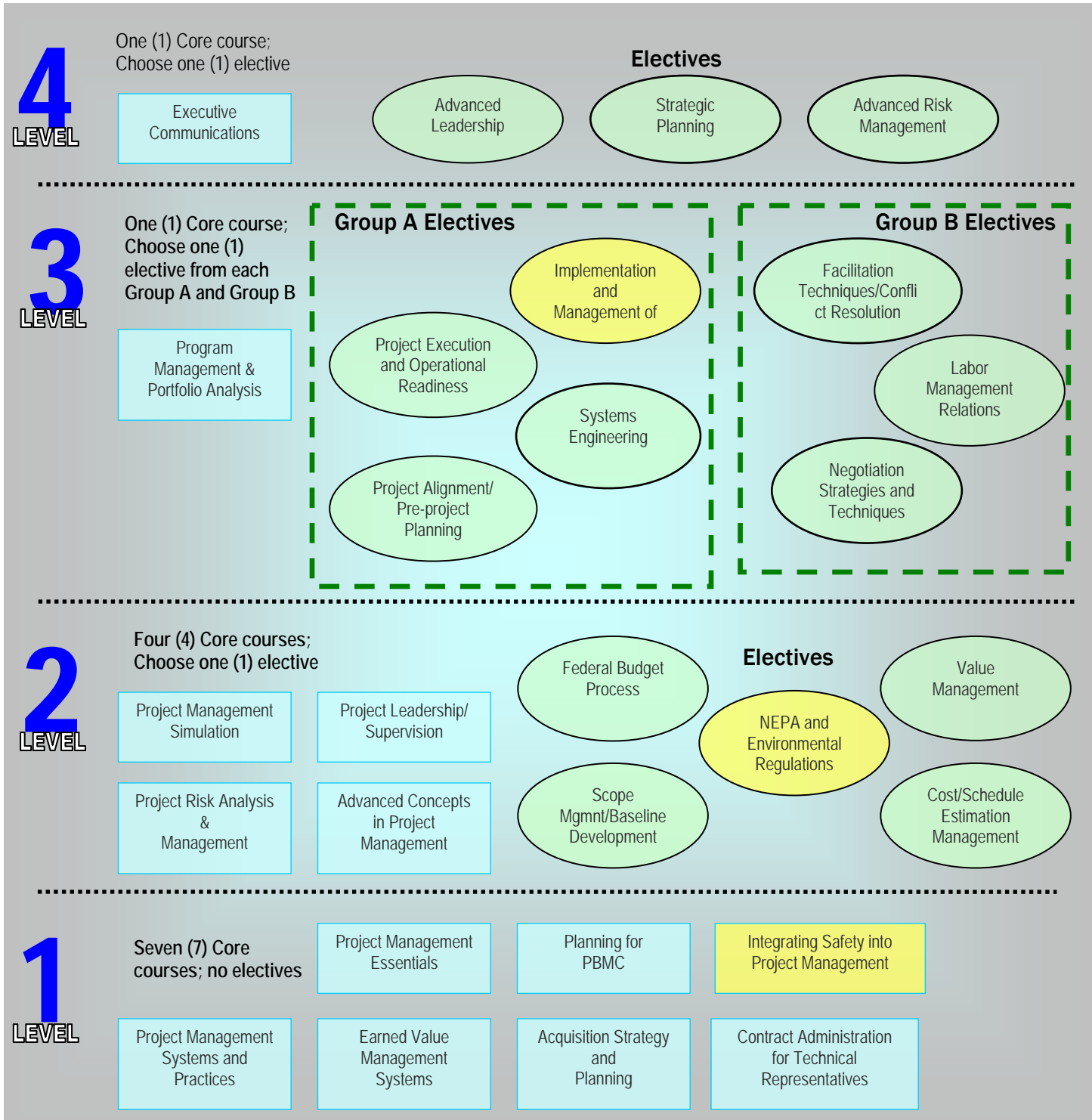
REVISED PMCDP CURRICULUM LEARNING MAP

Recent changes to the PMCDP curriculum map are shown below.

Of note, "Integrating Safety into Project Management" is a new Level 1 Core Course.

Other changes include moving "NEPA and Environmental Regulations" from a Level 3 elective to Level 2, and moving "Implementation and Management of PMBC" from Level 3

elective Group B to Group A, creating a better division between technical and human resource-type subjects.



