

## Tailor-Made Projects

**Brian Kong, PE, PMP, CCE, LEED AP**

Your project is unique and is tailor-made to ensure its success. While the end product may be the same, the acquisition process can be tailored to effectively and efficiently manage the multitude of factors that you and your project team face. Some compliance factors cannot be ignored or changed, but the requirements within DOE Order 413.3B can be tailored. Properly tailored and initiated early on, the path to the end product may be a better fit for your project.

Documenting the tailoring strategy and obtaining the Acquisition Executive's approval prior to Critical Decision (CD)-1, *Approve Alternative Selection and Cost Range*, are key. A best practice is to include the tailoring strategy as part of the (preliminary) Project Execution Plan (PEP) because it establishes the means to execute, monitor, and control projects and is developed by the integrated project team. As a team, each strategy should address the impact to the project and consider risks, complexity, visibility, cost, safety, security, and schedule, among other factors. If the project involves hazard category 1, 2, or 3 nuclear facilities, the tailoring approach for safety design basis must be documented and maintained in the Safety Design Strategy and subsequent CD safety documents per DOE-STE-1189-2008.

There are various tailoring strategies a project team may utilize. Examples include consolidating or phasing of CDs; substituting equivalent documents; using a graded approach to document development and content; using concurrency of processes; and creating a portfolio of projects to facilitate a single CD or acquisition strategy for multiple projects. Other examples include changes in delegation of acquisition authority; changes in reviews including external independent reviews (EIR), independent project reviews (IPR), and earned value management system (EVMS) surveillance reviews; and changes to the Integrated Safety Management System (ISMS) to enable associated tasks to be managed at the appropriate levels.

A best practice in documenting your tailoring strategy is to clearly and succinctly summarize each action you intend to take in a table. It should include a short description and list the reference document. For each, there should be a corresponding reasonable justification.

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PMCDP wishes you a happy and healthy holiday season! 

# PMCDP's First Online Course Offering

**Linda Ott, MA Adult Ed, PMP**

Contracting Officer's Representative (COR) training will now be available in an online format. PMCDP will offer the Defense Acquisition University course, CLC 222 "Contracting Officer Representative Training," starting January 2012. This course is at no cost to federal government employees. Please note, PMCDP will not schedule *Contract Administration for Technical Personnel* classes the remainder of this fiscal year. We will continue to accept the class for credit (the COR classroom offerings that appear on our schedule are sponsored by the Programs or sites). We encourage you to test drive online learning with this quality course either to satisfy the competency for Level I certification, COR refresher training, or continuing education credit.

Don't look for the course on PMCDP's training schedule. You enroll in the course when you are ready; you don't have to wait for the class to come to a site near you. You don't need to have travel approved so you can go to training. The training is at your fingertips. Online learning is self-paced and allows the learner to move quickly through material that is familiar and revisit new concepts and ideas as needed. There is not a participant workbook; instead you select from a menu of modules. You can move through the modules in the sequence they are presented or you can choose your own path through them. CLC 222 has a test at the end of each module; once you complete the module by passing the test, it is available to browse should you want to refresh your knowledge later. The downside to online learning is that you have to be disciplined and pace yourself to get the most out of the learning experience. Time management is important to online learning success. To help you navigate the registration process, we have developed a how-to-guide available on our website: <http://energy.gov/management/downloads/accessing-online-cor-training>.

PMCDP will continue to look for opportunities to provide quality learning opportunities by researching other available government online training available at no cost. We hope you will explore this top-notch online course and let us know what you think.

## PARS II/EVMS Information Coming to A Site Near You!

OECM is planning a PARS II/EVMS information and feedback session at several DOE sites starting in the spring of 2012. The purpose is to provide on-site assistance, gather feedback, and share best practices concerning PARS II and EVMS procedures and implementation across the complex. The targeted audience includes DOE Project Management Support Office, site, and contractor employees. Field sites under consideration for hosting these road shows include, but are not limited to, Richland, Los Alamos, Oak Ridge, Savannah River, and Idaho. Please check the following links periodically for updates on exact times, locations and registration details:

DOE PARS II website: <http://energy.gov/management/project-assessment-and-reporting-system-pars-ii>

DOE Earned Value Management website: <http://energy.gov/management/office-management/operational-management/project-management/earned-value-management>