FPD APPLICATIONS THROUGH CORPORATE HUMAN RESOURCES INFORMATION SYSTEM (CHRIS)/ EMPLOYEE SELF-SERVICE (ESS)

Reminder!

By memorandum of October 20, 2006, to all Program Secretarial Offices, the CRB stated that a review of the CHRIS/ESS revealed that not all FPDs are associated with or have entered data in the PMCDP module. As a result, the Board updated the CHRIS/ESS data entry requirements as follows:

- As of November 1, 2006, all FPD applications that had not been received by their program offices must be submitted through CHRIS/ESS;
- As of December 31, 2006, all certified FPDs must be associated with the CHRIS/ESS PMCDP module; and
- FPDs certified prior to December 31, 2006 are not required to provide current or lower

certification level competency information.

What This Mean to You.

If you're looking to become a certified FPD or, if an FPD and wish to attain a higher level certification, if your application was not submitted prior to November 1, 2006, you must submit your application through CHRIS/ESS. However, for those FPDs seeking higher level certification, you do not have to backfill competency information for levels already achieved. All FPDs must be associated with CHRIS/ESS.

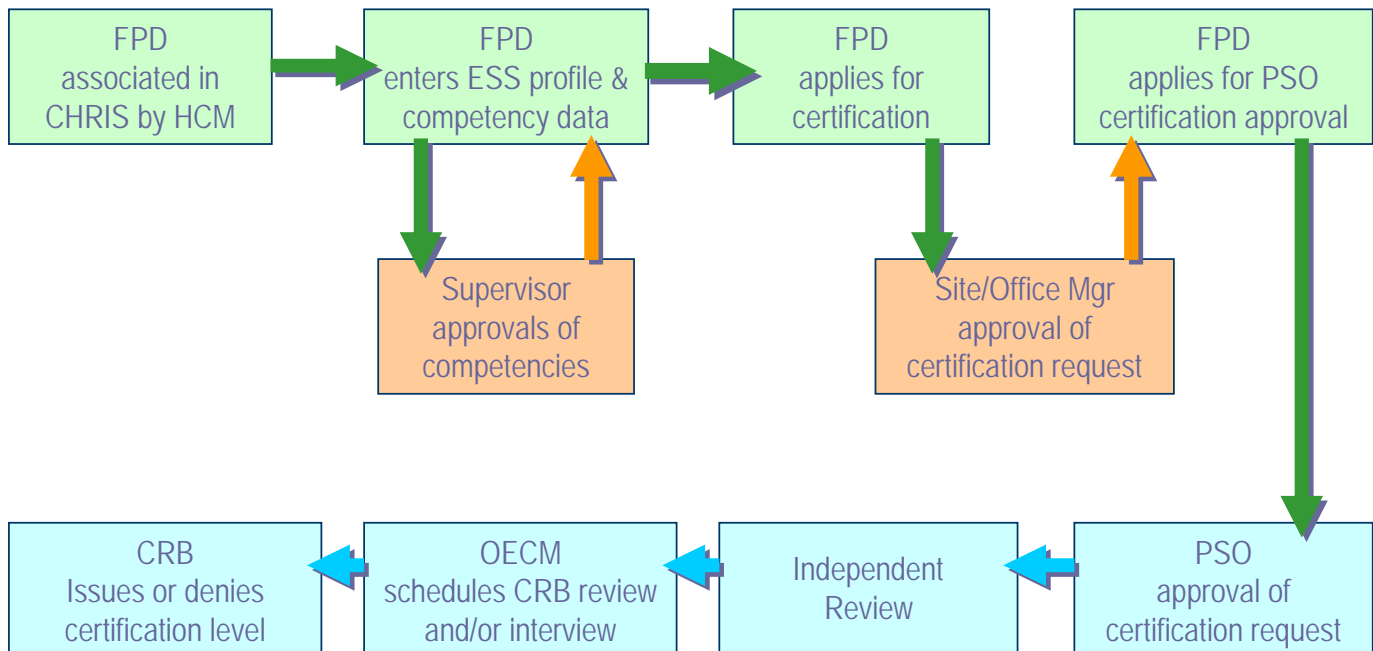
What Do I Need to Do?

As the PMCDP module resides on the CHRIS/ESS, you must first contact your human capital

management office or representative to be associated with the module. Generally, person(s) at your site/program office with administrative access and authority to make changes to your ESS must manually associate your job position number to the PMCDP module.

How Do You Enter Information Into ESS?

Once you have been associated with the PMCDP, you may access ESS at <https://mis.doe.gov/ess> and click on "PMCDP." A drop-down menu presents options available on the site. A tutorial is also available in *Instructions*, which discusses all module functions and how to navigate in the module.



At a Glance: PMCDP Federal Project Director Certification Process

CHANGES ^{IN} FPD LEVEL COMPETENCY STATEMENTS

At the CRB policy meeting of November 30, 2006, the Board completed its review of suggested changes to work/development competency statements for all four FPD levels of certification. Changes to competencies are summarized below. These revisions will be included in the next update of DOE O 361.1A, *Acquisition Career Development Program*, and the accompanying DOE G 361.1A, Chapter IV, *PMCDP Certification and Equivalency Guidelines* (CEG). Both documents can be found on the PMCDP module of the OECM website at <http://www.oecm.gov>. If you need more specific information, please contact the OECM PMCDP point of contact.

LEVEL 1 – General: There is no longer a requirement to address Level 1 Behavioral Competency statements.

LEVEL 2

Competency 2.12.1, Requirement for two years project management experience at level 1.

Revision – Equivalency added:

Work for one year as a level 1 project director, and either:

- Serve one year as a deputy project director, formally recognized in project documents, on a level 3 or higher level project; or
- Serve one year as a functional manager on a Level 4 project (i.e., engineering manager, procurement manager, construction manager, environmental compliance manager, project controls manager, licensing/quality assurance manager); or,
- Serve one year as a supervisor of project directors.

Competency 2.12.3, Requirement for one year project experience post CD-3 experience with A/E firm

or M&O contractor, or holding PE/RA license.

Revision – Modified:

One year as a federal project director or project engineer on a post CD-3 phase project, or serving one year with an A/E firm or DOE M&O/ M&I contractor on a post CD-3 project.

Recent DOE Certification Review Board (CRB) changes to competency statements affecting all four levels of FPD certification.

LEVEL 3

Competency 3.12.1, Requirement for two years project management experience at level 2.

Revision – Equivalency added:

Performing for one year as a project director on a level 2 project, and one year serving as a deputy project director, formally recognized in project documents, on a level 3 or higher project.

Competency 3.12.3, Requirement for one year COR experience.

Revision – Equivalency added:

Serve a minimum of two years as a formally-designated Technical Monitor, involved in such activities as:

- Assisting COR in interpretation of contract requirements;
- Questioning technical assumptions or other aspects of analyses, commenting on contract deliverables through the COR;
- Providing guidance and

technical input (through the COR) related to government furnished services and items (GFSI);

- Interacting regularly with the contractor in support of the COR; and
- Administering technical, administrative, and/or funding aspects of a task assignment, as assigned by the COR

LEVEL 4

Competency 4.12.1, Requirement for two years project management experience at level 3.

Revision – Added additional requirements and equivalencies:

1. Work for a minimum of two years as a level 3 project director, and
2. Have a minimum of eight years project management experience as a project director on at least two different projects, and
 - At least 3 of the 8 years must be post CD-3 experience; and
 - At least 1 year of the 3 years of post CD-3 experience must be on a level 3 or higher project.

Equivalencies:

For requirement #1: Performing one year as a project director on a level 3 or higher project and one year serving as a deputy project director, formally recognized in project documents, on a level 3 or higher level project.

For requirement #2: The CRB may consider a waiver where the FPD has been assigned for a total of 8 years on a single level 3 or higher level project.

Competency 4.12.2, Requirement for one year program management experience at headquarters.

Revision – Modified:

Perform one year program management duties with 180 days (minimum) at DOE HQ. Duties at headquarters may be fulfilled non-consecutively in two 90-day details.



CRB POLICY: FPD DE-CERTIFICATION/RE-CERTIFICATION



On November 30, 2006, the Certification Review Board (CRB) approved De-Certification and Re-Certification procedures for those Federal Project Directors (FPDs) who fail to satisfy their Continuing Education (CE) hour requirements. This is a follow-on action to previous CRB memorandums in which the Board informed the FPD community that, in accordance with DOE O 361.1A, *Acquisition Career Development Program*, unless extenuating circumstances such as illness or military service prevent an FPD from remedying identified deficiencies, the Board would take action to revoke the individual's certification.