Start	End	Course	CEUs	Location	PMCDP Info	CHRIS Code/ Session #	Registration Restrictions
<b>December 2011</b>							
12/12/11	12/14/11	Facilitating Conflict Resolution	21	Los Alamos, NM	Level 3 Elective	001558/0009	Per Betty Warrior <sup>1</sup>
12/13/11	12/15/11	Contract Administration for Technical Representatives	21*	Washington, DC	Level 1 Core	000058/0177	None
<b>January 2012</b>							
1/10/12	1/12/12	Scope Management Baseline Development	21*	Richland, WA	Level 2 Core	001036/0015	None
1/10/12	1/13/12	Advanced Risk Management	25*	Los Alamos, NM	Level 3 Core	001042/0015	None
1/18/12	3/9/12	Project Management Systems & Practices in DOE	60*	Oak Ridge, TN	Level 1 Core	001024/0040	None
Onsite: 2/14-2/16							
1/24/12	1/26/12	Facilitating Conflict Resolution	21	Aiken, SC	Level 3 Elective	001558/0008	None
1/24/12	1/27/12	Managing Contract Changes	28	Albuquerque, NM	Level 1 Core	002102	None
1/31/12	2/2/12	Project Leadership/ Supervision	21*	New Orleans, LA	Level 2 Core	001045/0025	None
<b>February 2012</b>							
2/6/12	2/10/12	Program Management & Portfolio Analysis	35*	Livermore, CA	Level 3 Core	001025/0022	None
2/7/12	2/9/12	Real Property Asset Management	21*	Richland, WA	Level 2 Elective	001183/0020	None
2/14/12	2/17/12	Managing Contract Changes	28	Golden, CO	Level 1 Core	002102	None
2/21/12	2/23/12	Real Property Asset Management	21*	Chicago Operations Office	Level 2 Elective	001183	None
2/27/12	3/2/12	Cost & Schedule Estimation & Analysis	35*	Germantown, MD	Level 2 Core	001044/0013	None

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

<sup>1</sup>Contact Betty Warrior, 505-245-2127, betty.warrior@hq.doe.gov

For a step-by-step guide to register for PMCDP courses in CHRIS/ESS, please visit the PMCDP website:

<http://energy.gov/management/downloads/pmcdp-course-registration-process>

# Question of the Month

**Victoria Barth, MA ISD**

**Question:** Why does the PMCDP enact new curriculum and certification requirements at the beginning of the calendar year?

**Answer:** The beginning of a calendar year marks a natural dividing point to distinguish between new and prior-year requirements. Additionally, the process drives the implementation of changes. The PMCDP's Curriculum Review Board meets during the summer to identify potential changes based on DOE policy, participant input, and workforce development needs. Once the proposed changes are approved by the Certification Review Board, the four-to-five month period between the Board meeting and first of the year allows PMCDP the opportunity to give ample notice to the FPD community. This timeframe also permits candidates who do not want to be subject to the new requirements to finish their packages and submit them to their Programs for review and approval. Please note, your Program must submit your package to PMCDP by the December 31<sup>st</sup> deadline; this cannot be done by you. We encourage you to contact your Program point of contact (POC) for more information. A complete list of POCs is available on the PMCDP website: [http://energy.gov/sites/prod/files/PMCDP\\_PROGRAM\\_POINTS\\_OF\\_CONTACT\\_2.pdf](http://energy.gov/sites/prod/files/PMCDP_PROGRAM_POINTS_OF_CONTACT_2.pdf).

For a summary of certification requirement changes, please refer to the October PMCDP newsletter.

# Federal Project Director Corner

The Certification Review Board certified the following individuals:

## National Nuclear Security Administration

- Richard W. Boyd, Level I
- Lisa T. McGuire, Level I
- Lisa A. Swift, Level I
- Ashleigh D. Wilson, Level I

## Office of Environmental Management

- Unyong "John" Moon, Level I
- Jerry L. Wells, Level I

## Office of Nuclear Energy

- Prasad K. Nair, Level I

## Office of Science

- Richard Warren Chapman, Level I

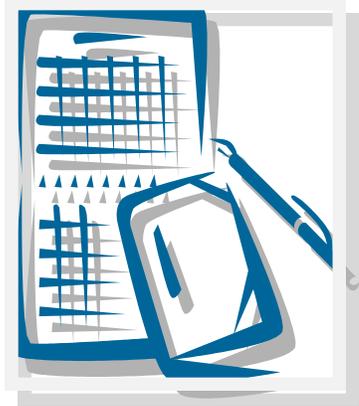
**Congratulations to our  
newly certified FPDs!**



## Full PMCDP Course Schedule

For the full listing of FY2012 classes, visit the PMCDP website:

<http://energy.gov/management/downloads/pmcdp-course-schedule>



## PMCDP Continuing Education Update

The Certification Review Board has ruled that effective January 1, 2012, the automatic 90-day grace period for continuing education hours will be replaced with a 90-day notification period of impending certification revocation. For more information, please see the policy flash on the PMCDP website: <http://energy.gov/management/downloads/crb-policy-flash-2011-01>.

If you have questions, please contact your Program PMCDP point of contact.

## Questions or Comments?

Please email general questions and comments to [PMCDP.Administration@hq.doe.gov](mailto: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](mailto:Linda.Ott@hq.doe.gov)
- Victoria C. Barth, MA ISD - Course Schedule, Certification Review Board information, Certification and Equivalency Guidelines, Newsletter: [Victoria.Barth@hq.doe.gov](mailto:Victoria.Barth@hq.doe.gov)