De-Certification Process

For those FPDs who fail to fulfill the CE requirements, the following procedures take effect:

1. The CRB Secretariat provides the name(s) of person(s) in jeopardy of losing certification to the CRB, and notifies the FPD and applicable PSO, First Line Supervisor, or the Site Operations Manager at least 90 days prior to the CE hour date deadline.
2. The PSO, First Line Supervisor, the Site Operations Manager or FPD must provide a plan of action to the CRB Secretariat within fifteen days of notification as to how the CE requirement will be satisfied by the deadline, or acceptable justification as outlined in DOE O 361.1A. If no such plan or justification is received, the Secretariat will schedule a Board meeting to act upon the decertification.
3. The PSO, First Line Supervisor, or the Site Operations Manager will be requested to provide a representative at the CRB meeting to discuss the FPD's certification status. If none is provided, the Board will deliberate without PSO, First Line Supervisor, or Site Operations Manager representation.
4. The Secretariat will provide the CRB with copies of all communications to the FPD and PSO, First

Line Supervisor, or Site Operations Manager. The CRB will review the materials and vote on de-certification, by consensus.

5. The CRB may defer the de-certification consideration for a period of time at the discretion of the CRB if, upon consultation with the PSO, First Line Supervisor, or the Site Operations Manager, the Board agrees to:
 - a. accept a PSO proposed plan of action for the FPD as to how he/she will satisfy CE hour requirements within the grace period, and

The CRB is serious about Continuing Education for Federal Project Directors

- b. a commitment by the PSO for monthly status updates regarding the progress of the FPD towards CE hour fulfillment.
- c. CE hours accumulated during this grace period shall not carry over to the subsequent two-year period, nor does the grace period constitute a new certification date. The most recent FPD certification date shall remain the same, and is the basis for the biennial CE hour requirement date.
- d. If the FPD has not satisfied the CE hour requirement by the end of the grace period, the CRB will take action to de-certify the FPD.
6. If the CRB de-certifies the FPD, the Secretariat will prepare a memo to the PSO, with copies to the First Line Supervisor, Site Operations Manager and FPD:
 - a. notifying them of the de-certification action,
 - b. outlining the procedure to apply for re-certification,
 - c. providing a reminder of the requirement, per DOE O 413.3A, that projects be managed only by certified FPDs,

- d. notifying them that any incentive pay, based upon certification status that has been granted to the FPD, must be discontinued, and
- e. notifying them that the FPD will not be eligible for assignment to manage any DOE Capital Asset Project until re-certified.
7. The de-certified FPD will be removed from all listings of certified FPDs.

Re-Certification Process

A person who has been de-certified by the CRB for failure to accumulate the requisite CE hours may apply for re-certification in accordance with the following:

1. The FPD/candidate may submit a new application package any time after de-certification action for CRB consideration. The application must include an updated profile, project history, and a list of all courses, training, experiences, etc. that demonstrates 60 CE hours that have been completed.
2. If the CRB re-certifies the candidate, the Board will advise the PSO, First Line Supervisor, or the Site Operations Manager that an Individual Development Plan be put in place for the FPD to ensure successful completion of the CE hour requirement. The PSO, First Line Supervisor, or the Site Operations Manager will take all necessary actions to afford the FPD appropriate developmental opportunities that will credit towards CE hours, and he/she will monitor the FPD's progress during the next biennial period.
3. If the re-certified FPD fails to accumulate the CE hours a second time, the PSO, First Line Supervisor, or the Site Operations Manager will notify the CRB at least six months in advance of the certification deadline to discuss corrective actions.
4. Should the FPD be de-certified a second time due to failure to meet CE hour requirements, the FPD may be prohibited from reapplying for PMCDP certification.

DOE/OECM RETIREMENT

Dana Krupa, Office of Engineering and Construction Management, has announced that he will retire on January 3, 2007, after a federal career of over 32 years. Mr. Krupa has been the team lead for the Department of Energy's Project Management Career Development Program (PMCDP) and the Program Manager Career Development Curriculum (PMCDC) since joining the office in May 2006.

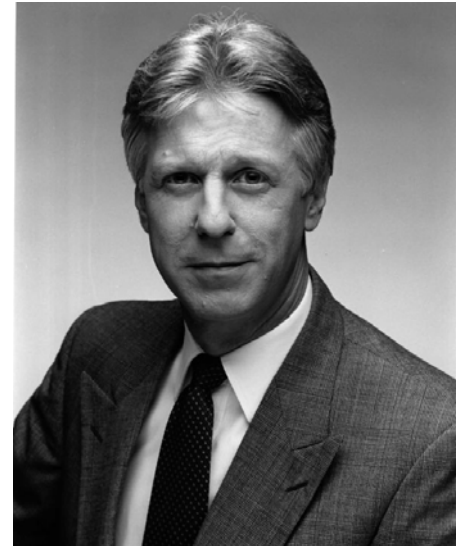
Mr. Krupa began his federal service with the Department of Navy, where he designed and managed military construction projects for the Atlantic Division, Navy Facilities. He continued his work with the Navy through several overseas tours, first as base architect for the Naval Station, Guantanamo Bay, Cuba, then as Director of Engineering, Marine Corps Air Station, Iwakuni, Japan, as project manager for multi-service military projects throughout Europe and Northern Africa while with the Officer in Charge of Construction, Mediterranean, in Madrid, Spain, and finally as a program manager for the Trident submarine base in Kings Bay, Georgia.

Mr. Krupa joined DOE in 1984 and subsequently developed DOE's project management Order 4700.1. He later took positions as the Contracting Officer's Representative for the Defense Programs' \$3 billion Complex-21 reconfiguration; led the Department's multi-year program responding to the DNFSB Recommendation to improve the safety of its nuclear explosive operations; led the NNSA/Tritium Readiness Campaign to successfully meet critical milestones; and managed Capital Line Item projects for the NNSA Facilities and Infrastructure Recapitalization Program.

In addition to his experience with the Departments of Navy and Energy, Mr. Krupa was a project manager for the Department of State, Office of Foreign Buildings, and a systems engineer with the Federal Aviation Administration, Facility Systems Engineering.

On the Legislative side of government, Mr. Krupa served on the personal staff of United States Senator Jeff Bingaman on Capital Hill for four years.

Mr. Krupa is a Registered Architect in the Commonwealth of Virginia. He



holds a Bachelor of Architecture from Virginia Polytechnic Institute and State University, a Master's degree in National Security & Strategic Studies from the U.S. Naval War College, and an advanced master's certificate in project management from The George Washington University's School of Business. He is also certified by the Project Management Institute (PMI) as a Project Management Professional (PMP), and by the Department of Energy as a Level II Federal Project Director.

CERTIFIED FPD CORNER



Congratulations to Newly Certified FPDs!

The Department now has 198 certified FPDs.* A complete listing is found on the OECM web site (www.oecm.gov) under Specialty Areas, PMCDP.

Hats off to the latest certified FPDs reaching new and advanced milestones in their careers:

*Does not include Information Technology (IT) Federal Project Directors

LEVEL 1

■ Basabilvazo, George	WIPP
■ Pantaleo, John	HQ
■ Singh, Bhupinder	HQ
■ Rai, Gulshan	HQ
■ Wyka, Theodore	LASO
■ Sullivan, Daniel	EM
■ Robinson, Thomas	EE
■ Schuppner, Suibel	NE

LEVEL 2

■ Krupa, Dana	MA
■ Gadbury, Donald	WIPP
■ Ginn, F. Lester	OR
■ Harp, Benton	EM
■ Schassburger, Richard	EM
■ Heston, Susan	ASO
■ Warren, Russell	PNSO

LEVEL 3

■ Berndsen Jr., Gerard	SPRO
■ Gregory, David	LSO
■ Whitacre, Thomas	LASO
■ Smith, Lloyd	LASO
■ Snyder, Roger	LASO
■ Noyes, Delmar	EM
■ Reising, John	EM
■ Thompson Jr., James	EM

LEVEL 4

■ Wu, Chuan-Fu	WIPP
■ Eschenberg, John	EM
■ McCormick, Matthew	EM
■ Provencher, Richard	EM
■ Ely, Lowell	NNSA